








OUR PLAN FOR OUR PLACE

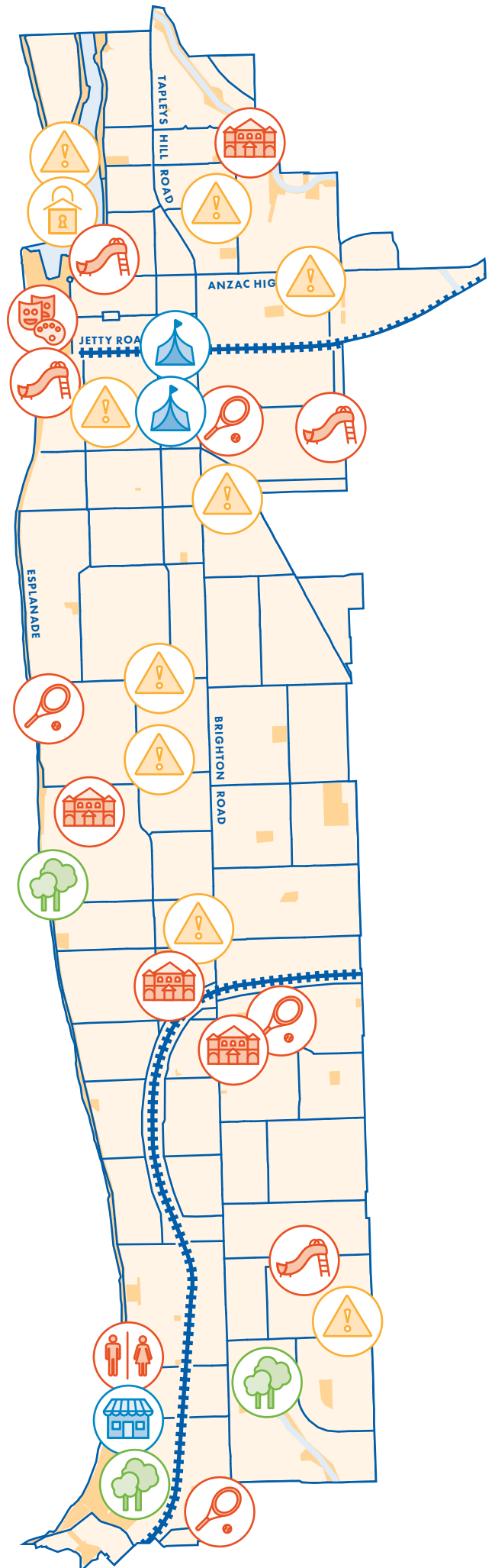


**2020-21
ANNUAL BUSINESS PLAN**

THIS YEAR'S BUDGET

For every \$1000 of municipal funds spent we will allocate approximately:

- 
Volunteers, Youth, Community Centre Support, Sports Development
\$26.84
- 
Home and Community Services
\$31.49
- 
Libraries
\$35.33
- 
Commercial and Economic Enterprises
\$51.49
- 
Community Buildings and Public Facilities
\$62.15
- 
Culture and Heritage
\$36.08
- 
Sporting and Recreational Facilities
\$18.85
- 
Corporate Operations, Administration and Finance
\$130.68
- 
Information Technology and Business Transformation
\$58.69
- 
Roads, Footpaths and Traffic Management
\$212.15
- 
Strategic Planning and Development
\$13.61
- 
Natural Reserves, Foreshore, Beaches and Coastal
\$22.21
- 
Waste Management
\$85.47
- 
Public Realm, Street Trees, Reserves, Open Space and Playgrounds
\$88.33
- 
Visitor Attractions, Events, Tourism and Marketing
\$51.63
- 
Carparks and Parking Regulation
\$41.25
- 
Stormwater Management
\$29.00
- 
Public Safety
\$4.76



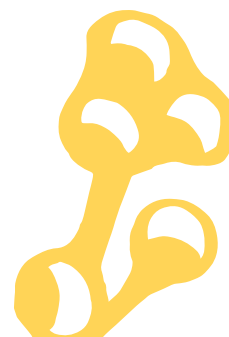
Further detail on these projects and services is included in this Plan.

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TRADITIONAL CUSTODIANS

We acknowledge the Kurna people as the traditional custodians of this land. We respect their spiritual relationship with the country that has developed over thousands of years, and the cultural heritage and beliefs that remain important to the Kurna people today.



WELCOME

On behalf of the City of Holdfast Bay, I present the 2020–21 Annual Business Plan.

We are very well aware of the difficulty and financial hardship that people in our local community face as a result of COVID-19. All parts of our community have been affected.

It is important, in these circumstances, for our City to provide assistance to residents and businesses to help them through the health emergency and economic downturn.

In April 2020, we introduced immediate, short term financial assistance to residents, businesses and sporting clubs. The Annual Business Plan is the next step forward. Our aim is to find a balance between targeting financial relief to those who need it now and providing financial stimulus in the future by way of projects to our local economy.

There will be a COVID-19 fund, which will provide targeted assistance to those in need. As for stimulus, we are continuing with our comprehensive program of capital works over the next financial year, one of which is now with a financial contribution from the State Government.

We also planning to minimise the impact of COVID-19 now and into the future on the well-being of our elderly and vulnerable residents. We are investing in our Community Wellbeing Programme and will continue to provide services such as home shopping, and the Community Bus.

We have reviewed our operations and made as many cuts as are possible. Because of this, we will only have to increase rates by 1.1 per cent.

The Waste Levy payable by us to the State Government was substantially increased by the State Government last year, and we have managed to absorb that until now. This year, however, there will also be a necessary increase of a further 0.8 per cent in rates to pay for the Waste Levy.

In real terms, the total increase is 1.9 per cent. This equates to an increase of \$21 annually on the average (mean) house value of \$633,000.

Detailed in the 2020–21 Annual Business Plan are the following initiatives:

- › **COVID-19 Financial Fund**
The plan establishes a \$250,000 fund to support business and the community through the pandemic and the recovery. An economic task force is being established in conjunction with the fund, made up of community business leaders, representatives from our major retail and industrial precincts and specialist Council staff in the areas of economic development, tourism, regulatory services, events and creative services.
- › **Kingston Park Kiosk**
We have allocated \$300,000 towards the first stage of construction for a new kiosk at Kingston Park.
- › **Brighton Caravan Park – Stage 2, \$750,000**
As a key, income-generating council business, the Brighton Caravan Park helps to alleviate the rate burden on residents and private businesses. Council will replace timeworn facilities with new sites, cabins and administration buildings. This will create stronger visitor appeal, grow the commercial revenue of the caravan park and enhance the city’s tourism activities.
- › **Wigley Reserve Playspace and Fitness Hub, 20/21 funding – \$500,000**
The upgrade of Wigley Reserve playspace and fitness hub commenced in April this year and will be completed by October 2020.
- › **Glenelg Town Hall, Stage 3 – \$1.3 million**
In 2017–18 we identified a range of restoration works needed to maintain this important, historic State Heritage listed building. In 2020–21, Council has allocated \$1.3 million to commence the third stage of a multi-year program of repair works to ensure the building can be enjoyed for many years to come.
- › **Stormwater Management Plan Implementation – \$1.2 million**
In 2020–21, Council will investigate, design and build infrastructure identified as high priority to reduce major property flooding and minor nuisance flooding, thereby reducing risk to the community.



Amanda Wilson

Mayor
City of Holdfast Bay



COVID-19

The COVID-19 global pandemic has had a significant impact across all areas of our community, including Council's business operations.

From the outset, Council has worked diligently to adapt to this unprecedented situation to keep Council fully operational. Services have continued, and Council has put in place measures and strategies to support our residents and businesses with the social and economic impacts created by COVID-19.

Immediate support: Financial relief provisions

To support rate payers in the short term, Council has established a range of financial relief provisions to relieve financial pressure and hardship.

This package of financial support measures, which include hardship provisions for residential and commercial rate payers, and the waiving of sporting and community club leases, has a cost to the Council budget of \$179,000.

Supporting the recovery: \$250,000 COVID-19 Fund

The Annual Business Plan includes provision of a new fund that will be used to directly assist businesses and the community recover from COVID-19.

The \$250,000 COVID-19 Fund is an investment by Council into the ongoing recovery of our community, and will invest in initiatives that directly support the economic recovery of local businesses and the community. The new fund is in addition to the \$179,000 of immediate support and relief measures included in the budget.

Budget planning for 2020/21

In addition to the short and long term financial support measures included in the budget, Council's non-rate revenue has also been impacted by COVID-19.

Approximately 25% of Council revenue comes from non-rates income, and this revenue helps to keep rates lower. However, the impact of COVID-19 will result in an estimated reduction in non-rate revenue of \$591,500.

The 2020/21 budget aims to balance the financial impact of COVID-19 now and in the longer term. Council is committed to maintaining service delivery and the capital works program, which is vital for future economic stimulus as we support our community in the recovery phase. Council has strived to create a flexible, balanced Annual Business Plan that recognises the impact of COVID-19, supports the community in the short and long term, and continues to build a strong and vibrant community.

OUR CITY

The City of Holdfast Bay is built on an ancient place—home to over 2,000 generations of Kurna people who lived sustainably and nurtured the land and waters for some 60,000 years as one of the world’s longest living cultures.

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

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

The Province of South Australia was proclaimed at Pathawilyangga in 1836, which became the municipality of Glenelg in 1855. 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 almost 37,000 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



37,032

52.5% females
47.5% males

MEDIAN AGE

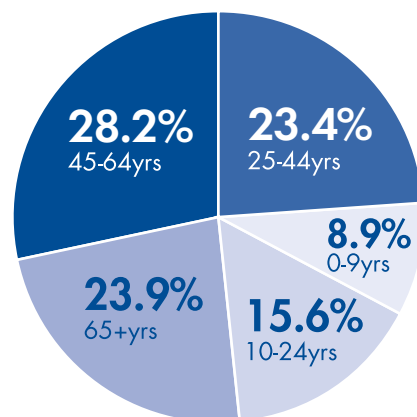


NEW RESIDENTS

1657 since 2008

5%

AGE SEGMENTATION



Source: City of Holdfast Bay Remplan



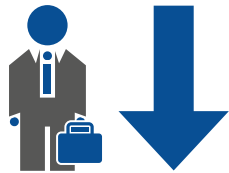
SNAPSHOT

A prosperous community with above average mortgage debt levels



HIGH

- Average Income
- Education
- Housing Mortgages



LOW

- Unemployment

CULTURAL DIVERSITY

22% of residents were born overseas



HIGH DENSITY HOUSING MEDIAN

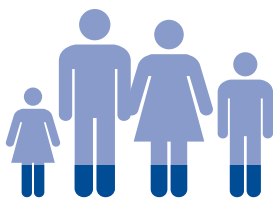
Compared to greater Adelaide

37%

of dwellings are medium to high density

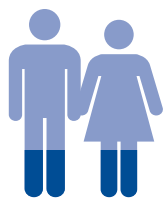


HOUSEHOLD TYPES



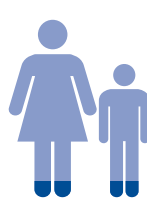
Couples with children

22.4%



Couples without children

26.9%



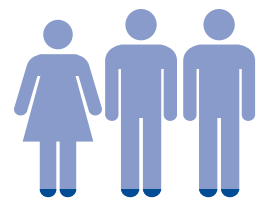
One parent families

7.7%



Lone person households

33.1%



Group households

3.4%

Source: ABS 2016

LOWER VEHICLE USAGE

Households in Holdfast Bay have lower vehicle usage on average than greater Adelaide.





OUR VISION

Balancing our progress with our heritage, we lead in coastal management to deliver high-quality public spaces and services to build a welcoming, safe and active community where resident, visitor and business prosperity meet.

Our Place: 2030 Strategic Plan

To achieve this vision we have identified five focus areas, each of which are supported by key objectives:



COMMUNITY
A healthy, creative,
connected community

- › Building a healthy, active and resilient community
- › Celebrating culture and diversity
- › Providing welcoming, accessible facilities
- › Fostering an engaged, contributing community



ENVIRONMENT
A community connected
to our natural environment

- › Protecting biodiversity
- › Building an environmentally resilient city
- › Using resources efficiently
- › Fostering an environmentally connected community



ECONOMY
A diverse and resilient
local economy

- › Supporting and growing local business
- › Making it easier to do business
- › Harnessing emerging technology
- › Boosting our visitor economy



PLACEMAKING
An accessible, vibrant and
safe coastal city that
celebrates our past to build
for our future

- › Creating vibrant and safe places
- › Developing walkable, connected neighbourhoods
- › Building character and celebrating history
- › Housing a diverse population



CULTURE
An effective, customer-centred
organisation

- › Providing customer-centred services
- › Being financially accountable
- › Enabling high performance
- › Supporting excellent, efficient operations

QUALITY OF LIFE SURVEY RESULTS (2019–20)

HOW YOU RATED YOUR COUNCIL OUT OF 10

COMMUNITY



8.35

Providing library services



7.8

Providing sporting facilities



7.4

Delivering services for the elderly and people with a disability



7.9

Providing programs and services that encourage an active lifestyle



7.2

Providing arts & cultural experiences

PLACEMAKING



6.9

Maintaining roads and kerbing



7.2

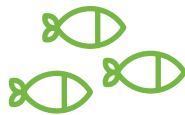
Maintaining cycle networks



8.1

Providing a sense of safety in neighbourhoods

ENVIRONMENT



7.8

Maintaining beaches and coastal areas



7.8

Providing adequate waste management services



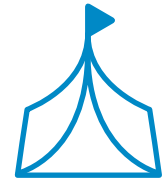
Overall rating of Holdfast Bay as a place to live

ECONOMY



7.6

Encouraging a diverse range of businesses and services in the area



7.5

Supporting and promoting tourism and events

CULTURE



6.3

Council provides good financial management and value for rates



6.6

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



8.1

Maintaining well laid out parks and reserves



7.4

Providing programs that foster social interaction and community wellbeing



8.5

Likelihood to recommend Holdfast Bay as a place to live

Council would like to express their appreciation and thanks to those who participated in this survey.



HIGHLIGHTS

Major projects

In 2020–21 Council will fund and undertake a number of major projects to support the vision and objectives outlined in its strategic plan, Our Place 2030.

These include:

› **Glenelg Town Hall Restoration Stage Three – \$1.3 million**

In 2017–18 we engaged specialised heritage architects to undertake an assessment of the Glenelg Town Hall which identified a range of restoration works needed to maintain this important, historic State Heritage listed building. In 2020–21, Council has allocated \$1.3 million to commence the first stage of a multi-year program of repair works to ensure the building can be enjoyed for many years to come.

› **Stormwater Management Plan Implementation – \$1.2 million**

In 2014, the City of Holdfast Bay partnered with the City of Marion to develop a stormwater management plan. The plan identified high-risk flooding areas together with strategies to improve water quality and reduce runoff to the marine environment. In 2020–21, Council will investigate, design and build infrastructure identified as high priority to reduce major property flooding and minor nuisance flooding, thereby reducing risk to the community.

› **Completion of the Wigley Reserve Playspace and Fitness Hub – \$500,000**

Council will complete the upgrade of Wigley Reserve playspace and fitness hub which commenced in 2019–20. The upgrade will turn a simple worn out playground and fitness area into a destination playspace with opportunities for all ages and abilities. The upgrade will activate a largely underutilised space, creating a valuable community asset.

› **Brighton Oval – Stage Two (Fully funded through Federal and State Government Funding)**

Grant funding from the Federal and State Governments is enabling Council to undertake stage 2 of the Brighton Oval Masterplan with completion scheduled for June 2021. This project will include enhanced community facilities such as fitness equipment, a new playspace, basketball half court, picnic shelters and additional onsite parking.

› **Brighton Caravan Park – Stage Two – \$750,000**

As a key, income-generating council business, the Brighton Caravan Park helps to alleviate the rate burden on residents and private businesses. However, its infrastructure is rapidly aging, compromising the future commercial success of the park. Council will replace timeworn facilities with new sites, cabins and administration buildings. This will create stronger visitor appeal, grow the commercial revenue of the caravan park and enhance the city's tourism activities. The construction of Stage 2 is subject to Council approving a business case.

› **Kingston Park Kiosk – Stage One – \$300,000**

The Kingston Park Kiosk is used by residents, caravan park customers and coastal pathway users. Proposed over two financial years, this proposed project includes the design and construction of a new kiosk at Kingston Park near the Brighton Caravan Park to replace the existing kiosk which is past its end of life. The design of the new facility will be sensitive to its location and use construction materials suitable for coastal locations. The construction of the Kiosk is subject to Council approving a business case.

› **Glenelg Oval Masterplan – Stage 2A – \$200,000**

Council will construct two new unisex change rooms, including umpire change rooms and medical rooms in the next stage of the Glenelg Oval upgrade. This is a \$987,000 project made possible through Council securing \$487,000 in State Government funding, and the Glenelg Football Club receiving \$300,000 in Federal Government funding to contribute to the project.



FINANCIAL OVERVIEW

Projections for the 2020–21 financial year indicate that Council will be working with:

- › A deficit of \$1 million (Alwyndor deficit of \$379,000 and municipal operations deficit of \$660,213)
- › A consolidated operating income of \$70.86 million to cover operating expenditure of \$71.9 million
- › A 1.9 per cent increase in rate revenue comprising a 1.1% rate increase and 0.8 percent increase in the State Government Waste Levy (excluding separate rates and the Landscape Levy).
- › An end of year financial position that is within the Council's financial targets.
- › Council's long term financial plan has been revised to include the 2020/21 budget and include the projected impact of COVID-19. The revised plan indicates that the Council, even though forecasting operating deficits over the next few years, will be financially sustainable over the longer term.

In the 2020–21 financial year we will invest \$62.1 million (excluding Alwyndor) to provide services, implement programs and build and maintain essential assets. Our main areas of investment include:

- › \$48 million to provide services to our community
- › \$6.7 million to upgrade and maintain community assets
- › \$7.4 million for new capital infrastructure and service improvements.

FINANCIAL SUMMARY



2020–21 REVENUE \$48 MILLION

Council will receive \$48 million to provide services and infrastructure to the community.

MUNICIPAL REVENUE

Rate Revenue

Rates: General	\$36.02 million
Rates: Jetty Road Mainstreet Separate Rate	\$0.58 million
Rates: Patawalonga Marina Separate Rate	\$0.07 million
Rates: Regional Landscape Levy (previously NRM Levy)	\$1.31 million
Total Rate Revenue	\$37.98 million

Operational Revenue

Statutory Charges	\$2.02 million
User Charges	\$3.74 million
Investment Income	\$0.08 million
Reimbursements	\$0.68 million
Other	\$0.61 million
Total Operational Revenue	\$7.13 million

External revenue

Operating Grants and Subsidies	\$2.86 million
Net Equity Gain – Joint Ventures	\$0.12 million
Total External Revenue	\$2.98 million

TOTAL MUNICIPAL REVENUE **\$48.09 million**

ALWYNDOR REVENUE

Operational Revenue

User Charges	\$5.11 million
Investment Income	\$0.18 million
Reimbursements	\$3.51 million
Other	\$3.00 million
Total Operational Revenue	\$11.80 million

External Revenue

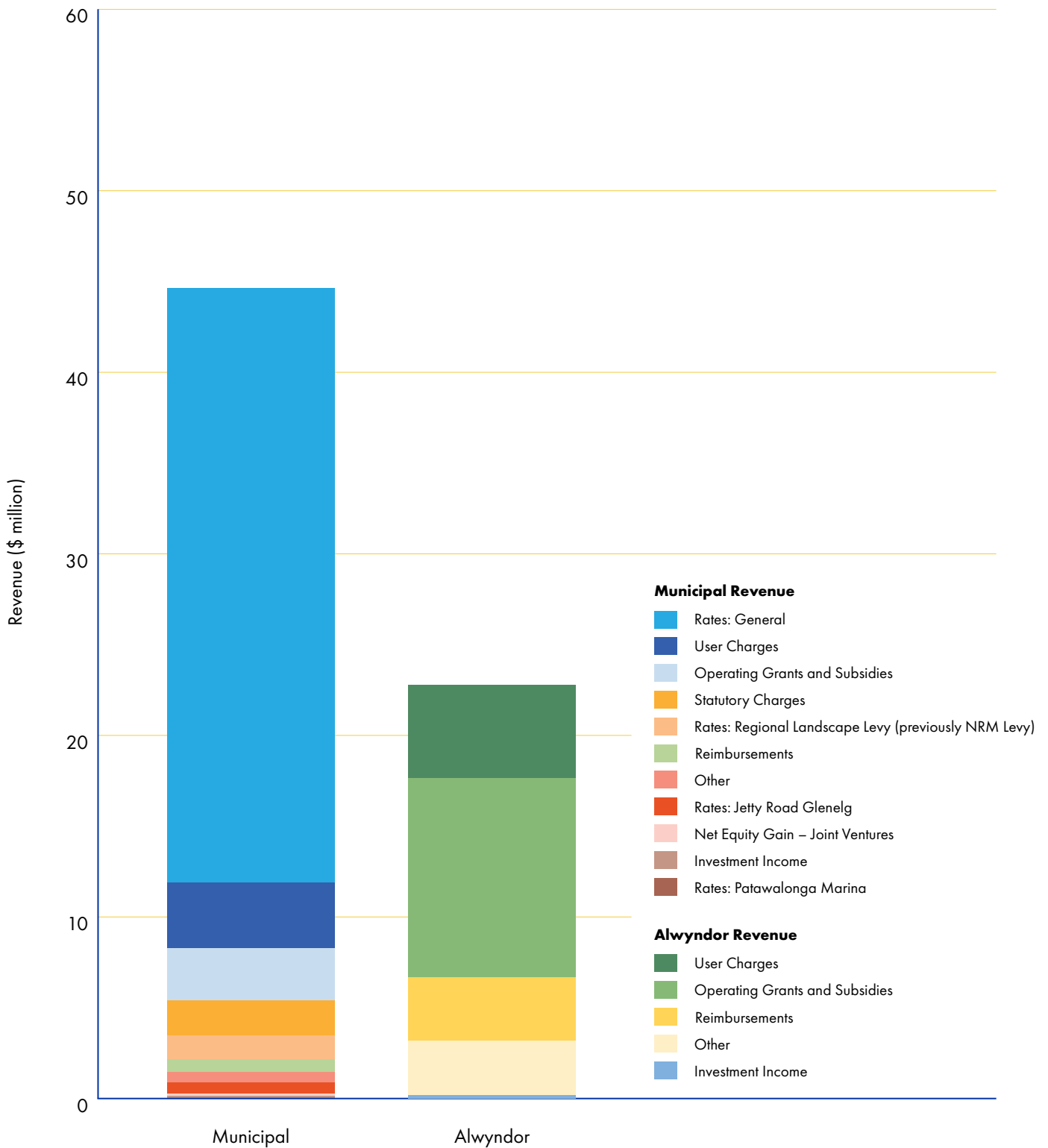
Operational Grants and Subsidies	\$10.97 million
Total External Revenue	\$10.97 million

TOTAL ALWYNDOR REVENUE **\$22.77 million**

CONSOLIDATED REVENUE

TOTAL CONSOLIDATED REVENUE (INCLUDING CAPITAL & OPERATING REVENUE) **\$70.86 million**

2020–21 REVENUE



2020–21 OPERATIONAL EXPENDITURE \$71.9 MILLION

Council will spend \$71.9 million to deliver services to the community.

MUNICIPAL OPERATIONAL EXPENDITURE

Services

Asset Management	\$8.17 million
Community Development	\$1.37 million
Commercial and Economic Enterprises	\$1.57 million
Community Wellbeing	\$1.56 million
Development Services	\$1.33 million
Financial Services	\$1.28 million
Information and Technology Services	\$2.46 million
Library Services	\$1.67 million
Corporate Services	\$5.24 million
Open Space and Coastal Assets	\$3.57 million
Regulatory Services	\$2.10 million
Economic Development	\$0.25 million
Strategic Planning and Development Policy	\$0.62 million
Marketing and Tourism	\$2.25 million
Waste Management	\$4.19 million
Total Expenditure on Services	\$37.61 million
Other Operational Expenditure	
Depreciation – Municipal	\$9.44 million
Landscape Levy	\$1.31 million
Operational New Initiatives	\$0.38 million
Total Expenditure on Other Operational	\$11.11 million
TOTAL MUNICIPAL OPERATIONAL EXPENDITURE	\$48.7 million

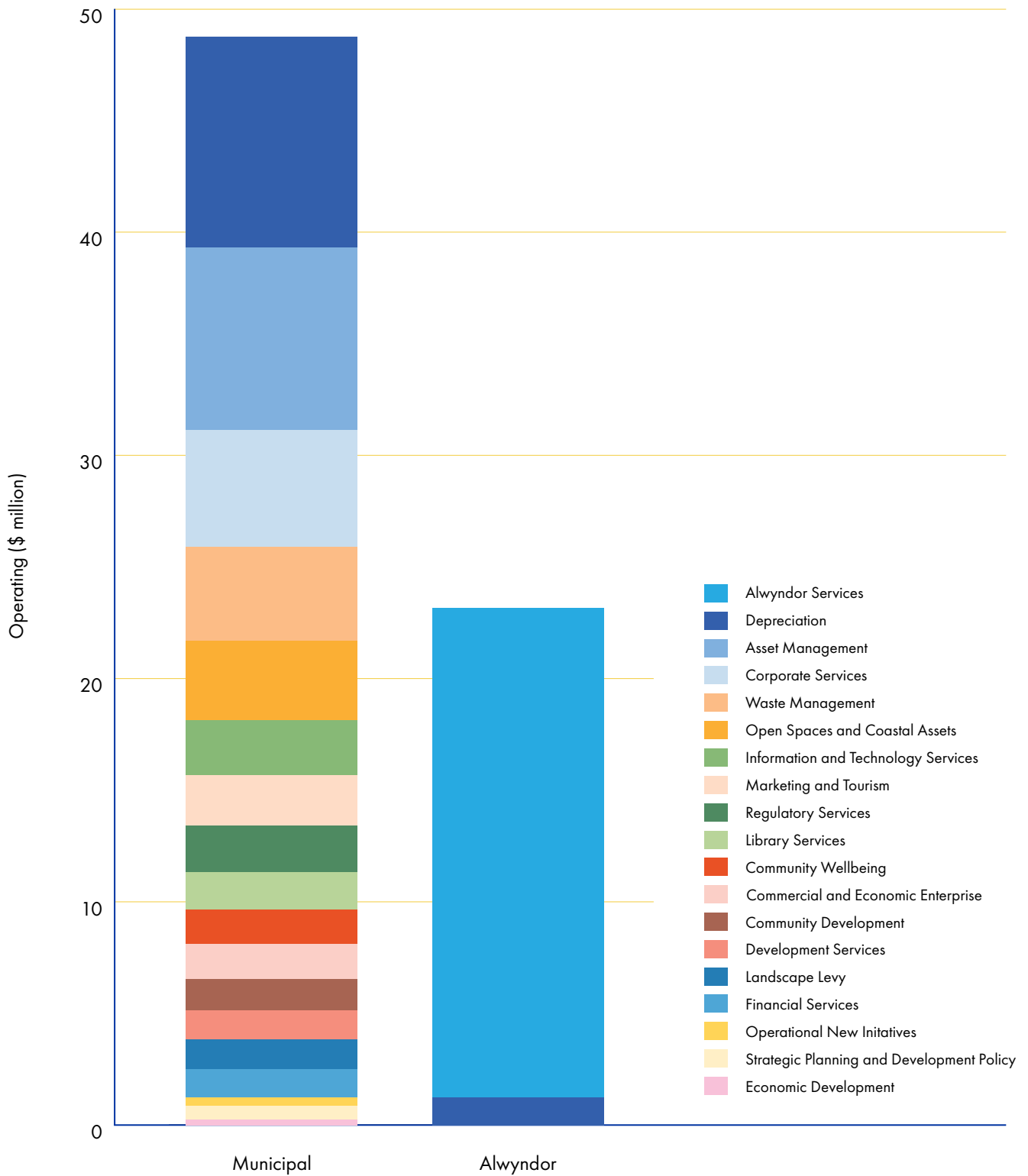
ALWYNDOR OPERATING EXPENDITURE

Alwyndor Services	\$21.91 million
Total Expenditure on Services	\$21.91 million
Other Operational Expenditure	
Depreciation – Alwyndor	\$1.24 million
Total Expenditure on Other Operational	\$1.24 million
TOTAL ALWYNDOR OPERATIONAL EXPENDITURE	\$23.1 million

CONSOLIDATED OPERATIONAL EXPENDITURE

TOTAL CONSOLIDATED OPERATIONAL EXPENDITURE	\$71.9 million
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2020–21 OPERATIONAL EXPENDITURE



2020–21 CAPITAL PROGRAM \$14.3 MILLION

Council will spend \$14.3 million on a capital program to update and maintain community assets in 2020–21.

MUNICIPAL CAPITAL PROGRAM

Playgrounds	\$0.44 million
Open Space	\$0.06 million
Sporting and Community Clubrooms	\$0.92 million
Library	\$0.09 million
Coastal Works	\$0.29 million
Flood Management	\$0.24 million
Street Lighting	\$0.17 million
Roads and Kerbs	\$1.67 million
Footpaths and Cycleways	\$0.36 million
CCTV	\$0.07 million
Bus Shelters	\$0.03 million
Signage	\$0.06 million
Plant and Equipment Replacement	\$1.35 million
Capital New Initiatives	\$7.05 million
Project Management Capitalised	\$0.91 million
TOTAL MUNICIPAL CAPITAL EXPENDITURE	\$13.71 million

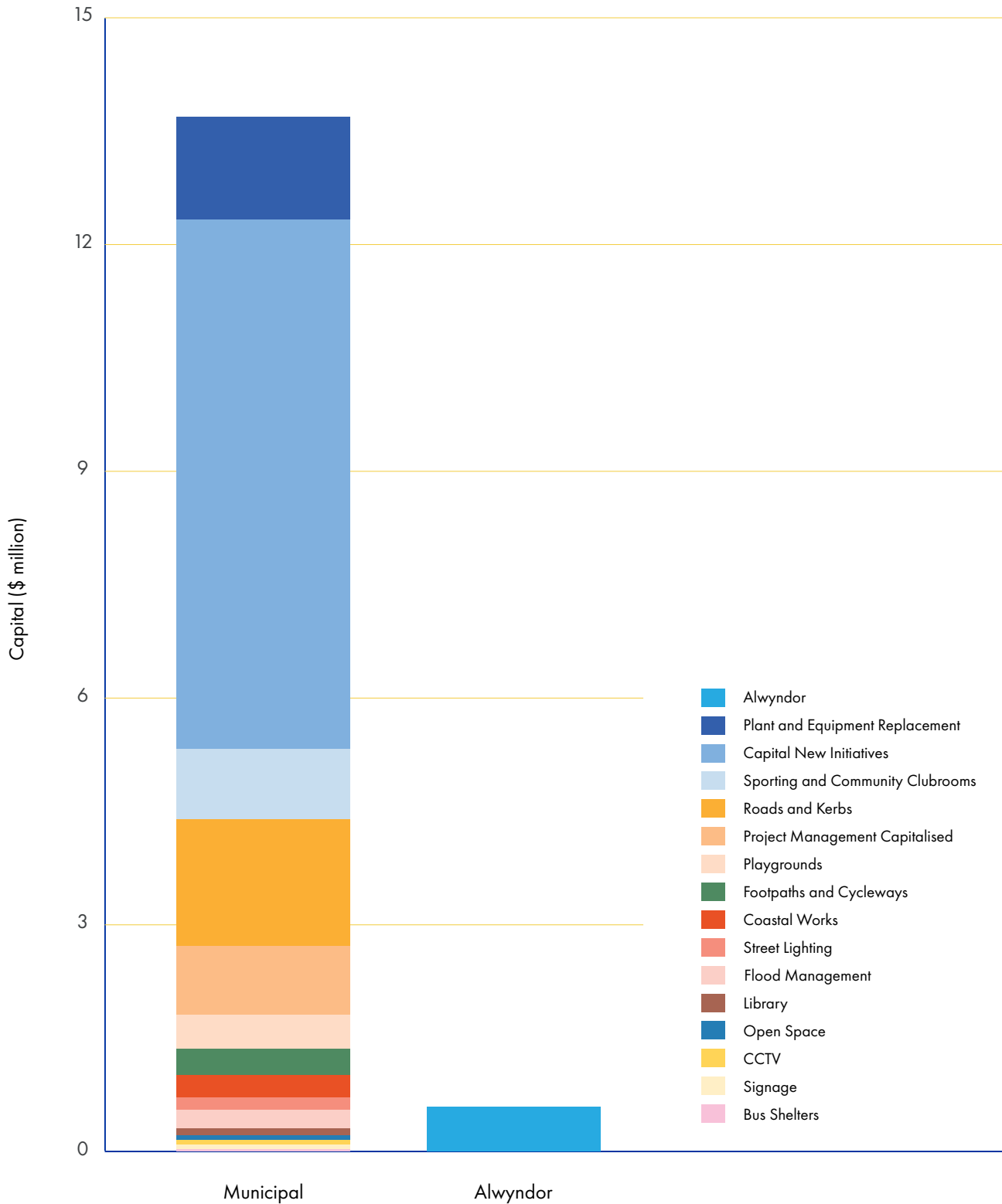
ALWYNDOR CAPITAL PROGRAM

Alwyndor Asset Renewal and Replacement	\$0.59 million
TOTAL ALWYNDOR CAPITAL EXPENDITURE	\$0.59 million

CONSOLIDATED CAPITAL PROGRAM

TOTAL CONSOLIDATED CAPITAL EXPENDITURE	\$14.3 million
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2020–21 CAPITAL PROGRAM



OUR FINANCIAL GOVERNANCE

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

**CITY OF HOLDFAST BAY
LONG-TERM FINANCIAL PLAN**



ENSURING FINANCIAL SUSTAINABILITY

Policies and practices

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**
Ordinarily we aim to fully fund the cost of services, including the depreciation of infrastructure and assets in order to share the costs of services fairly between current and future users. However, as the community faces extraordinary circumstances, we have introduced measures to support our community through COVID-19 and recovery. As such this business plan has been developed to support our community during these difficult time whilst acknowledging a likely continued reduction in non rate revenue through this financial year. Hence the proposed budget includes a small deficit so that we can provide for these circumstances.
- › **Maintaining infrastructure and managing assets**
We aim to maintain infrastructure (eg, buildings and bridges) and assets (eg, roads, kerbs, paving, machinery, trees, irrigation systems and playground equipment) to ensure the continued delivery of services to agreed 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 over the medium term. We will keep rate payers fully informed about future rates and the corresponding services provided.
- › **Prudent debt management**
We aim to keep our debt as low as practicable. We borrow funds to invest in new long-term assets or to replace and renew existing assets and thereby spread that cost over the longer term, consistent with the typical long lives of assets.

SIGNIFICANT INFLUENCES

BROAD TRENDS AND EMERGING ISSUES

A range of global, national and state trends was considered when developing the 2020–21 Annual Business Plan.

Economic Sustainability

Two thirds (66%) of Australian businesses reported a decrease in turnover or cashflow as a result of the global COVID-19 pandemic. Of these, 38% of businesses have changed how they deliver products and services with half of businesses making changes to their workforce arrangements.

The City of Holdfast Bay has relied heavily on tourism to support the local economy. For the immediate future, particularly with the closure of state and national borders during COVID-19, there will be a requirement and need for a commitment to localism to stimulate the local economy.

Diversification, local supply chains, investment attraction and adapting to new ways of doing business will be key, as more businesses opt to work from home or shared creative spaces, as they look to expand their business capabilities.

Council continues to invest in the economic vitality of our city through the actions of the Economic Activation Plan 2018–2023, which sets out a range of measures to support and grow local businesses, make it easier to do business, boost our visitor economy and harness emerging technology.

Waste Management

The federal government's ban on the export of waste plastic, paper, glass and tyres is scheduled to come into force on 1 July 2020. Whilst the full extent of the impact is still unfolding, it is likely to drive up the cost of recycling of glass, tyres, paper and plastics.

Council has been phasing in a number of initiatives to reduce the amount of waste going to landfill including compostable bags provided to residents and supermarkets, as well as kitchen benchtop organics bins.

This year, the Council proposes to introduce a weekly collection trial of green organics bins.

Council offers free waste education sessions to schools and community groups to increase understanding of recycling and use of the three-bin system.

Health, Wellbeing and Aging

Contemporary society creates a range of lifestyle challenges for individuals, including an increasingly sedentary lifestyle, longer working hours and higher obesity rates, which are associated with several chronic health conditions and increasing social isolation. South Australia has a higher proportion of people aged over 55 than the rest of Australia, and the median age of City of Holdfast Bay residents is 46, which is significantly older than surrounding council areas. As time passes, the proportion of those aged over 65 will increase. To address this trend, Council is committed to providing facilities and services that promote healthy, active lifestyles, community wellbeing, opportunities for social engagement and healthy ageing.

During the COVID-19 pandemic Council has introduced a number of new services to support our at risk residents including a shopping service, book service and activity packs.

Environmental Sustainability

In response to climate change, Council is taking steps to protect the natural environment, with a focus on biodiversity and protecting our unique coastal environs. We are committed to reducing our reliance on fossil fuels by replacing council vehicles with hybrid fuel vehicles where possible, and commencing implementation of the priorities identified through an energy audit of council buildings. We are continuing our water sensitive urban design projects, remediating three gullies and maintaining the city's prized beaches. In the coming year, Council will commence implementation of its environmental strategy to tackle the impact of climate change.

THE 2020–21 BUSINESS ENVIRONMENT

The following factors are expected to influence the business environment in 2020–21:

COVID-19

The impacts of COVID-19 are still unfolding. Council recognises the importance of supporting our community through this crisis and during the recovery.

COVID-19 has also had, and will continue to have an impact on Council's revenue streams such as the Caravan Park and car parking revenue. Whilst the full cost of supporting our community during this time, and the scale of revenue loss remains unknown, Council is committed to sustaining our community and our organisation for the long term.

Operating and Utility Costs

Just like households, councils are subject a range of costs over which they have limited control. The Environment Protection Authority landfill levy is one such cost. The state government increased the EPA waste levy from \$110 per tonne to \$140 per tonne on 1 January 2020 – placing an additional \$270,000 impost on 2020–21 budget, which equates to a 0.8 per cent rate increase.

With the completion of a number of major new projects, depreciation on new assets has increased by \$404,000. This increase in depreciation is counterbalanced by the benefits that new and improved facilities provide to the community.

While the costs of providing assets and services differs from council to council according to the needs and expectations of their respective communities, we normally use the Local Government Price Index (LGPI) as a benchmark for monitoring the cost of services we provide. This is similar to the Consumer Price Index (CPI), but monitors price changes in goods and materials that are specifically relevant to local government. Given the current climate, for the 2020–21 Annual Business Plan the rates have been capped at 1.9% incorporating the 0.8% increase due to the waste levy.

Housing Industry

The housing industry has remained steady over the past few years. The number of building approvals increased in 2019–20 and this growth has continued through the pandemic. The 2020–21 Annual Business Plan is based on an estimated growth of half of one per cent.

Local Government Reform

Developed by the State Government, the *Reforming Local Government in South Australia* discussion paper was released on 5 August 2019. The South Australian Productivity Commission was further directed to undertake an inquiry into local government to identify options to improve efficiency and financial accountability and reduce costs. The Commission's paper was published in February 2020. The *Statutes Amendment (Local Government Review) Bill 2020* (the Bill) was tabled in the House of Assembly on 17 June 2020.

Planning System Reforms

The State Government has continued to progress reforms that will transform the current planning system into a centralised system with one development plan for the whole of South Australia. The introduction of the *Planning, Development and Infrastructure Act 2016* also includes a centralised lodgement and mapping system.

The draft Planning and Design Code was released for consultation in October 2019. While the impact of the reforms will take several years to measure, some of the likely effects include:

- › The reduction of minimum allotment sizes. Frontages are being reduced by 25 per cent which will impact on density infrastructure requirements.
- › The requirement for an expanded building and planning inspection program.
- › Reduced requirement to notify neighbouring properties of applications. This will streamline the assessment of applications, with fewer applications determined by Council's assessment panel.

- › Improvements to information technology systems and increased cost-shifting from the state government to service a central online planning portal and e-planning system.

Council will monitor the impact of the planning reforms as details emerge, with introduction of the Planning and Design Code slated for late 2020.

Aged Care Industry Transformation

On 16 September 2018, the Australian Government announced a Royal Commission into the aged care sector. The Royal Commission is looking at the quality of residential and in-home aged care. Whilst the Aged Care Royal Commission is currently suspended, Council will maintain a watching brief to determine the impact of the Commission's recommendations on Alwyndor and its community wellbeing services.

Digital Transformation

As various technologies evolve and become ubiquitous, expectations of service also change. As a government body, Council must protect residents' privacy and security while meeting their expectations for personalisation, ease, convenience and multi-channel service delivery. To this end, Council is implementing a multi-year, user-centred digital transformation program that will transform both the customer experience and our business processes.

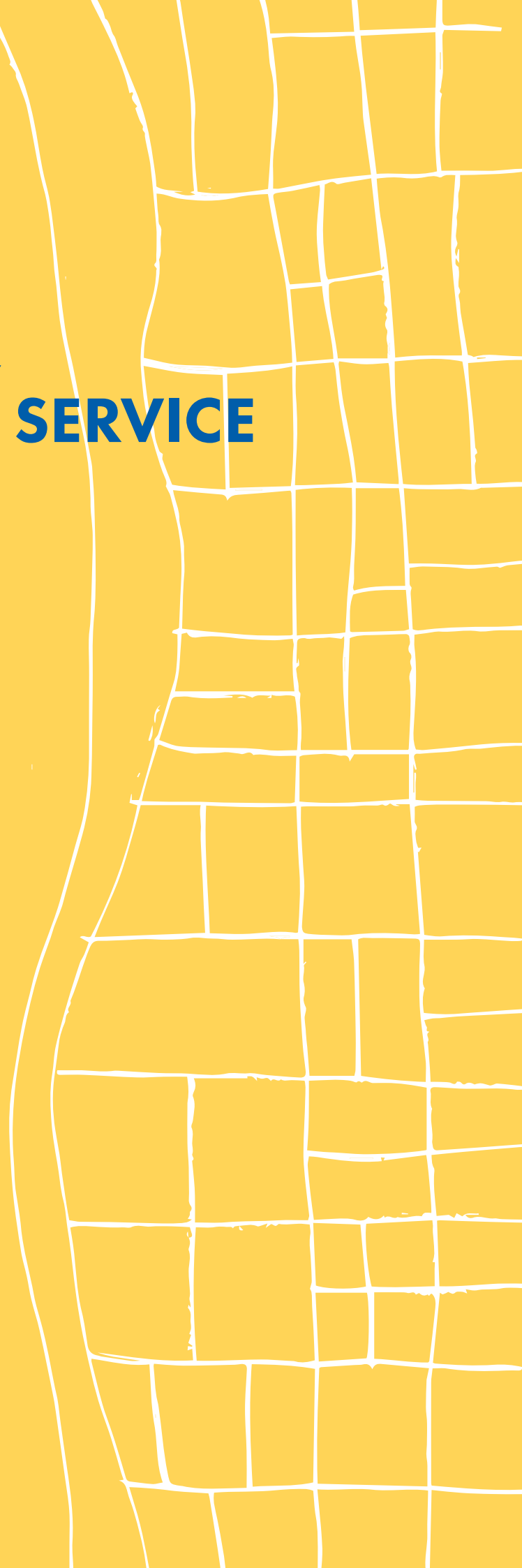
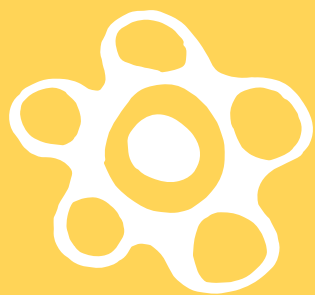
External Funding Sources

Council's 2020–21 budget relies heavily on property rate revenue. Rates make up 78 per cent of our revenue, excluding Alwyndor and the Landscape Levy. While the City of Holdfast Bay is a leader in South Australia for non-rate revenue, Council continues to pursue options to reduce the rate burden on the community by increasing revenue from other sources. The restrictions on travel and public gatherings have, and will continue to have, an impact on rent from commercial leases, off-street car parking fees, income from the Brighton Caravan Park and Partridge House. Council will continue to pursue State and Federal grant funding to assist with the delivery of our services and projects.





ACHIEVEMENTS, PRIORITIES AND SERVICE DELIVERY





COMMUNITY

A healthy, creative, connected community.

In 2020–21, Council will allocate \$58.4 million to building a healthy, active and resilient community; celebrating culture and diversity; providing welcoming, accessible facilities; and fostering an engaged, contributing community.



ACHIEVEMENTS

In 2019–20 Council delivered many projects and services that supported the goal of building a strong community—creating a place with a quality lifestyle, for every generation, that celebrates culture and is safe and secure, including:

- › Continued construction of the Brighton Oval sporting complex which incorporates three new buildings for tenant clubs, additional public amenities including accessible toilets and enhanced spectator facilities, a new playspace and fitness equipment. Council secured \$2 million in state government funding and \$5 million in federal government funding for this construction.
- › Redeveloped Dulcie Perry Reserve Playspace
- › Continuing restoration work at the Glenelg Town Hall.
- › Implementing phase one of the new arts and culture strategy which included the Our Motivation: Women in history installation, the Minda Coast Park activity book, kids arts and cultural school holiday workshops, a nature and wellbeing adventure guide and mural artworks on Cowper Street and St Johns Row.
- › Commencing implementation of the Access and Inclusion Strategy with audits of council facilities in line with the *Disability Discrimination Act 1992*.
- › An update of our Social Needs and Community Infrastructure Planning and Analysis Report.
- › Commencing the upgrade of the Wigley playspace and fitness hub.
- › Commencing stage 1 of the Glenelg Oval sporting complex masterplan, focusing on the redevelopment of the Holdfast Tennis Club.

Please visit www.holdfast.sa.gov.au for a full list of achievements.

OUR PRIORITIES

In 2020–21, Council will continue to deliver projects that build a healthy, creative, connected community, including:

- › Completing Wigley Reserve playspace and fitness hub.
- › Progressing the Glenelg Oval Masterplan – Stage 2A.
- › Refurbishment of the Somerton Park Yacht Club.
- › A concept design for redevelopment of Brighton Civic Centre into a community hub.
- › Installing public toilets at the Kauri Parade precinct playspace.
- › Improvements to Brighton North and St Jude cemeteries.
- › Upgrading the children’s toilets at the Holdfast Bay Community Centre.
- › Installing energy/battery storage systems for our community centres and other buildings.
- › Installing street signage dedicated to Victoria Cross recipients.
- › Upgrading the Da Costa playspace.
- › Commissioning a war animal memorial sculpture.



SERVICE DELIVERY \$6.7 MILLION (EXCLUDING ALWYNDOR)

Alwyndor Aged Care – \$23.73 million

Alwyndor is the only metropolitan aged care facility in South Australia to be operated by a council. This uniquely positions the City of Holdfast Bay to ensure the provision of integrated service offerings for residents to allow them to age in place and provide a continuum of care in an inclusive and vibrant community.

Alwyndor provides 144 residential care beds for permanent, respite and transitional care. Residential services include a café, hairdresser and gym as well as access to podiatry, speech therapy, physiotherapy and dental services. A day respite service will commence post the COVID-19 pandemic.

The Alwyndor community connections team works with people in their own homes, offering a suite of services including gardening, maintenance, cleaning, shopping and laundry through to complex personal and clinical care.

Alwyndor is funded through a variety of sources including:

- › Commonwealth Home Support Program
- › Home Care Packages
- › Department of Veterans Affairs
- › private health refunds
- › Medicare bulk billing (via GP referral for service packages)
- › National Disability Insurance Scheme.

In 2020–21, Alwyndor will continue to promote and enable independence, active health and wellbeing for ageing people in the City of Holdfast Bay and surrounding areas.

Community Wellbeing – \$1.56 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
- › domestic assistance
- › basic home maintenance
- › kerb to kerb community transport service
- › basic support services to people under 65 years who live with disability and are not eligible for services through the NDIS or other specialist disability support services.

Community Development – \$1.37 million

Our community development programs, services and events aim to promote interaction and minimise social isolation and disadvantage. This includes providing places, infrastructure and funding support 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.
- › Arts, youth and cultural activities.
- › 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.

Library Services – \$1.67 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 2020–21, we will continue to deliver events, programs, services and activities through our two branches at Brighton and Glenelg.

Regulatory Services – \$2.1 million

It is recognised that the community's health and safety is affected by many fields of regulatory activity. Council will use new approaches to respond to public health and safety threats to deal with a range of existing and emerging issues.

This will be achieved by:

- › Supporting our community to minimise their environmental and local nuisance impacts.
- › Improving 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 standards of care and accommodation for these residents is met and that the rights of residents 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 of goods to support the economy and improve the ambience of the streetscape.
- › 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.

CAPITAL PROJECTS \$1.4 MILLION

Open Space and Playground Renewal – \$497,710

An allocation of \$497,710 has been provided to repair and upgrade infrastructure in the city's reserves and playgrounds including replacing several items at the popular Glenelg foreshore playspace, as well as at Seaforth Park, Bowker St Oval and Kingston Park Reserve. We will also replace fencing, picnic settings and park benches in several locations.

Sporting and Community Clubrooms and Facilities – \$823,047

In 2020–21, Council will repair and maintain sporting and community facilities including: maintenance works at Somerton Surf Lifesaving Tower; Glenelg Community Centre; upgrade of the Glenelg Oval Cricket Club sight screens; South Brighton Community Hall; Dover Tennis Club; Glenelg North Community Centre; Seacliff Youth Centre; Keelara Club; and the Glenelg North Community Centre.

Library Collection and Improvements – \$85,340

In 2020–21, \$85,340 has been allocated to maintain our library collection to ensure that materials are current, accessible and meet the cultural and informational needs of the community. We will continue to maintain our library infrastructure including an internal fit-out of the Glenelg Library.

NEW PROJECTS

\$2.8 MILLION

Wigley Reserve Playspace and Fitness Hub – \$500,000 (additional \$500,000 State Government Grant has been received)

Council will complete the upgrade of Wigley Reserve playspace and fitness hub which commenced in 2019–20. The upgrade will turn a simple, worn out playground and fitness area into a destination playspace with opportunities for all ages and abilities. The upgrade will relieve pressure on the popular Glenelg foreshore playspace and activate a largely underutilised space, creating a valuable community asset.

Glenelg Oval Masterplan – Stage 2A – \$200,000

Council will construct two new unisex change rooms, including umpire change rooms and medical rooms in the next stage of the Glenelg Oval upgrade.

This is a \$987,000 project made possible through Council securing \$487,000 in State Government funding, and the Glenelg Football Club receiving \$300,000 in Federal Government funding to contribute to the project.

Somerton Park Yacht Club Refurbishment – \$150,000

The Somerton Yacht Club was built in 1950. Since that time, the building has had no internal or external upgrades. Club members have raised concerns about the safety of access to the viewing tower. The current access point is located behind the bar with members having to climb a ladder through a square hatch opening.

The club has presented architectural concept plans that include external stair access to the viewing tower and minor refurbishment of the building's exterior.

Redevelopment of Brighton Civic Centre into Community Hub – \$85,000

Council will undertake a feasibility study for the redevelopment of Brighton Civic Centre as a community hub. The aim is to create a place where the community and Council can engage, innovate, collaborate and learn in usable and flexible spaces. As well as optimising the heritage value of the original council building, the concept design will consider best use of the remainder of the site to optimise service delivery.

Christmas Decorations – Glenelg and Brighton – \$250,000

A budget has been allocated for the creation of new Christmas displays across the main economic precincts of the city to create a cohesive atmosphere and capture the Christmas spirit.

Kauri Community and Sports Centre Public Toilets – \$50,000

We will install an external public toilet to improve the amenity of the outdoor areas of the Kauri Community and Sports Centre Precinct.

Improvements to Brighton North and St Jude Cemeteries – \$40,000

This will be the first phase of a five-year program to update and improve the tired infrastructure of our city's cemeteries. It will include repairs to unsafe pathways, installation of new benches and bins and the development of landscaping to provide a safe and more pleasant environment for visitors.

Upgrade of Children's Toilets at the Holdfast Bay Community Centre – \$97,000

We will upgrade the toilet facilities in the kinder gym and childcare building of Holdfast Bay Community Centre to comply with current codes.

Glenelg Cricket Club – \$90,000

We will upgrade the Glenelg Cricket Club change rooms and toilets to be unisex.

Energy/Battery Storage Systems for Community Centres and Other Buildings – \$30,000

Building on Council's renewable energy and solar upgrade projects, staff will investigate and install suitable battery storage at our community centres to reduce the operational costs of these facilities.

Street Signage Dedicated to Victoria Cross Recipients – \$10,000

There are currently six streets in Glenelg named after Victoria Cross (VC) recipients. This project will further recognise these recipients with an additional street sign on each pole, featuring information about the VC recipient.

Glenelg Town Hall Restoration Stage Three – \$1.3 million

In 2017–18 we engaged specialised heritage architects to undertake an assessment of the Glenelg Town Hall which identified a range of restoration works needed to maintain this important, historic State Heritage listed building. In 2020–21, Council has allocated \$1.3 million to commence the first stage of a multi-year program of repair works to ensure the building can be enjoyed for many years to come.

Da Costa Playspace – \$70,000

The existing Playspace and basketball court at Da Costa Reserve have reached their end of asset life and require replacement. We will replace the old equipment with an exciting new playspace in the existing location and create more opportunities for multi-generational play. We will also resurface the adjoining basketball court.

Arts and Culture Strategy: War Animal Memorial Sculpture – \$30,000

Council will commission a sculpture to be installed in Jimmy Melrose Reserve to honour the work of service animals. The sculpture will create a poignant memorial acknowledging the important, selfless and loyal contribution that animals make during conflict. In 2019, Minister Scott Buchholz announced in Federal Parliament that 24 February will be the national day to officially recognise the role of war animals.





ENVIRONMENT

A community connected to our natural environment.

In 2020–2021 Council will allocate \$10.2 million to protecting biodiversity; building an environmentally resilient city; using resources efficiently; and fostering an environmentally connected community.



ACHIEVEMENTS

In 2019–20, Council delivered many projects and services that supported the goal of creating a place that values its natural environment and manages its environmental impacts. Activities included:

- › Additional water sensitive urban design rain gardens.
- › Development of a holistic environmental strategy.
- › Continued improvement and conservation of our natural gullies.
- › Completed energy audits at a number of council buildings.
- › Undertook significant weeding and planting in the Minda Dunes working with our valued volunteers.
- › Further upgrades of stormwater infrastructure, including key sites in Somerton Park, Brighton and North Brighton.
- › Progressing a biodiversity corridor along the Sturt River.
- › Installing additional bins along the esplanade at Brighton.
- › Installing additional dog bag dispensers.
- › Continuing our program to improve household waste reduction.

PRIORITIES

In 2020–21 we will continue to connect our community to our natural environment by:

- › Implementing our Stormwater Management Plan.
- › Undertaking year 3 of 5 of our Gully Masterplan.
- › Installing a further two sand groynes.
- › Undertaking a Food Organics/Green Organics Weekly Collection Trial.
- › Undertaking a Coastal Adaptation Scoping Study.
- › Implementing additional inspector patrols on the foreshore.

SERVICE DELIVERY \$7.7 MILLION

Open Space and Coastal Assets – \$3.57 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:

- › Managing our 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.
- › Providing well-planned, well-maintained and appropriate street lighting.
- › Managing and maintaining our coastal zones and foreshore.
- › Maintaining gross pollutant traps to ensure that pollutants do not enter our waterways.

Waste Management – \$4.19 million

Council will purchase additional kitchen organic baskets and compostable bags and continue an educational campaign to further increase recycling and assist with landfill diversion.

CAPITAL PROJECTS

\$533,000

Flood Management – \$240,000

Upgrading the city's stormwater drainage improves our capacity to protect against flooding. In 2020–21, we have allocated \$240,000 to continue with stormwater improvements in line with our Stormwater Management Plan. Major stormwater management projects are listed under new projects.

Coastal Works – \$293,000

To ensure a premium coastal experience we are replacing six showers along the coast, as well as seven water fountains. We will also be renewing essential infrastructure at the Patawalonga.

NEW PROJECTS

\$1.9 million

Environmental Strategy: Coastal Adaptation Scoping Study – \$30,000

Our coast is home to some of Australia's most popular and iconic beaches which are threatened by sea-level rise within the next 50 years. Coastal adaptation planning is a long, complex process that needs to be started immediately to mitigate the risks and impacts. This scoping study is the first step. It will identify stakeholders, gather historical data and develop an engagement strategy to enable Council to understand the associated needs, risks, vulnerabilities and adaptation options. This project is subject to grant funding from the Coast Protection Board.

Food Organics/Green Organics Weekly Collection 12 Month Trial – \$57,500, additional grant funding received

2,500 residents will participate in an opt-out pilot project to change bin collection frequencies to weekly for food and green organics, and fortnightly for general waste. Recycling collections will remain unchanged, however, a range of flexible options will enable larger households and those using nappies to participate in the trial. Similar trials have been shown to increase the amount of organic waste diverted away from landfill, helping councils save money on waste management fees, reduce greenhouse gas emissions and support job growth in the circular economy. The project is subject to successful grant funding from Green Industries SA.

Continuation of Additional Inspector Patrols on the Foreshore – \$40,000

From September 2019 to February 2020, additional patrols were introduced along the coast to educate and enforce local laws to protect native wildlife (hooded plovers), improve responsible dog ownership and maintain general compliance. The additional patrols were overwhelmingly supported by the local community – leading to a hooded plover fledging and improved compliance with local laws. This budget allocation will enable Council to continue with additional patrols.

Install Two Sand Groynes – \$50,000

Sand groynes have been progressively installed along the coast to reduce the movement and loss of sand from our beaches. Six sand groynes have been installed to date. An additional two sand groynes are proposed in the segment between Brighton Jetty and Minda. A final third groyne is proposed for a future financial year.

Stormwater Management Plan Implementation – \$1.2 million

In 2014, the City of Holdfast Bay partnered with the City of Marion to develop a stormwater management plan. The plan identified high-risk flooding areas together with strategies to improve water quality and reduce runoff to the marine environment. In 2020–21, Council will investigate, design and build infrastructure identified as high priority to reduce major property flooding and minor nuisance flooding, thereby reducing risk to the community.

Gully Masterplan Implementation (Year Three of Five) – \$240,000

Identified as a high priority in our draft environmental strategy, significant civil and environmental works will be implemented at all three of the city's gullies. At Pine Gully, non-native trees will be removed, followed by significant stormwater erosion prevention works. Slope stabilisation, weeding and planting will take place in Barton Gully. At Gilbertson Gully, Council will upgrade footpaths, undertake creek erosion prevention works, and conduct weeding and planting.



Energy Efficient Upgrades to Council Facilities – \$60,000

In line with the recommendations from recent audits of lighting, water usage, cooling systems, water storage and building management at council facilities, Council will implement upgrades to reduce energy consumption and energy costs and help us meet our climate and sustainability targets.

Renewable Energy Upgrades (Solar Systems/Energy Monitoring) – \$100,000

Council will identify and implement renewable energy upgrades including solar, wind generation and battery storage at various sites to reduce energy consumption and costs.

Sturt River Biodiversity Corridor – \$65,000 (subject to grant funding)

Council has applied for funding from the Greener Neighbourhood Grants to assist us to complete the remaining three biodiversity corridor sites along the Sturt River, located at Fordham Reserve, Shannon Avenue Reserve, and Blackburn/Goldsworthy Reserve.

The planting program will ensure that open space for recreational activities remains in the reserves.

The total value of the works is around \$140,000 including grant funding and support from the Friends of Sturt River Landcare group.

Seacliff Beach Access Safety Improvements – \$69,500

This project will improve the beach access ramp entry, including improved signage and two new pedestrian access points adjacent to the ramp to improve safety for beach users and pedestrians where the Coast Park trail crosses the beach access ramp at Seacliff.



ECONOMY

A diverse and resilient local economy.

In 2020–2021 Council will allocate \$48.8 million to supporting and growing local business; making it easier to do business; harnessing emerging technology; and boosting our visitor economy.



ACHIEVEMENTS

In 2019–20, Council delivered projects and services that supported the goal of delivering economic prosperity—creating a place to do business, that welcomes visitors and provides value for money. Activities included:

- › Provision of support to local businesses through initiatives including a business concierge, small business advisory service and the development of an online business directory.
- › Progression of the Economic Activation Plan, towards a five-year horizon in supporting local economic development and investing in future growth industries.
- › Co-development of a western regional economic development strategy.
- › Provision of digital training and support to small businesses.
- › A circular economy audit.
- › More than 250 events, attracting over 500,000 event attendees.

PRIORITIES

In 2020–21, we will continue to support the Holdfast Bay economy, welcome tourism and attract a variety of events to our city. Our focus for 2020–21 includes:

- › Continuing to support businesses through the COVID-19 pandemic and in recovery.
- › Increasing occupancy and income from the Brighton Caravan Park to reduce the rate burden for our community.
- › Continuing to host and support community events as far as government restrictions allow.
- › Stage two of the Brighton Caravan Park redevelopment.
- › Upgrading the Mawson display at the Bay Discovery Centre.
- › Installing a WiFi system at the Kauri Parade sports precinct and buildings.
- › “What’s On Down The Bay” beach signage.

SERVICE DELIVERY

\$4.07 MILLION

Ensuring a diverse and resilient local economy is a core pillar of Council's strategic plan, Our Place 2030.

In July 2018, Council endorsed the Economic Activation Plan 2018–2023 focusing on five strategic directions. These strategic directions form the basis of a five-year action plan for the delivery of collaborative economic development programs and initiatives, resulting in ongoing economic prosperity for the city:

- › **Business capacity building**
- › **Investment attraction and growth**
- › **Innovation and digital evolution**
- › **Regional collaboration**
- › **Adelaide's premier seaside destination**

Tourism and Business Marketing Services – \$2.25 million

Council will continue to develop an environment that assists the future viability of local businesses and creates opportunities to attract innovative industries. Our visitor and business services include:

- › Planning, implementing and supporting a wide range of community events to increase visitation and length of stay.
- › Actively consulting and communicating with our community through our community engagement program.
- › Preserving and stabilising the Holdfast history collection while developing opportunities to make it more accessible to the community.
- › Providing targeted tourism and marketing services aligned with community desires and needs.
- › Providing a voice for business and property owners in the Glenelg precinct through the Jetty Road Mainstreet Committee.

Commercial and Economic Enterprises – \$1.57 million

We will ensure that our commercial activities, commercial leases, and the Brighton Caravan Park provide the best possible return on the community's investment.

Economic Development – \$0.2 million

As well as a business concierge service, the economic development program delivers services that facilitate business capacity building, investment attraction and growth, innovation and digital evolution, and regional collaboration.



NEW PROJECTS \$0.86 MILLION

Major Events and Visitor Attraction

What's On Down The Bay Beach Signage – \$11,700

Signposts incorporating interchangeable signage will be installed alongside beach entrances between Glenelg and Brighton to showcase the many events in the City of Holdfast Bay.

Bay Discovery Centre Mawson Display Upgrades – \$30,000

Discovery Centre displays, including the Mawson display, will be upgraded to incorporate the Paquita Mawson shawls which were acquired via grant funding.

Jetty Road Glenelg Street Banners – \$51,200

Installing banners at the eastern end and replacing banners at the western end of the mainstreet to create a cohesive and contemporary look for Jetty Road Glenelg.

Commercial Enterprises

Brighton Caravan Park – Stage Two Redevelopment (Year 1 of 2) – \$750,000

As a key, income-generating council business, the Brighton Caravan Park helps to alleviate the rate burden on residents and private businesses. However, its infrastructure is rapidly aging, compromising the future commercial success of the park. Subject to business case, Council will replace timeworn facilities with new sites, cabins and administration buildings. This will create stronger visitor appeal, grow the commercial revenue of the caravan park and enhance the city's tourism activities.

Kauri Parade Sports Precinct and Buildings WiFi System – \$15,000

To continue to provide contemporary and quality services to the users of the Kauri Community and Sports Centre, we will install a wireless internet network for the precinct and building. This will expand the range of activities and programs that can be offered to the community. WiFi will also allow us to explore opportunities for smart technology throughout the complex using the building management system (BMS).



PLACEMAKING

An accessible, vibrant and safe coastal city that celebrates our past to build for our future.

In 2020–21, Council will allocate \$13.6 million to creating vibrant and safe places; developing walkable, connected neighbourhoods; building character and celebrating history; and housing a diverse population.



ACHIEVEMENTS

In 2019–20, Council delivered a broad range of projects and services that supported the goal of enhancing city design and function, creating a place that is well planned, providing choice and enhancing life. Activities included:

- › Completing the Minda Dunes section of the coastal walking trail—the last section of the Coast Park walking trail for our city. \$4.35 million was provided by the state government to support this project.
- › Commencing implementation of the Jetty Road Glenelg and Environs Masterplan with construction of the Chapel Street plaza. \$1.77million in state government funding was secured for this project.
- › Remediating the Buffalo site and undertaking community engagement to understand the community’s desire for the site.
- › Implementing an accelerated footpath improvement program.
- › Improving safety at Parkinson Reserve.
- › Installing a pedestrian crossing at Angus Neill Reserve, Seacliff.

PRIORITIES

In 2020–21, we will continue to build a well-planned, accessible and safe city by:

- › Redeveloping the Seacliff toilets.
- › Progressing the Buffalo site redevelopment.
- › Commencing the redevelopment of the Kingston Park Kiosk subject to a business case.
- › Improving Dover Square Reserve.
- › Developing a masterplan for Colley Reserve.

SERVICE DELIVERY \$10.1 MILLION

Asset Management – \$8.17 million

We will continue to manage and maintain community assets and infrastructure in an environmentally and financially sustainable way. This includes maintaining our playgrounds, street furniture, footpaths, roads, kerbs, water table, stormwater drainage system and buildings, controlling traffic and implementing Roads to Recovery projects.

Development Services – \$1.3 million

Council’s development assessment, development advice and building compliance services work to recognise opportunities while protecting the character and amenity of our suburbs. This year, we will continue to provide advice and make decisions about how to achieve an attractive and sustainable environment through well-planned buildings and places that reflect the way residents like to live, including supporting heritage property owners via our Heritage and Shopfront Character Grant Scheme to assist with maintenance and restoration.

Strategic Planning and Policy – \$615,783

We will deliver robust and comprehensive policies and strategies to guide future development, enhance our built environment and improve the function of our city.

CAPITAL PROJECTS \$2.37 MILLION

Roads (Including Kerb and Water Table Reconstruction) – \$1.68 million

Council's Asset Management Plan allows for the systematic repair and replacement of the city's streets, kerbs and water table. In 2020–21, we have allocated \$1.68 million to renewing and upgrading roads and kerbs.

Footpaths – \$362,616

The Asset Management Plan allocates \$362,616 in 2020–21 for maintaining footpaths and cycleways to ensure they are safe. In addition to this, we have included an accelerated program as part of the new projects outlined below.

CCTV – \$70,300

A budget is required for the ongoing maintenance of the city's CCTV equipment.

Bus Shelters – \$30,000

As part of a three-year program, we will continue to upgrade bus shelters to comply with the requirements of the Disability Discrimination Act 1992.

Signage – \$56,252

To support our goal of providing an attractive city that welcomes visitors and encourages tourism, we have allocated funding of \$56,252 to improve signage in reserves and throughout the suburbs. Several new signage programs are also listed under new projects.

NEW PROJECTS \$1.1 MILLION

Dover Square Reserve Improvements – \$60,000

Improved landscaping at Dover Square Reserve will facilitate shared use for dog owners, playground and park users. Additional fencing and other infrastructure will be incorporated to ensure users feel safe and have access to shade, water, facilities, seating and lawn.

Kingston Park Kiosk (Year 1 of 2) – \$300,000

The Kingston Park kiosk is used by residents, caravan park customers and coastal pathway users. Proposed over two financial years, and subject to a business case, the proposed project includes the design and construction of a new kiosk at Kingston Park near the Brighton Caravan Park to replace the existing kiosk which is past its end of life. The design of the new facility will be sensitive to its location and the construction materials will be suitable for coastal locations.

Accelerated Footpath Repair Program – \$200,000

An accelerated footpath repair program will improve the city's footpaths over a two-year period.

Upgrade of Non-Compliant Kerb Ramps to Meet DDA Requirements – \$50,000

The City of Holdfast Bay has over 300 km of footpaths and over 3,000 kerb ramps. Of these over 1,600 are non-compliant and difficult to negotiate for vulnerable road users. Improvements include relocation, alteration of the slope and tactile indicators to help sight-impaired users. This four-year program is an important part of our disability action inclusion plan. Works will be prioritised according to risk, the number of vulnerable users, location and extent of works required.

Buffalo Site Redevelopment Concept Development and Detailed Design – \$75,000

Based on feedback received during phase one of community engagement, a range of concept designs will be developed to reinvigorate the old Buffalo site. These concept designs will inform the second phase of community engagement, resulting in detailed designs and costings for the repurposing of this space. This project is subject to grant funding.

Integrated Transport Strategy Priorities – \$60,000

The adoption of the Integrated Transport Strategy will require the progressive implementation of a range of initiatives to enable transport innovations and ensure future travel needs can be met without sacrificing the city's natural character and residents' quality of life.

Beach Access Sign Replacement (Year One of Three) – \$50,000

This three-year program will replace outdated and dilapidated beach access signage. The replacement signs contain current and relevant information for each location and are constructed to be suitable for coastal applications.

Rugless Terrace, Glenelg East, Pedestrian Refuge and Lighting Upgrade – \$20,000

A pedestrian refuge will be installed and lighting will be upgraded to improve pedestrian safety for school children and oval users when crossing Rugless Terrace, Glenelg East.

Seacliff Toilets – \$400,000

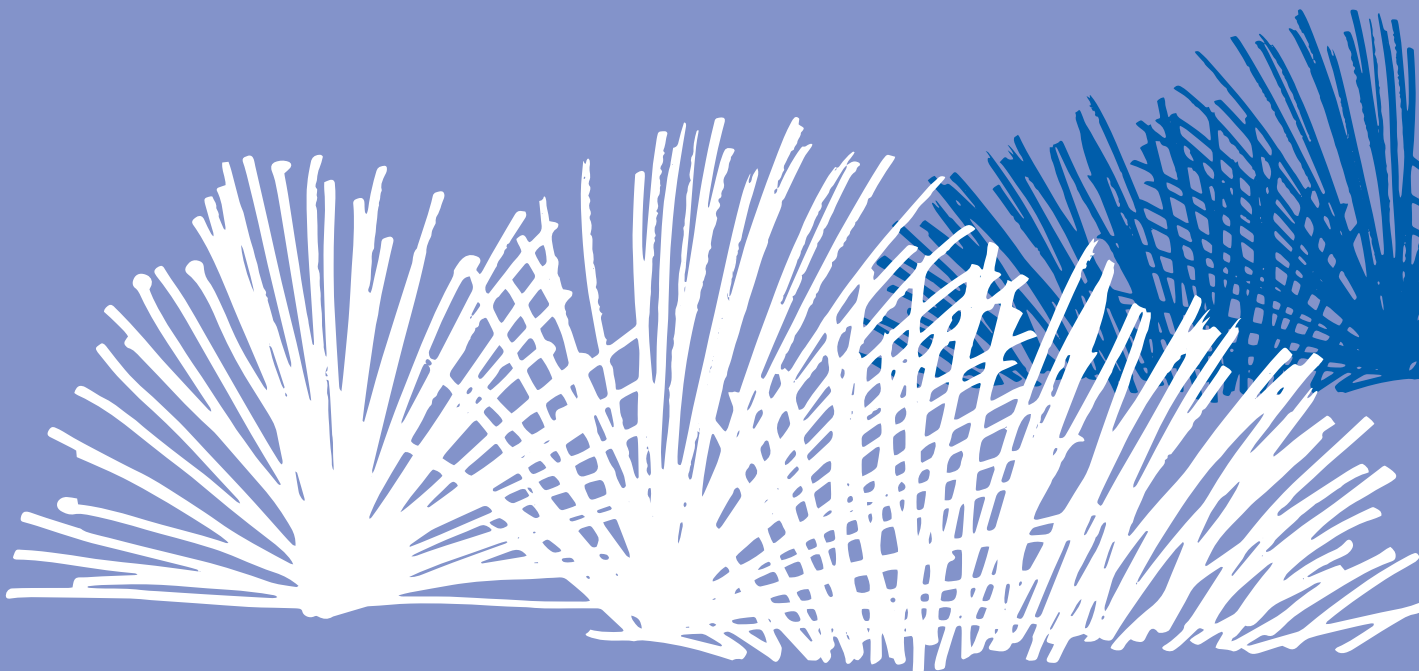
The Seacliff public toilets are located on the Esplanade at Seacliff serving users of both the beach and the coastal pathway. Having reached the end of their useful life, they will be replaced with a new facility including toilets, change rooms, additional external showers and a parenting space. This new facility will address a range of current compliance issues.



CULTURE

An effective, customer-centred organisation.

In 2020–21, Council will allocate \$11.4 million to providing customer-centred services; being financially accountable; enabling high performance; and supporting excellent, efficient operations.



ACHIEVEMENTS

In 2019–20, Council progressed a number of projects to improve service delivery and efficiency, including:

- › A multi-year business transformation program to provide more intuitive, innovative and efficient operations, making it easier for the community to access information, interact with Council and lodge documents. In 2019–20, we completed the implementation of new payment software, development application software and budgeting software, for improved efficiency and convenience.
- › Developing a customer service strategy that provides a holistic approach to creating high-quality customer service.

PRIORITIES

In 2020–2021 we will continue to provide an effective customer centered organisation by:

- › Implementing a customer online booking and service scheduling experience.
- › Continuing the digital transformation program.

SERVICE DELIVERY \$8.97 MILLION

Corporate services – \$5.24 million

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

- › Customer service
- › Governance and policy
- › Human resources
- › Risk management
- › Work health and safety
- › Elected member and CEO support
- › Records management
- › Corporate communications.

Financial and Rating Services – \$1.28 million

We ensure Council remains financially sustainable and accountable by providing sound financial management, including rating, investment and treasury management, grants administration and auditing services.

Information and Technology Services – \$2.46 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.



Repatriate

Return to Country

CAPITAL PROJECTS \$1.94 MILLION

Plant and Equipment Replacement – \$1.35 million

To meet our operational needs and enable safe, effective delivery of services, we have allocated \$1.35 million to maintain and replace major plant and equipment.

Alwyndor Asset Renewal and Replacement – \$586,000

Alwyndor will allocate \$586,000 to fund asset renewal and replacement works, including plant and equipment replacement.

NEW PROJECTS \$455,000

Customer Online Booking and Service Scheduling Experience – \$65,000

In response to the changing expectations of residents and businesses, Council is looking to facilitate online bookings for events, venues and services such as home maintenance. This project will scope and develop requirements for a whole of organisation solution (or range of solutions).

Digital Transformation – \$375,000

The continued digital transformation of the business includes stage two of the customer request management project, stage two of the information and content management project, and key infrastructure changes to support the transformation.

Audio in Kingston Room – \$15,000

Audio facilities in the Kingston meeting room at the civic centre will be upgraded so that meeting participants can be heard clearly by all attendees (particularly during assessment panel meetings).



DEVELOPING OUR ORGANISATION

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

**CITY OF HOLDFAST BAY
LONG-TERM FINANCIAL PLAN**





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 current service delivery, quality, efficiency and cost effectiveness.

FUNDING OUR CITY

OPERATING RESULT

In 2020–21, Council is proposing an extensive program of services and projects. To achieve this we expect to raise \$48 million in operating income and spend \$48.75 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, as well as income from statutory and user charges. In 2020–21, 78 per cent of the revenue to fund municipal operations will come from rates.

Council has budgeted for a consolidated operating deficit of in 2020–21, \$1 million composed of an operating deficit for Alwyndor of \$379,000 and an operating deficit of \$660,213.

OUR FINANCIAL STATEMENTS

We have included a summary of our Municipal and Alwyndor financial statements for the 2020–21 financial year in this document. Alwyndor Aged Care is a self-funded component of our service delivery.

A net sum of \$36.7 million (excluding Landscape Levy) will be raised from rates in 2020–21.

Council owns infrastructure and assets (such as roads, drains, footpaths and buildings) with a current value of approximately \$351 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 sources of revenue.



FINANCIAL MANAGEMENT

Council's financial principles include a commitment to prudent debt management. Our treasury policy recognizes the use of borrowings to spread the investment in community assets over time, in support of 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 because of its coastal proximity and tourism focus, amongst other factors. The 2020–21 Annual Business Plan is forecasting a projected borrowing requirement of \$5.4 million to fund the proposed program of capital works and projects. The current financial environment allows borrowing at low, fixed, long-term interest rates. We believe it is prudent to borrow to renew and replace infrastructure and assets for the benefit of the community as outlined in our Long-Term Financial Plan and Asset Management Plan, which aim 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 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.

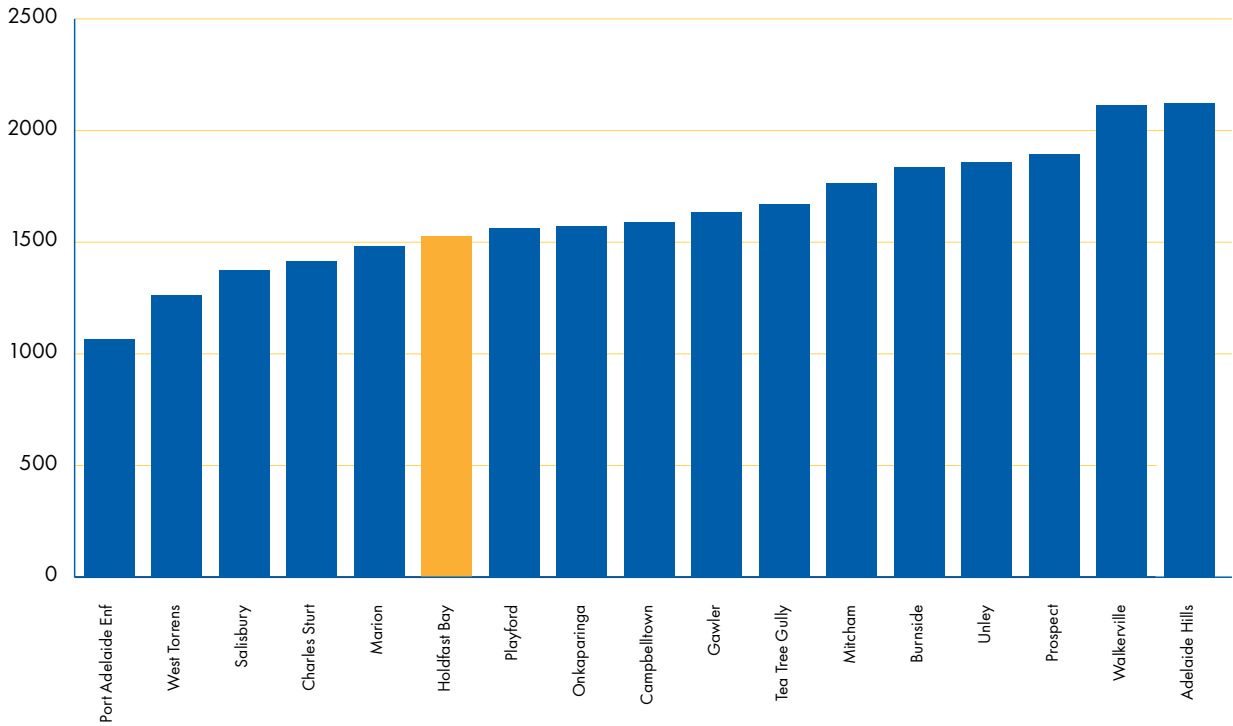
Rate Comparisons

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 and, although some of these are statutory requirements, the majority are determined by the expectations of local rate payers. 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 that will be required to meet the ongoing cost of providing services to the community for the coming year.

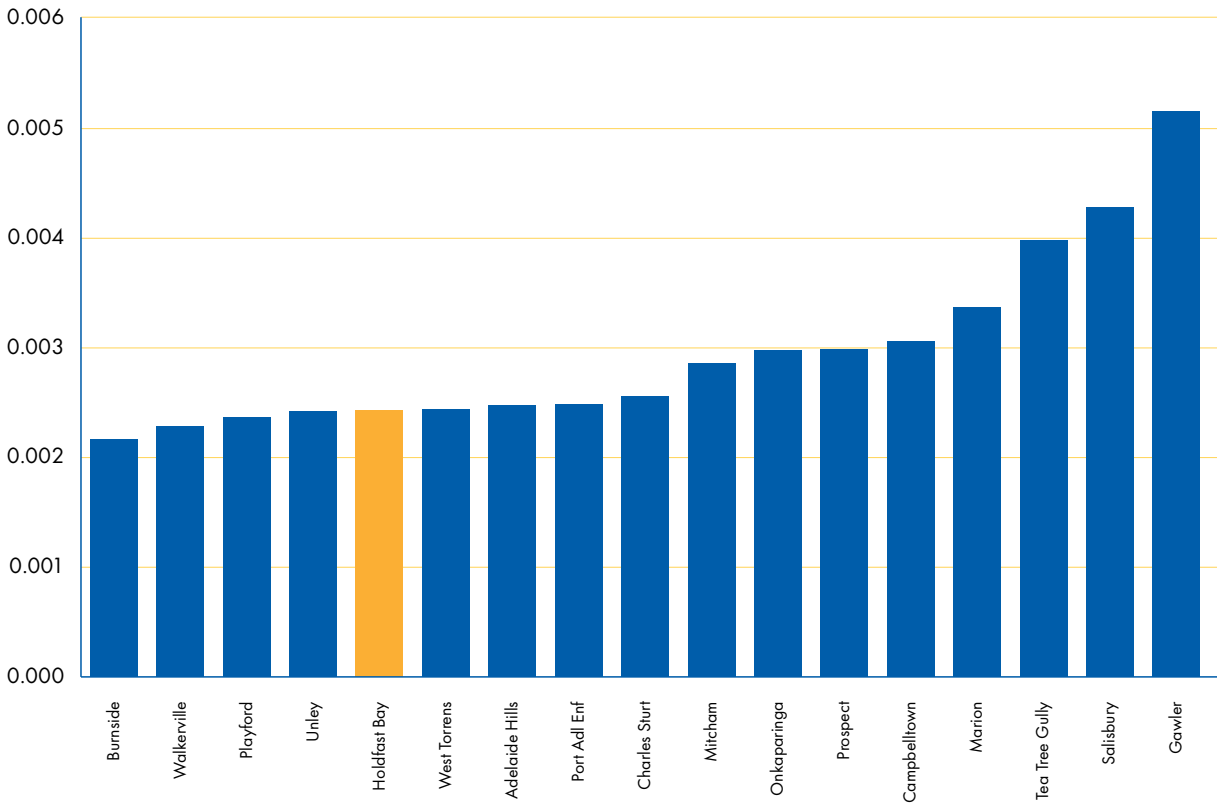
The amount of rates that property owners pay is determined by multiplying a property's value by the rate in the dollar. For example, if the property value is \$500,000 and the rate in the dollar is 0.002448 cents, the rates payable will be \$1,224.

The charts on the following page show a comparison of the average residential rate for Adelaide metropolitan councils for 2019–20. The average (mean) residential rate for the City of Holdfast Bay in 2019–20 was \$1,529. This represented a rate of 0.0024259 cents in the dollar. We were able to deliver the program of services and projects outlined in the 2019–20 Annual Business Plan, with a residential rate that compared favourably to other South Australian council areas.

2019–20 Average (mean) residential rate comparison (\$)



2019–20 Residential rate-in-the-dollar comparison (cents)



What Will You Pay in Rates?

The amount you pay is determined by the valuation of your property and the way we apportion rates across the community. We endeavour to apportion rates across the community in an equitable fashion. Based on property valuations for 2020–21, the rate increase for the average (mean) residential premises will be approximately \$21 or \$5.20 per quarter. This is 40 cents 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 July 2020, is available at the Brighton Civic Centre and can be downloaded at holdfast.sa.gov.au

Land Valuation Method

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

Residential Rates

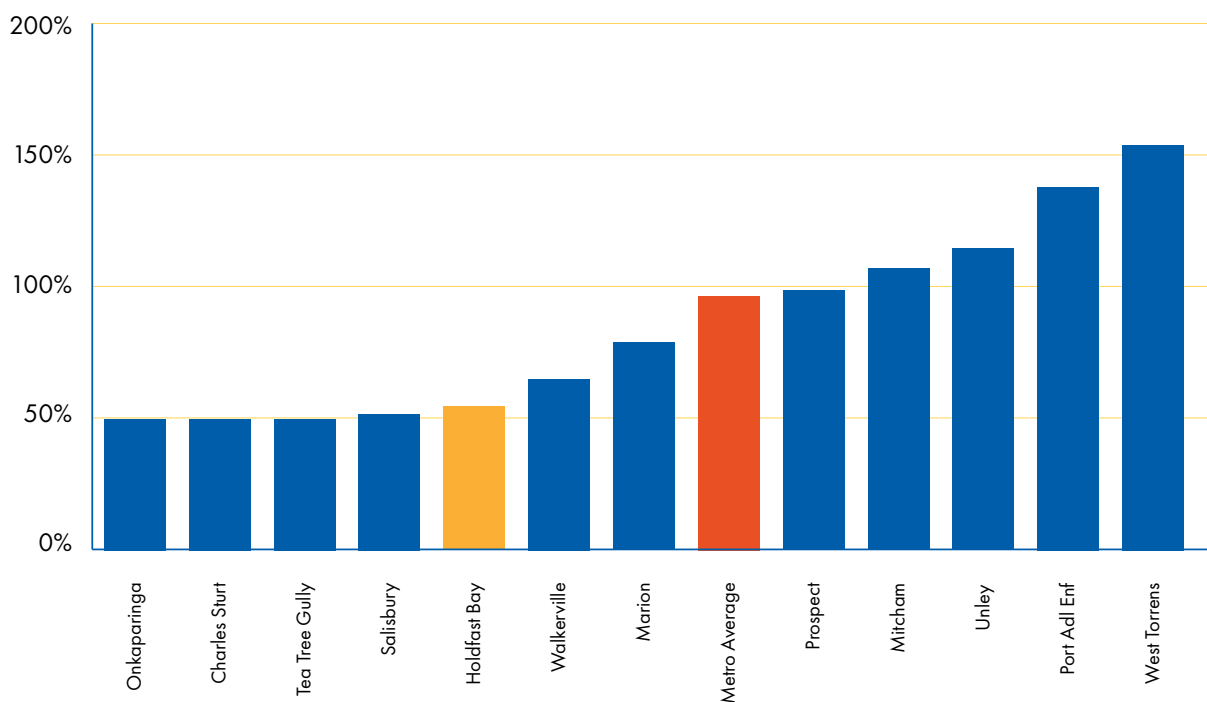
Our 2020–21 *Annual Business Plan* and financial statements have been based on a rate revenue increase of 1.9 per cent, excluding new building construction and separate rates. The average (mean) value of properties in the City of Holdfast Bay for 2020–21 is \$632,532 with an average mean rate of \$1,550.

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 2020–21 a differential premium of 66 per cent above the residential rate has been applied, equating to 14 per cent of total rate revenue (\$5 million) being paid by this sector. This premium compares favourably with the 2019–20 metropolitan average of 97 per cent as shown on the following page.

2019–20 Metropolitan differential rate premium comparison



Separate Rate

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

1. The Jetty Road Mainstreet Separate Rate, which 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 \$584,450 in 2020–21, which represents an increase of 1.1 per cent on the rate levied in 2019–20.
2. The Patawalonga Marina Separate Rate, which is applied to properties that are within the basin of the Patawalonga, bounded by the high water mark and comprised of marina berths. This separate rate provides funding for the ongoing maintenance of the Patawalonga lock. Because the lock is also widely used by the general public, this rate is adjusted by 50 per cent. The Patawalonga Marina Separate Rate for 2020–21 is expected to raise \$73,000. We will continue to calculate this rate using this method, adjusting slightly to account for the actual maintenance costs incurred each year, as it offers the greatest level of certainty for ratepayers.

Landscape Levy

Formerly called the Natural Resource Management (NRM) Levy, Councils are required under the new *Landscape South Australia Act 2019* to collect the Landscape Levy on behalf of the State Government. In 2019–20 the Levy for properties in the City of Holdfast Bay increased by \$26,000 to \$1.28 million. The State Government has advised that the Levy will increase by \$29,000 to \$1.31 million.

Rebates

Council is required to provide mandatory rebates under Sections 160 to 165 of the *Local Government Act 1999* in relation to properties:

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

In addition, Council may provide discretionary rebates under Section 166 where:

- › The rebate is desirable for the purpose of securing the proper development of the area or assisting or supporting a business.
- › The land is being used for educational purposes, agricultural, horticultural or floricultural exhibitions, a hospital or health centre, to provide facilities or services for children or young people, to provide accommodation for the aged or disabled, for a residential aged care facility or a day therapy centre, or by an organisation which, in the opinion of Council, provides a benefit or service to the local community.
- › The rebate relates to common property or land vested in a community corporation over which the public has a free and unrestricted right of access and enjoyment.
- › The rebate is considered by Council to be appropriate to provide relief against what would otherwise amount to a substantial charge in rates payable due to a change in the basis of valuation.

Minimum rate

Council imposes a minimum amount payable by way of rates. The minimum rate for 2020–21 is \$1,021.

Rate relief

Support is available for people experiencing difficulty in paying their rates. For further information please visit our website or contact our Customer Service team on 8229 9999. A residential rate cap is applied to provide relief to ratepayers who own properties that have been subject to increases in valuations that are deemed excessive. Council has determined that residential rate payers can apply for a reduction in their rates where they can demonstrate an increase in their annual rate bill in excess of 6 per cent. Council offers a range of hardship provisions. Visit holdfast.sa.gov.au or contact us on 8229 9999 to find out more.

FINANCIAL TARGETS

- 1. To achieve an operating ratio of 0–10 per cent over a five-year period.**
- 2. To achieve a net financial liabilities ratio of less than 75 per cent.**
- 3. To improve Council’s asset sustainability ratio to be within the range of 90–110 per cent over a five-year period.**

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

In 2020–21, Council will raise \$36.67 million in rate revenue (including separate rates and excluding the Landscape Levy) and this will yield an operating surplus ratio of -1.4 per cent. Currently, our operating ratio measure over the five-year period from 2015–16 to March 2019–20 is 2.8 per cent. The operating ratio is the operating result expressed as a percentage of total operating revenue. The operating result is the difference between recurrent income and recurrent operating expenditure.

Recurrent income is made up of revenue received each year in the ordinary course of activities, such as rate revenue, user and statutory charges and operating grants, but excluding capital grants. Recurrent operating expenditure is incurred in the ordinary course of providing services, including a charge for depreciation of infrastructure and assets. Depreciation can be regarded as the cost of wear and tear. The operating result is expressed as a surplus (where income exceeds expenditure) or a deficit (where expenditure exceeds income).

While we strive to maintain a balanced budget or small surplus each year, we recognise that current cost movements, particularly in areas where we have little control, will increase the possibility of an operational deficit being forecast in future years. This year the extraordinary events impacting our community, additional support measures have led to a deficit budget. An operating deficit indicates that the cost of services provided are not being fully funded by rates and other revenue shortages.

Whilst continued operational deficits would mean that we are not able to maintain a financially sustainable outcome into the future, we will continue to review our revenue and expenditure, and to supply services that are efficient and effective in meeting the needs of the community.

In ordinary circumstances, Council is committed to a balanced budget or modest operating surplus. To achieve this we constantly review the services provided to the community and our business processes to provide the most cost-effective and efficient service delivery. In 2020–21, we will continue to monitor and review Council’s operations to strive to meet the community’s expectations in a financially sustainable way.

2. To achieve a net financial liabilities ratio of less than 75 per cent

Council’s current ceiling for the net financial liabilities ratio is 75 per cent. The net liabilities ratio is a measure of the size of our net financial liabilities (which is what we owe others, minus what others owe us) as a percentage of total operating revenue.

However, from time to time, it is acceptable to exceed this ceiling, particularly when low interest rates offer the opportunity to develop infrastructure and facilities that will provide long-term benefit to the community. In 2020–21, the net financial liabilities ratio is forecast to increase from 61 per cent to 68 per cent (excluding Alwyndor Aged Care). The ratio is expected to decline in subsequent years as our fixed-term debt is reduced.

An additional, and arguably more relevant, indicator of Council’s ability to manage and service debt is its interest cover ratio. It is measured by calculating our net financial interest as a percentage of the overall operating revenue. Council has set a ceiling of five per cent for this ratio. A ratio of five per cent indicates that, for every \$100 of revenue, \$5 is spent on net interest payments. In 2020–21, our interest cover ratio is forecast to be 1.6 per cent (excluding Alwyndor Aged Care). Our net financial liabilities and interest cover ratio indicate that Council remains in a strong and sustainable financial position to manage its debt levels.



3. To improve Council's asset sustainability ratio to be within the range of 90–110 per cent over a five-year period

The asset sustainability ratio measures the level of capital expenditure on the renewal and replacement of existing infrastructure and assets. It is measured against the level proposed in the Asset Management Plan. For 2020–21 this is forecast to be 100 per cent.

MEASURING OUR PERFORMANCE

Council appoints an audit 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 Place 2030.
- › Corporate measures, which track internal operations that aim to improve the way we deliver services.

STRATEGIC PLAN MEASURES

In addition to outlining Council's vision and direction, Our Place 2030 identifies the measures used to monitor and assess performance. These measures are expressed as key performance indicators. This underlines our obligation to be accountable, assuring our community that we are properly managing steady progress towards achieving the objectives promised in Our Place 2030, and building a high level of trust that we will deliver these objectives.

CORPORATE MEASURES

Corporate measures are reported on a quarterly basis to track the health of the organisation and its fitness and ability to deliver the objectives expressed in Our Place 2030. These include:

- › Capital works—progress on the capital works program.
- › Annual business plan—progress on achieving projects in the Annual Business Plan.
- › Financial management—reviews of the budget position.
- › Workplace health and safety—review health and safety compliance and key performance indicators.
- › Human resources—review internal resources and training.
- › External grants—review of position of current grants and grant applications.

REPORTING CURRENT PERFORMANCE

Council will report on progress towards the objectives outlined in our strategic plan in our 2020–21 Annual Report.

Table of measures and targets



COMMUNITY

MEASURE	TARGET
Increase resident wellbeing	5% increase
Deliver wellbeing and resilience workshops	2 per annum
Achieve high community satisfaction with playgrounds and open space	70% satisfaction
Complete sporting and community hubs	2 completed
Attract new community initiatives through our community donations program	3 per annum
Achieve high community satisfaction with our range and quality of services and programs	70% satisfaction
Engage people in culture and heritage, Aboriginal cultural programs, events and activities	200 people per annum
Increase the number of people accessing our community centres and libraries	5% increase per annum
Achieve high community satisfaction with our community facilities including, libraries, services and programs	70% satisfaction
Increase the number of opportunities for volunteering	5% increase per annum
Increase the online engagement with our "YourView" website to better represent our City's population	10% sample of the population of the city
Establish and maintain successful partnerships with Flinders University, Adelaide University, SAHMRI, local schools, community groups and centres, Alwyndor, local government partners and other relevant bodies	Establish and maintain partnerships



ENVIRONMENT

MEASURE	TARGET
Increase native flora (species and population) in natural areas	10% increase
Increase native fauna habitats in natural areas	10% increase
Increase the tree canopy within the City	10% increase
Increase the width of our recreational beaches and maintain the dune systems	10% increase
Reduce heat island areas	10% reduction
Reduce flash floods within the City for rain events less than 20mm	0 flash floods
Reduce Council's greenhouse emissions	12% reduction
Divert more waste from landfill	10% increase
Reduce stormwater discharge to the ocean	30% reduction
Increase the number of environmental volunteering opportunities	50% increase



ECONOMY

MEASURE	TARGET
Achieve high satisfaction from businesses in Council's support for business	70% satisfaction
Achieve high satisfaction from businesses in doing business with Council	70% satisfaction
Develop and begin implementing a digital economy strategy	Plan developed and begin implementation by 1 July
Increase number of properties with access to high-speed internet	100% of properties
Increase number of visitors to the area (by 2022)	15% increase





PLACEMAKING

MEASURE	TARGET
Achieve high level of community satisfaction with the quality and feel of our major main street precincts	70% satisfaction
Achieve high level of community satisfaction with walkability and access to local shops, services, public transport and open space	70% satisfaction
Increase the number of people travelling to local destinations via active travel options	20% increase
Achieve high level of community satisfaction with the design of new buildings and their contribution to local character	70% satisfaction
Increase the proportion of non-detached dwelling types (the “missing middle”) in our City	10% increase



CULTURE

MEASURE	TARGET
Deliver all our new projects identified in the Annual Business Plan	100% completion
Achieve a high level of internal satisfaction with culture brand	90% satisfaction
Achieve a high score in our annual leadership survey	80% score
Achieve a high level of community satisfaction with Council’s services	70% satisfaction
Increase the number of customer services available through a digital platform in addition to other service channels	100% of services
Achieve annual financial targets	<ul style="list-style-type: none"> › Operating result ≥ 0 › Operating ratio ≥ 0 › Net financial liabilities ratio $\leq 75\%$ › Interest cover ratio $\leq 5\%$
Achieve a high level of community satisfaction with Council providing good financial management and value for the rate dollar	70% satisfaction
Reduce our reliance on rate revenue	< 70% revenue from rates
Be benchmarked as one of the top five metropolitan councils in operating efficiency	> or equal to 5
Achieve a high level of community satisfaction on Council’s performance	70% satisfaction
Receive recognition for our efforts through prestigious awards of excellence	3 per annum

The background is a solid yellow color with white, hand-drawn style contour lines that resemble topographic maps. The lines are irregular and wavy, creating a sense of depth and movement. They are distributed across the page, with some areas having more closely spaced lines and others having more widely spaced lines.

FINANCIAL STATEMENTS – MUNICIPAL

CITY OF HOLDFAST BAY
BUDGET FUNDING STATEMENT - MUNICIPAL FUNDS

<u>Municipal</u> <u>19/20 Original</u> <u>BUDGET</u> \$		<u>Municipal</u> <u>20/21</u> <u>BUDGET</u> \$
35,222,300	Rates - General	36,016,000
578,088	Rates - Jetty Road Glenelg	584,450
71,750	Rates - Patawalonga Marina	73,000
1,280,500	Rates - Regional landscape levy (previously NRM Levy)	1,308,600
2,298,430	Statutory Charges	2,021,930
4,137,639	User Charges	3,732,712
2,884,766	Operating Grants & Subsidies	2,859,564
84,400	Investment Income	84,400
711,795	Reimbursements	677,670
564,661	Other	606,642
230,000	Net Equity Gain - Joint Ventures	124,000
<u>48,064,329</u>	Operating Revenue	<u>48,088,968</u>
18,205,071	Employee Costs	18,654,485
19,660,240	Materials, contracts and other expenses	20,322,909
661,643	Finance Charges	866,750
9,288,000	Depreciation	9,437,000
(832,307)	Less full cost attribution - % admin costs capitalised	(909,463)
829,306	New Initiatives - Operating	377,500
<u>47,811,953</u>	Less Operating Expenditure	<u>48,749,181</u>
<u>252,376</u>	= Operating Surplus/(Deficit)	<u>(660,213)</u>
9,288,000	Depreciation	9,437,000
22,185	Other non-cash provisions	133,000
<u>9,310,185</u>	Plus Non-Cash items in Operating Surplus/Deficit	<u>9,570,000</u>
<u>9,562,561</u>	= Funds Generated from Operating Activities	<u>8,909,787</u>
3,524,000	Capital (External Contributions)	-
357,250	Proceeds from disposal of assets	294,400
<u>3,881,250</u>	Plus funds sourced from Capital Activities	<u>294,400</u>
(6,035,588)	Capital Expenditure-Asset Renewal and Replacement	(5,752,900)
(832,307)	Capital Expenditure-Full Cost Attribution	(909,463)
<u>(16,022,679)</u>	New Initiatives - Capital (Gross Expenditure)	<u>(7,050,900)</u>
(22,890,574)	Less total capital expenditure	(13,713,263)
202,966	Plus: Repayments of loan principal by sporting groups	212,300
<u>202,966</u>	Plus/(less) funds provided (used) by Investing Activities	<u>212,300</u>
<u>(9,243,797)</u>	= FUNDING SURPLUS/(REQUIREMENT)	<u>(4,296,776)</u>
	Funded by:	
(10,190,397)	Less: Proceeds from new borrowings	(5,439,576)
946,600	Plus: Principal repayments of borrowings	1,142,800
<u>(9,243,797)</u>		<u>(4,296,776)</u>

CITY OF HOLDFAST BAY
PROJECTED INCOME STATEMENT- MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2021

<u>Municipal</u> <u>19/20 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>20/21</u> <u>BUDGET</u>
\$	REVENUES	\$
35,222,300	Rates - General	36,016,000
578,088	Rates - Jetty Road Glenelg	584,450
71,750	Rates - Patawalonga Marina	73,000
1,280,500	Rates - NRM Levy	1,308,600
2,298,430	Statutory Charges	2,021,930
4,137,639	User Charges	3,732,712
2,884,766	Operating Grants & Subsidies	2,859,564
84,400	Investment Income	84,400
711,795	Reimbursements	677,670
564,661	Other	606,642
230,000	Net Equity Gain - Joint Ventures	124,000
<u>48,064,329</u>	TOTAL REVENUES	<u>48,088,968</u>
	EXPENSES	
18,205,071	Employee Costs	18,654,485
19,660,240	Materials, contracts and other expenses	20,322,909
661,643	Finance Charges	866,750
9,288,000	Depreciation	9,437,000
(832,307)	Less full cost attribution	(909,463)
829,306	New Initiatives - Operating	377,500
<u>47,811,953</u>	TOTAL EXPENSES	<u>48,749,181</u>
<u>252,376</u>	Operating Surplus/(Deficit) - Before Capital Revenue	<u>(660,213)</u>
3,524,000	Amounts specifically for new or upgraded assets	-
<u>3,776,376</u>	NET SURPLUS/(DEFICIT)	<u>(660,213)</u>



CITY OF HOLDFAST BAY
PROJECTED BALANCE SHEET - MUNICIPAL FUNDS
AS AT 30TH JUNE 2021

<u>Municipal</u> <u>19/20 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>20/21</u> <u>BUDGET</u>
\$		\$
	CURRENT ASSETS	
(306,714)	Cash and cash equivalents	629,701
2,093,034	Trade and Other Receivables	2,281,000
10,000	Inventory	9,000
1,796,320	TOTAL CURRENT ASSETS	2,919,701
	NON-CURRENT ASSETS	
1,287,569	Financial Assets	885,734
3,072,000	Equity accounted investments-Council businesses	3,069,000
713,402,899	Land, Infrastructure, Property, Plant & Equipment	706,543,086
717,762,468	TOTAL NON-CURRENT ASSETS	710,497,820
719,558,788	TOTAL ASSETS	713,417,521
	CURRENT LIABILITIES	
3,721,000	Trade and Other Payables	3,709,000
1,130,000	Borrowings	1,142,800
2,837,425	Short-term Provisions	2,936,185
7,688,425	TOTAL CURRENT LIABILITIES	7,787,985
	NON-CURRENT LIABILITIES	
24,407,131	Long-term Borrowings	27,879,853
311,000	Long-term Provisions	310,000
24,718,131	TOTAL NON-CURRENT LIABILITIES	28,189,853
32,406,556	TOTAL LIABILITIES	35,977,838
687,152,232	NET ASSETS	677,439,683
	EQUITY	
179,916,232	Accumulated Surplus	181,726,683
507,236,000	Asset Revaluation Reserve	495,713,000
687,152,232	TOTAL EQUITY	677,439,683

CITY OF HOLDFAST BAY
PROJECTED STATEMENT OF CHANGES IN EQUITY - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2021

<u>Municipal</u> <u>19/20 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>20/21</u> <u>BUDGET</u>
\$		\$
	ACCUMULATED SURPLUS	
176,139,856	Balance at beginning of period	182,386,896
3,776,376	Net Surplus/(Deficit)	(660,213)
179,916,232	Balance at end of period	181,726,683
507,236,000	ASSET REVALUATION RESERVE	495,713,000
507,236,000	TOTAL RESERVES CLOSING BALANCE	495,713,000
687,152,232	TOTAL EQUITY	677,439,683

CITY OF HOLDFAST BAY
PROJECTED BUDGETED STATEMENT OF CASH FLOWS - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2021

<u>Municipal</u> <u>19/20 Original</u> <u>BUDGET</u> \$ (OUTFLOWS)		<u>Municipal</u> <u>20/21</u> <u>BUDGET</u> \$ (OUTFLOWS)
	CASH FLOWS FROM OPERATING ACTIVITIES	
	<u>Receipts</u>	
48,064,329	Operating Receipts	47,967,858
	<u>Payments</u>	
(37,840,125)	Operating payments to suppliers and employees	(38,191,321)
(661,643)	Finance Payments	(866,750)
9,562,561	NET CASH PROVIDED BY OPERATING ACTIVITIES	8,909,787
	CASH FLOWS FROM INVESTING ACTIVITIES	
	<u>Receipts</u>	
3,524,000	Grants specifically for new or upgraded assets	-
357,250	Sale of replaced assets	294,400
-	Sale of surplus assets	-
202,966	Repayments of loans (principal) by community groups	212,300
	<u>Payments</u>	
(6,867,895)	Expenditure on renewal/replacement of assets	(6,662,363)
(16,022,679)	Expenditure on new/upgraded assets	(7,050,900)
(18,806,358)	NET CASH (USED IN) INVESTING ACTIVITIES	(13,206,563)
	CASH FLOWS FROM FINANCING ACTIVITIES	
	<u>Receipts</u>	
10,190,397	Proceeds from Borrowings - External	5,439,576
	<u>Payments</u>	
(946,600)	Repayments of Borrowings - External	(1,142,800)
9,243,797	NET CASH PROVIDED BY FINANCING ACTIVITIES	4,296,776
	- NET INCREASE (DECREASE) IN CASH HELD	-
(306,714)	CASH AND CASH EQUIVALENTS AT BEGINNING OF	629,701
	REPORTING PERIOD	
	CASH AND CASH EQUIVALENTS AT END OF	629,701
(306,714)	REPORTING PERIOD	629,701

RECONCILIATION OF INCOME STATEMENT TO BUDGETED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30TH JUNE 2021

3,776,376	SURPLUS FROM INCOME STATEMENT	(660,213)
	NON-CASH ITEMS IN INCOME STATEMENT	
9,288,000	Depreciation	9,437,000
22,185	Movements in provisions	133,000
9,310,185	TOTAL NON-CASH ITEMS	9,570,000
	CASH ITEMS NOT IN INCOME STATEMENT	
(22,890,574)	Capital Expenditure	(13,713,263)
(946,600)	Loan Repayments - External	(1,142,800)
10,190,397	Proceeds from Borrowings - External	5,439,576
202,966	Repayments of loans (principal) by community groups	212,300
357,250	Proceeds from Disposal of Assets	294,400
(13,086,561)	TOTAL CASH ITEMS	(8,909,787)
	NET INCREASE/(DECREASE)	
-	IN CASH AND CASH EQUIVALENTS	-



CITY OF HOLDFAST BAY
PROJECTED SUMMARY OF OPERATING AND CAPITAL INVESTMENT ACTIVITIES
FOR THE YEAR ENDED 30TH JUNE 2021

<u>Municipal</u> <u>19/20 Original</u> <u>BUDGET</u> \$		<u>Municipal</u> <u>20/21</u> <u>BUDGET</u> \$
48,064,329	Operating Revenues	48,088,968
(47,811,953)	less Operating Expenses	(48,749,181)
252,376	Operating Surplus/(Deficit) before Capital Amounts	(660,213)
	Less net outlays on Existing Assets	
6,867,895	Capital Expenditure on renewal & replacement of existing assets	6,662,363
(9,288,000)	Less Depreciation	(9,437,000)
(2,420,105)		(2,774,637)
	Less outlays on New and Upgraded Assets	
16,022,679	Capital Expenditure on new & upgraded assets	7,050,900
(3,524,000)	Less amounts received for for new & upgraded assets	-
12,498,679		7,050,900
(9,826,198)	Net lending/(borrowing) for financial year	(4,936,476)

PROJECTED FINANCIAL INDICATORS - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2021

<u>Municipal</u> <u>18/19 Original</u> <u>BUDGET</u> \$		<u>Municipal</u> <u>20/21</u> <u>BUDGET</u> \$
	OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS	
\$252,376		(\$660,213)
	OPERATING SURPLUS RATIO (Operating surplus/(deficit) before capital amounts as % of total operating revenue)	
0.5%		-1.4%
	NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)	
\$29,332,667		\$32,811,104
	NET FINANCIAL LIABILITIES RATIO (Total liabilities less financial assets as % of total operating revenue)	
61%		68%
	INTEREST COVER RATIO (Net interest expense as % of total operating revenue less investment income)	
1.2%		1.6%
	ASSET SUSTAINABILITY RATIO (Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of asset management plan)	
127%		100%



**FINANCIAL STATEMENTS
– ALWYNDOR**

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

<u>Alwyndor</u> <u>19/20 Original</u> <u>BUDGET</u>	<u>Alwyndor</u> <u>20/21</u> <u>BUDGET</u>
\$	\$
3,970,562 User Charges	5,107,000
10,339,428 Operating Grants & Subsidies	10,968,000
490,650 Investment Income	178,000
3,073,592 Reimbursements	3,508,000
1,753,378 Other	3,007,000
<u>19,627,610</u> Operating Revenue	<u>22,768,000</u>
13,915,273 Employee Costs - Salaries & Wages	15,738,000
4,590,834 Materials, contracts and other expenses	6,077,000
125,000 Finance Charges	90,000
1,176,579 Depreciation	1,242,000
<u>19,807,686</u> Less Operating Expenditure	<u>23,147,000</u>
<u>(180,076)</u> = Operating Surplus/(Deficit)	<u>(379,000)</u>
1,176,579 Depreciation	1,242,000
128,097 Other non-cash provisions	166,000
<u>1,304,676</u> Plus Non-Cash items in Operating Surplus/Deficit	<u>1,408,000</u>
<u>1,124,600</u> = Funds Generated from Operating Activities	<u>1,029,000</u>
<u>(844,063)</u> Capital Expenditure-Asset Renewal and Replacement	<u>(586,000)</u>
<u>(844,063)</u> Less total capital expenditure	<u>(586,000)</u>
<u>280,537</u> = FUNDING SURPLUS	<u>443,000</u>
Funded by:	
<u>280,537</u> Increase/(Decrease) in cash and cash equivalents	<u>443,000</u>
<u>280,537</u>	<u>443,000</u>

CITY OF HOLDFAST BAY
PROJECTED INCOME STATEMENT - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2021

<u>Alwyndor</u> <u>19/20 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>20/21</u> <u>BUDGET</u>
\$	REVENUES	\$
3,970,562	User Charges	5,107,000
10,339,428	Operating Grants & Subsidies	10,968,000
490,650	Investment Income	178,000
3,073,592	Reimbursements	3,508,000
1,753,378	Other	3,007,000
<u>19,627,610</u>	TOTAL REVENUES	<u>22,768,000</u>
	EXPENSES	
13,915,273	Employee Costs	15,738,000
4,590,834	Materials, contracts and other expenses	6,077,000
125,000	Finance Charges	90,000
1,176,579	Depreciation	1,242,000
<u>19,807,686</u>	TOTAL EXPENSES	<u>23,147,000</u>
<u>(180,076)</u>	Operating Surplus/(Deficit) - Before Capital Revenue	<u>(379,000)</u>
<u><u>(180,076)</u></u>	NET SURPLUS/(DEFICIT)	<u><u>(379,000)</u></u>



CITY OF HOLDFAST BAY
PROJECTED BALANCE SHEET - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2021

<u>Alwyndor</u> <u>19/20 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>20/21</u> <u>BUDGET</u>
\$		\$
	CURRENT ASSETS	
20,775,333	Cash and cash equivalents	20,233,175
<u>765,559</u>	Trade and Other Receivables	<u>962,876</u>
21,540,892	TOTAL CURRENT ASSETS	21,196,051
	NON-CURRENT ASSETS	
<u>39,562,753</u>	Land, Infrastructure, Property, Plant & Equipment	<u>38,437,254</u>
39,562,753	TOTAL NON-CURRENT ASSETS	38,437,254
<u>61,103,645</u>	TOTAL ASSETS	<u>59,633,305</u>
	CURRENT LIABILITIES	
34,829,344	Trade and Other Payables	34,458,517
<u>1,760,092</u>	Short-term Provisions	<u>1,704,419</u>
36,589,436	TOTAL CURRENT LIABILITIES	36,162,936
	NON-CURRENT LIABILITIES	
<u>128,440</u>	Long-term Provisions	<u>121,912</u>
128,440	TOTAL NON-CURRENT LIABILITIES	121,912
<u>36,717,876</u>	TOTAL LIABILITIES	<u>36,284,848</u>
<u>24,385,769</u>	NET ASSETS	<u>23,348,457</u>
	EQUITY	
8,900,758	Accumulated Surplus	7,863,446
9,070,657	Asset Revaluation Reserve	9,070,657
<u>6,414,354</u>	Other Reserves	<u>6,414,354</u>
<u>24,385,769</u>	TOTAL EQUITY	<u>23,348,457</u>

CITY OF HOLDFAST BAY
PROJECTED STATEMENT OF CHANGES IN EQUITY - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2021

<u>Alwyndor</u> <u>19/20 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>20/21</u> <u>BUDGET</u>
\$		\$
	ACCUMULATED SURPLUS	
9,080,834	Balance at beginning of period	8,242,446
(180,076)	Net Surplus/(Deficit)	(379,000)
-	Transfers from reserves	-
<u>8,900,758</u>	Balance at end of period	<u>7,863,446</u>
9,070,656	ASSET REVALUATION RESERVE	9,070,657
6,414,354	ALWYNDOR RESERVES	6,414,354
<u>15,485,010</u>	TOTAL RESERVES CLOSING BALANCE	<u>15,485,011</u>
<u>24,385,768</u>	TOTAL EQUITY	<u>23,348,457</u>

CITY OF HOLDFAST BAY
PROJECTED BUDGETED STATEMENT OF CASH FLOWS - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2021

<u>Alwyndor</u> <u>19/20 Original</u> <u>BUDGET</u> \$ (OUTFLOWS)	<u>Alwyndor</u> <u>20/21</u> <u>BUDGET</u> \$ (OUTFLOWS)
CASH FLOWS FROM OPERATING ACTIVITIES	
<u>Receipts</u>	
19,627,610 Operating Receipts	22,768,000
<u>Payments</u>	
(18,378,010) Operating payments to suppliers and employees	(21,649,000)
(125,000) Finance Payments	(90,000)
<u>1,124,600</u> NET CASH PROVIDED BY OPERATING ACTIVITIES	<u>1,029,000</u>
CASH FLOWS FROM INVESTING ACTIVITIES	
<u>Payments</u>	
(844,063) Expenditure on renewal/replacement of assets	(586,000)
<u>(844,063)</u> NET CASH (USED IN) INVESTING ACTIVITIES	<u>(586,000)</u>
280,537 NET INCREASE (DECREASE) IN CASH HELD	443,000
CASH AND CASH EQUIVALENTS AT BEGINNING OF	
20,494,796 REPORTING PERIOD	19,790,175
CASH AND CASH EQUIVALENTS AT END OF	
<u>20,775,333</u> REPORTING PERIOD	<u>20,233,175</u>

RECONCILIATION OF INCOME STATEMENT TO BUDGETED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30TH JUNE 2021

(180,076) SURPLUS/(DEFICIT) FROM INCOME STATEMENT	(379,000)
NON-CASH ITEMS IN INCOME STATEMENT	
1,176,579 Depreciation	1,242,000
<u>128,097</u> Increase (decrease) in provisions - nett	<u>166,000</u>
1,304,676 TOTAL NON-CASH ITEMS	1,408,000
CASH ITEMS NOT IN INCOME STATEMENT	
(844,063) Capital Expenditure	(586,000)
<u>(844,063)</u> TOTAL CASH ITEMS	<u>(586,000)</u>
NET INCREASE/(DECREASE)	
<u>280,537</u> IN CASH AND CASH EQUIVALENTS	<u>443,000</u>

CITY OF HOLDFAST BAY
PROJECTED SUMMARY OF OPERATING AND CAPITAL INVESTMENT ACTIVITIES
FOR THE YEAR ENDED 30TH JUNE 2021

<u>Alwyndor</u> <u>19/20 Original</u> <u>BUDGET</u>	<u>Alwyndor</u> <u>20/21</u> <u>BUDGET</u>
\$	\$
19,627,610 Operating Revenues	22,768,000
<u>(19,807,686) less Operating Expenses</u>	<u>(23,147,000)</u>
(180,076) Operating Surplus/(Deficit) before Capital Amounts	(379,000)
Less net outlays on Existing Assets	
844,063 Capital Expenditure on renewal & replacement of existing assets	586,000
<u>(1,176,579) Less Depreciation</u>	<u>(1,242,000)</u>
(332,516)	(656,000)
<u>152,440</u> Net lending/(borrowing) for financial year	<u>277,000</u>

PROJECTED FINANCIAL INDICATORS - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2021

<u>Alwyndor</u> <u>19/20 Original</u> <u>BUDGET</u>	<u>Alwyndor</u> <u>20/21</u> <u>BUDGET</u>
\$	\$
OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS	
(\$180,076)	(\$379,000)
OPERATING SURPLUS RATIO	
(Operating surplus/(deficit) before capital amounts as % of general revenue)	
-0.9%	-1.7%
NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)	
\$15,176,984	\$15,088,797
NET FINANCIAL LIABILITIES RATIO	
(Total liabilities less financial assets as % of total operating revenue)	
77%	66%
INTEREST COVER RATIO	
(Net interest expense as % of total operating revenue less investment income)	
0.7%	0.4%
ASSET SUSTAINABILITY RATIO	
(Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of depreciation expense)	
72%	47%



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