

OUR PLACE

2019-20
ANNUAL REPORT

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.

WELCOME TO OUR PLACE

This annual report is part of a strategic planning and reporting framework that guides the direction and measures the performance of the organisation in relation to the goals set out in the City of Holdfast Bay's strategic plan—*Our Place: 2030 Strategic Plan*.

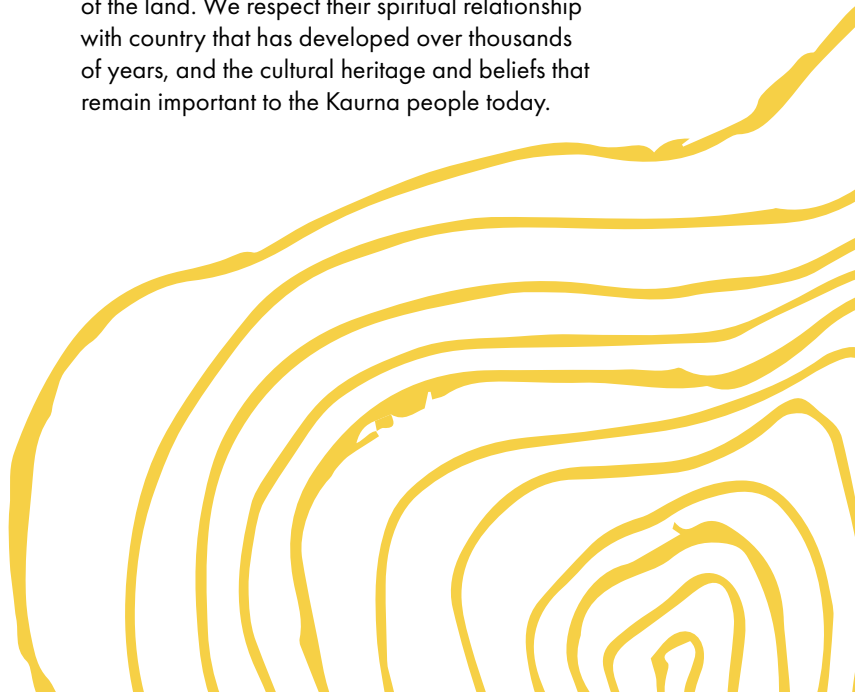
It records our achievements in line with the ambitious program of works outlined in the *Annual Business Plan 2019–20*, and reports our performance compared to the budget and strategic measures set out for the past financial year.

In 2019–20, the City of Holdfast Bay (Council) undertook a range of improvements on behalf of the community and continued to deliver an extensive suite of high-quality services—while containing the rate revenue increase to a modest 2.7 per cent.



TRADITIONAL CUSTODIANS

The City of Holdfast Bay acknowledges the Kurna People as the traditional owners and custodians of the land. We respect their spiritual relationship with country that has developed over thousands of years, and the cultural heritage and beliefs that remain important to the Kurna people today.



CONTENTS

5	OUR PLACE
6	MESSAGE FROM THE MAYOR
7	MESSAGE FROM THE CEO
8	2019–20 HIGHLIGHTS
9	QUALITY OF LIFE SURVEY RESULTS (2019–20)
10	ECONOMIC ACTIVATION PLAN (2018–2023)
12	COMMUNITY
26	ENVIRONMENT
32	ECONOMY
38	PLACEMAKING
42	CULTURE
46	STRATEGIC MANAGEMENT
59	COUNCIL OF THE CITY OF HOLDFAST BAY
64	DECISION-MAKING STRUCTURE
70	CORPORATION OF THE CITY OF HOLDFAST BAY
74	TRANSPARENCY
82	AUDITED FINANCIAL STATEMENTS
127	SOUTHERN REGION WASTE RESOURCE AUTHORITY ANNUAL REPORT



OUR PLACE

Adelaide's Favourite Coastal Destination

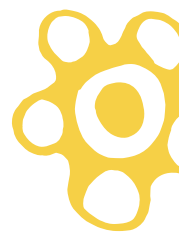
For 65,000 years Aboriginal people have inhabited the vast lands of Australia.

The traditional owners of Holdfast Bay, the Kurna people, used the coastal plain that makes up Holdfast Bay as a place to seek refuge from summer temperatures, a meeting place for celebration, ceremony and trade, and an area for abundant plant and animal resources. Holdfast Bay continues to be a place of rich cultural significance for Kurna people.

In 1836, Colonel William Light arrived on a ship named *Rapid*, on a mission to survey the South Australian coast in search of a place for settlement. While the *Rapid* stood offshore near the mouth of the Patawalonga River, 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 eleven 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 education options, a vibrant tourism sector, thriving retail precincts and a small light industrial area.



MESSAGE FROM THE MAYOR

The 2019–20 year has been one like we've never experienced before and there was not a member of our community who wasn't impacted by the COVID-19 pandemic in some way.

Yet, when faced with this global crisis, our community responded in ways that should make us all very proud.

Across Holdfast Bay, we have always had the care and protection of our most vulnerable residents as front of mind and as part of our day-to-day business. But during the peak of the pandemic, this really came to the fore.

And I'm so proud of what we achieved in caring for the wellbeing of our community – emotionally and financially.

When our community programs for social and physical activities were temporarily on hold, our Community Wellbeing and Alwyndor Community Connections teams initiated a raft of new practices which aimed at keeping our residents connected and active while staying safe at home.

Each fortnight, more than 800 residents received activity packs, which were delivered to their door, by Council staff and volunteers.

Our library services offered increased home delivery services and mailouts of books to ensure our community members weren't in any way disadvantaged during this challenging time.

At the same time, we also invested resources into assisting our business community who had been severely affected by the pandemic.

We introduced immediate, short-term financial assistance to residents, businesses and sporting clubs and created an Economic Recovery Taskforce to promote economic stimulus once the major COVID-19 pandemic restrictions had passed.

Our ongoing partnership with Kurna Nation was also strengthened significantly over the past 12 months with two very important cultural events, starting with the Repatriation of Kurna old people remains to Kingston Park.

During a three-day ceremony, Kurna Nation laid to rest several old peoples' remains which had been returned to country for reburial from the Natural History Museum, United Kingdom and the South Australian Museum.

Just a few months later, we launched a new permanent exhibition at Glenelg's Bay Discovery Centre called *Tiati Wangkanthi Kumangka (Truth-Telling Together)*.

The exhibition explores the true history of South Australia in collaboration with the Kurna Nation – from the history of the Kurna People of the Adelaide Plains, the Proclamation of South Australia and the impacts of colonisation.

We also celebrated women in local government and happily shone a spotlight on Susan Grace Benny, who became the first woman to be elected to local government in Australia when she joined Brighton Council (now City of Holdfast Bay) in 1919.

And after almost 18 months of construction, we enjoyed the official opening of the redeveloped Brighton Oval Sporting Complex, which is now one of our city's best community assets.

Thanks to funding commitments by the City of Holdfast Bay, Federal and State Governments, and national sporting bodies, we now have three new purpose-built community buildings for sporting clubrooms with unisex change rooms.

These improved facilities have already started to create significant economic, social and health benefits for the community that will continue for many years to come.

The dedication of our volunteers has not waned this year with essential work still being carried out by members of our community across all fields – from home library deliveries to caring for our nature reserves and dunes.

I would like to express my gratitude to each of them as they embody the spirit of working together which is just one of our community's many qualities.

I hope you enjoy reflecting on our city's achievements over the past 12 months. I look forward to working with my fellow councillors, council staff and the community to achieve our shared vision for the City of Holdfast Bay in years to come.



Amanda Wilson

Mayor
City of Holdfast Bay

MESSAGE FROM THE CEO

I was privileged to be appointed in July 2019 as the fifth CEO of the City of Holdfast Bay.

I didn't think that the year was going to be as eventful as it has been, but it has also been a period of great achievement for the City of Holdfast Bay.

The unprecedented global crisis required us to be agile and creative in the ways we delivered essential services to our community, while continuing major development projects which are vital for the future growth of our city.

Even though some of our community buildings closed for a short period of time in early 2020, I'm thankful and proud that we continued to service the community in unique ways that were enacted very quickly.

Our business-as-usual approach never wavered and we came to the end of the 2019–2020 financial year having achieved many successes, particularly in the tourism and events space.

More than 1.4 million people visited and/or stayed in our city and more than 620,000 people attended City of Holdfast Bay-hosted events with the Santos Tour Down Under race start in Glenelg reaching nearly 8 million people worldwide.

Over the 2019–2020 summer months, we hosted three major beach concerts at Glenelg which injected \$3.7 million back into our local economy.

With our ongoing partnership with the Kaurna Nation, there were two very significant cultural events—the Repatriation of Kaurna old people remains to Kingston Park and the launching of a new permanent exhibition, *Tiati Wangkanthi Kumangka (Truth-Telling Together)*, at the Bay Discovery Centre.

Just a few months later, when the COVID-19 pandemic forced us to temporarily close the museum doors, a virtual tour was filmed, posted to our digital and social platforms and proved to be a great success.

Our infrastructure and major developments projects were a key focus for us in 2019–20.

We completed Stage 1 of the \$13.7 million Brighton Oval redevelopment and commenced Stage 2 in May 2020.

Brighton Oval is the largest sporting hub within the City of Holdfast Bay and boasts three major sporting grounds and three new purpose-built buildings which serve as clubrooms and community spaces that are available for hire.

Work commenced on the \$1 million redevelopment of Wigley Reserve Playspace and Fitness Hub, which has been jointly funded by council and State Government.

Our local business sector was provided with immediate financial relief and support in the early stages of the COVID-19 pandemic, and Holdfast Bay's continued support of the Southern Business Mentoring Program.

Last financial year, 88 local businesses accessed advisors through the program which continues to be provided with \$0 fee for service to support business through the COVID-19 pandemic. At the same time, a business crisis triage helpline was set up through the Western Alliance of Councils to provide local businesses more support options when faced with reduced trade and potential closure.

Our environmental and planting program resulted in 12,000 new plantings of native species in our dunes, and the reintroduction of rare species to our coastal areas.

Another 5,920 plants were added to our nature reserves and gullies and 850 street trees planted to help grow our tree canopy across the city.

We celebrated the successful fledgling of two Hooded Plover chicks, named JR and CV by Birdlife Australia, and continue to support the endangered bird species with fencing, signage and beach patrols.

The contribution made by volunteers in our city is significant. A total of 51,500 hours of voluntary work was conducted by 351 dedicated members of our community, equating to \$2.1 million in economic value.

I sincerely thank our volunteers for their continued efforts, but I also want to acknowledge and commend all council staff for the way they have serviced our community throughout the past year – in particular the final six months.

We look forward to the next 12 months as we continue to deliver major initiatives and projects which are vital for the continued growth and prosperity of our city.

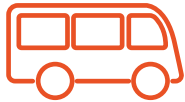


Roberto Bria

Chief Executive Officer
City of Holdfast Bay

2019-20 HIGHLIGHTS

In 2019-20:



6,352

community transport trips helped residents get out and about



407,925

items were lent to 13,450 library members



1,957

immunisations were administered at our local clinics



2,500

people were supported through active and healthy living services via Alwyndor



21,245

hours of domestic assistance, home modifications and home maintenance were provided to residents



5,500

activity packs were distributed to our most vulnerable residents during the COVID-19 pandemic

850

street trees were planted



18,000

native plants were planted in our dunes and natural reserves



53,977m²

of road, 5,600lm of kerb and 1,100m² of footpath were maintained



1,017

development applications were processed



256

new dwellings were approved (valued at \$124 million)

176

Water sensitive urban design improvements implemented across the City



1.483 million

people visited and/or stayed in Holdfast Bay



620,000

people attended Holdfast Bay hosted events



75%

of local businesses are now transacting online



351

volunteers contributed 51,500 voluntary hours (\$2.1 million economic value)



41,000

phone calls were answered, and 300 enquiries through the new web chat system



8 million

people around the globe saw the Santos Tour Down Under race start in Holdfast Bay

88

businesses assisted through Council's mentoring and support programs



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

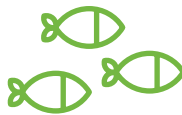


8.1

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

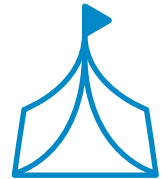


ECONOMY



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.

ECONOMIC ACTIVATION PLAN 2018–2023

Progress 2018–2020:



75%

of all businesses are now transacting online – an increase of 40% from 2017



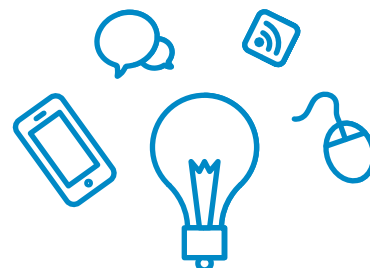
800

local businesses are registered in the Holdfast Bay business directory



58%

of businesses are using a webstore to complement their shopfront—increased from 44% in 2017



85%

of businesses are staying informed through face-to-face and e-communication



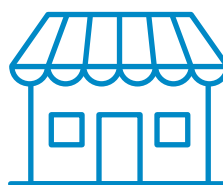
87

products made in Somerton Park have experienced strong five year growth in global demand

SHOPFRONT GRANTS

\$73,670

in shopfront grants stimulating improvements of around \$240,000



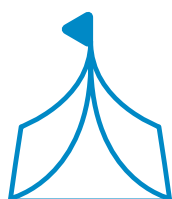
Brighton Jetty Road Precinct became an official

single use plastic free precinct



1.4 million

stayed in Holdfast Bay in 2019–20



620,000

people attended Holdfast Bay events in 2019–20







COMMUNITY

A HEALTHY, CREATIVE, CONNECTED COMMUNITY

In 2019–20 Council delivered many projects and services that contributed to building a healthy, active and resilient community, celebrating culture and diversity, providing welcoming accessible facilities and fostering an engaged community.

Kaurna Partnership

During the past twelve months, the City of Holdfast Bay was honoured to work in partnership with the Kaurna Nation to plan and deliver two significant cultural initiatives. Showcasing their heritage and culture, Kaurna has graciously shared and celebrated the initiatives, forging a strong relationship with the City of Holdfast Bay—demonstrating the role local government can play in supporting and achieving reconciliation.

Repatriation Ceremony

In August 2019 the *Repatriation Ceremony* was held at Kingston Park Coastal Reserve. During the ceremony Kaurna community laid to rest the ancestral remains of eleven people. Six were returned for reburial to country from the National History Museum, United Kingdom and five ancestors from the South Australian Museum. This was the first time a repatriation had occurred on council owned land in South Australia and the Kaurna Nation welcomed and shared the poignant ceremony with members of the broader community including school groups and local residents.

The repatriation at Kingston Park did not change the past, or the pain caused by the removal of the remains of Aboriginal ‘old people’ from country. It did, however, begin a path of healing and a greater awareness in the community and across the state regarding institutionalised Aboriginal remains and the need to repatriate them back to country.

Exhibition ‘Tiati Wangakanthi Kumangka’ (Truth Telling Together)

Opening at Glenelg Town Hall in December 2019, this permanent exhibition was the first of its kind in South Australia—detailing the colonisation of South Australia from an Indigenous perspective. This project allowed Kaurna and Council to come together collaboratively to tell the story with facts and therefore truth at the heart of the story. The story was told in parallel with the European story of settlement, which allows visitors to engage with the concept that history is subjective, changed with time and often shaped to reflect the ideal ‘truth’ of those telling it.

The City of Holdfast Bay will continue to work in partnership with Kaurna Nation to identify and develop projects and initiatives that acknowledge and promote the unique shared history and culture of our city.

PROJECTIONS AND PLANS FOR THE YEAR AHEAD

Council's projections and plans for the next financial year are outlined in our *2020–21 Annual Business Plan*. Some of the strategic activities to be undertaken as part of the *2020–21 Annual Business Plan* include:



Active Communities

The City of Holdfast Bay promotes an active, healthy and socially connected lifestyle for residents by providing high-quality sporting and recreational facilities, opportunities for volunteering, a network of community centres; youth programs, opportunities for local clubs and community groups to improve their governance, and initiatives that celebrate history and diverse culture of our City. This year's highlights include:

- › Redevelopment of Dulcie Perry Reserve Playspace
- › Construction of the \$1 million redevelopment of the Wigley Reserve Playspace and Fitness Hub completed in October 2020
- › Delivered youth events and activities including SpinCycle Music Festival for emerging youth musicians, workshops, school holiday activities and a civic leadership program
- › Supported 54 young people to represent South Australia and Australia at national and international sporting and cultural events through the Youth Achievement Sponsorship program
- › Adoption of the *Arts and Culture Strategy and Action Plan 2019–2024* increasing arts and cultural activities and initiatives, resulting in enhanced opportunities for artists, cultural advisors and audiences
- › Contribution of 51,500 hours, by 351 volunteers—equating to \$2.1 million in economic value to the community.

Community Donations

In 2019–20 Council distributed \$46,195 to the Holdfast Bay community via the Community Chest Donations and Community Donations programs.

Community Donations Program

Of the total amount, \$28,970 was provided through the Community Donations program to support community and wellbeing initiatives including:

- › Community and wellbeing initiatives including minor infrastructure replacement, disability recreation programs, Culturally & Linguistically Diverse Water Safety program and a public space sensory garden
- › Events including the Christmas event and markets at Minda
- › Arts and cultural projects including new equipment and facilitating community concerts.

Community Chest Donations Program

Community Chest Donations program distributed \$8,350 to 12 community groups, organisations and individuals to support initiatives including:

- › Community events and street parties
- › Arts and cultural events
- › Early childhood learning equipment
- › Minor infrastructure
- › Public art.

Youth Sponsorship Program

The Youth Achievement Sponsorship Program distributed \$7,125 to assist 54 young residents of Holdfast Bay with personal and professional development activities. Activities including:

- › Sports—softball, cheerleading, calisthenics; volleyball, cricket, sailing, netball; basketball and hockey
- › Public speaking.

Community and Sporting Facilities

Brighton Oval Master Plan

Stage 1 of the \$13.7 million redevelopment of Brighton Oval was completed in June 2020 with the opening of the three community sports clubrooms, new LED scoreboards for each club, new field lighting for the lacrosse fields and a new 3 on 3 basketball court with lighting for the community to enjoy. Stage 2 of the plan commenced in May 2020 and provides improved community spaces including a new play space, BBQ shelters, seating and carparks. In addition to Council funding, state and federal government funding was secured to enable the plan to proceed.

The redevelopment will create significant economic, social and health benefits for the community. In particular, the facilities now accommodate increased female and youth participation in sport. The new buildings, leased by the tenant sports clubs, will also be available for the whole community to use and hire. The completion of this project will be the second major community sporting hub that Council has completed in recent years, in-line with the *Our Place: 2030 Strategic Plan* objectives.

Glenelg Oval Master Plan

Stage 1 of the *Glenelg Oval Master Plan* commenced with the redevelopment of the Holdfast Tennis Club facilities. The \$1 million project includes a new clubroom building and eight resurfaced tennis courts with new lighting and fencing. Two of the eight courts are public/community courts and the new clubrooms will be available for hire. Along with the unstructured use of the two community courts, the club facility also caters for structured competition, with over 200 members in junior and senior categories. The Holdfast Tennis Club has been a tenant of the site/facility for over 85 years and during their tenure the clubroom has not been upgraded. The upgrades are considered a worthy investment to support the community and to ensure an adequate standard to meet current building standards.



Stage 2 of the *Glenelg Oval Master Plan* has also commenced with Glenelg Football Club successful in receiving \$300,000 funding from federal government and Council being successful in receiving \$487,000 funding from the state government. In addition, Council has also provided \$200,000 in the 2020–21 budget resulting in a total budget of \$987,000 to be put towards the construction of new unisex change rooms. The project will deliver two new unisex change rooms, umpire amenities, first aid, meeting space and storage. The new change rooms will meet the principles of universal design to support participation in physical activity for a broader range of users. The facilities will allow for greater programming opportunities for current club members as well as new members and improve capacity to host events.

Community Court Upgrades

The old Wattle Reserve basketball court was upgraded and resurfaced in January to include a three point arc and a netball ring making it a multi-use facility.

The community tennis court at Sutherland Reserve was resurfaced for community use and now includes basketball line markings.

Club Development

Council provides assistance and support to local sporting clubs and recreation groups to develop positive and sustainable club management practices through workshops that support strategic planning, volunteer management, financial management and succession planning. In 2019–20 workshops covered topics including, grant writing, mental health, sponsorship and how to run an AGM. The council also provided ongoing support for club sustainability, club promotion and good governance.



Heritage and Culture

The City of Holdfast Bay continues to foster and strengthen relationships with the Koorngarri people to honour, promote and protect their culture, heritage and connection to the land.

Regular meetings were held with Koorngarri elders to discuss Council projects, cultural initiatives and to support their ongoing culture, heritage, beliefs and connection to country.

Tiati Wanganthi Kumangka (Truth-Telling Together) is a new permanent exhibition at the Bay Discovery Centre museum. This is a collaborative project between the Koorngarri Nation and Council to explore the true history of South Australia's settlement.

As part of the opening of the exhibition Council negotiated the loan of South Australia's founding document, the *Letters Patent*. Held at the State Records of South Australia, the loan was the first time the document had been displayed to the public in more than 100 years.

Tiati has so far accommodated over 7,000 visitors and more than 150 students. Our virtual tour has been viewed by more than 6,700 people across the world.

At the 2020 Museum and Galleries National Awards (MAGNA) the exhibition with given the best exhibit in Australia award.

The *Repatriation Ceremony* was held at Kingston Park Reserve/Tulukutangga. Council was honoured to work with Koorngarri Nation on the Repatriation of Koorngarri 'old people' remains into Kingston Park. This partnership was awarded the Community Partnership and Collaboration Award as part of the Local Government Excellence awards.

A number of staff and volunteers undertook cultural learning and education training facilitated by Koorngarri elders and an archaeologist in line with the *Heritage Research and Procedures Report*.

A variety of workshops, activities and cultural inductions were held throughout the year that encouraged cultural sharing and a greater understanding and respect for Aboriginal heritage and customs, and significant cultural sites throughout the city.

Dual naming signage was applied on reserves and cultural sites throughout the city.

Traditional Welcome to Country and smoking ceremonies were held by Koorngarri elders at community events and civic ceremonies.

Art and Activations

Minda Coast Park Imprints of Time Artworks

The *Imprints of Time* artworks were designed to reflect natural beach pebbles. The unique imprints on each of the pebbles symbolise the coastal environment; Minda history and people; and Kaurna culture, heritage and language. The artworks were designed by lead artist Karl Meyer in association with Exhibition Studios and Allan Sumner ACA studios.

Murals

Several mural artworks were installed on walls throughout Holdfast Bay to create interest and add vitality. Artist Vans the Omega created an artwork at the Brighton Skate Park as part of the redevelopment of Brighton Oval. Azzurro Arts installed a vibrant artwork along Jetty Road, Brighton and Leah Grant created two temporary summer series murals at Jetty Road, Glenelg.

Finding Balance Sculpture

The *Finding Balance Sculpture* by artist Matt Turley was commissioned from the 2020 Brighton Jetty Sculptures Festival and installed along the Seacliff Esplanade.

Temporary Art Interventions and Events

Council has provided seven temporary art installations, creative interventions, arts workshops; and performances with a community focus featured as part of community events and activation. These included:

- › Spincycle Youth Event
- › Sustainable Saturday Market
- › *Their Triumph Our Motivation* Exhibition
- › *Down By the Sea Booklet*.

Community Centres

The City of Holdfast Bay provides four community centres:

- › Glenelg Community Centre
- › Glenelg North Community Centre
- › Brighton Community Centre
- › Holdfast Bay Community Centre.

Council staff work closely with the management committees and staff of each centre to provide assistance across governance, operations and volunteer support functions.

Prior to the COVID-19 pandemic restrictions the centres attracted over 8,000 visitors each month and delivered more than 70 low-fee programs including health and fitness, education, arts and crafts, social and personal development as well as luncheons, charity events, Adelaide Fringe and Adelaide Festival shows. Centres which were closed during restrictions, re-opened with both regular and new users attending. Numbers continue to be limited by government regulated maximum room capacity.

The community centres collaborated with local charities and not-for-profit organisations to share resources, deliver social events and share information on local services available within Holdfast Bay.

Though many social events were cancelled or limited from March 2020, the centres ordinarily deliver events attracting hundreds of people on and off-site. These include community lunches, Christmas events, seniors and seasonal luncheons and concerts including the Glenelg Brass Band and Brighton Senior Secondary School.

Community Gardens

Glenelg North Community Garden and North Brighton Community Garden continue to attract large numbers of community members each week.

Council provides funding and support for the gardens through project development, grant administration, governance direction and volunteer recruitment. North Brighton Community Garden were successful in gaining a \$10,000 grant funding from Grants SA to establish a sensory garden and inclusive programs within the garden.

The gardens delivered programs online during the COVID-19 pandemic restrictions offering cooking, planting and educational information. Content on home gardens and sustainable practices increased interest in community gardens with social media followers and membership increasing for both gardens. A great community resource, the gardens programs support the new needs arising during the restrictions by developing new programs including home delivery of seeds, plants and information.

Volunteers

During 2019–20, the 351 people working for the City of Holdfast Bay's volunteering program performed 409 active roles and contributed 51,500 hours, translating to \$2.1 million in economic value.

To facilitate this contribution, Council staff worked with 18 other organisations including Volunteer SA & NT, Southern Volunteering and Council's community centres to maximise the opportunities for volunteering.

Staff used social media and online advertising and promotion at Council events to attract new volunteers, and worked with organisations to support corporate volunteering programs.

The COVID-19 pandemic changed the face of volunteering as we temporarily closed our programs for three months and then slowly reopened programs as restrictions eased. Overall, there was a reduction in volunteer hours of 22,900. Of our more senior volunteers, 97 decided to retire from volunteering during this time. Council is grateful for their service to the community.

During COVID-19 pandemic restrictions, 44 volunteers assisted with making welfare check phone calls and delivering activity packs.

Corporate and one-off community volunteering increased to 257 incidental volunteers compared to 156 in the previous year. During the 2019–20 financial year, the volunteer referral rate increased by 15 per cent. Volunteer opportunities continue to grow through improving our databases, referral networks and promotion to the wider community.

Community Wellbeing

In response to the *South Australian Disability Inclusion Act* (2018), the City of Holdfast Bay embarked on an ambitious program to ensure that our community enjoys equity of access and inclusion to all services, facilities, functions and information provided by the City of Holdfast Bay. Training included an overview of the legislation as well as practical training that involved 'walking a mile in their shoes' was undertaken by 94 per cent of Council workforce. The *Disability Access and Inclusion Plan* for the City of Holdfast Bay was approved by Council in October 2020 and is available for viewing at holdfast.sa.gov.au.



CARING FOR OUR VULNERABLE RESIDENTS DURING THE COVID-19 PANDEMIC

Council had an overwhelming response from vulnerable residents who were supported with essential services during the lockdown period from March to May 2020. Over 150 postcards, letters, cards and phone calls have poured in, thanking Council for the efforts taken to ensure that our most vulnerable residents felt cared for during the height of the pandemic. An important innovation from our Community Wellbeing and Alwyndor Teams was the development and delivery of 8,000 activity packs during this period. Each pack contained a variety of activities including quizzes, puzzles, brain training, physical exercise, historical facts, armchair travel and arts and crafts. Our residents said:

‘It made me feel acknowledged and worthy. I found it interesting and entertaining’

‘It was like a ray of sunshine, especially planting the bulb and seeing a beautiful yellow daffodil come up’

‘We thank you for your kindness, it helped us to know that we are never alone’

‘When my friends and family learn what council does for the community they say What a great council you have!’

‘I think I would have felt lonely without the packs’

‘It’s so good to know that you are there giving us care and support. Our council must be the very best, by far – in Australia!’

Sincere thanks to all the volunteers who provided time and kindness to support our vulnerable residents through this difficult time.

ALWYNDOR

Alwyndor uniquely positions the City of Holdfast Bay to ensure the provision of integrated services for all ages—providing a continuum of care in an inclusive and vibrant community.

Alwyndor delivers on-site residential living and support at home services, along with therapy and wellbeing services that empower people in our community to live healthy, engaged and fulfilled lives.

A Strategic Plan for 2020–23 was developed this year. The Plan focusses on four themes which will be our focus over the next three years:

- › Customer Experience is at the centre of all that we do, aiming to ensure we understand and meet the needs of all clients at all stages of support and care
- › Connecting Communities supports the role of Alwyndor in the wider community, promoting it as a community hub and contributing to the social capital of the local area
- › Growth enables a business development focus for our Therapy and Wellness and our Support at Home services as well as promoting our residential services to ensure we continue to be a destination care home of choice
- › Sustainability ensures Alwyndor focuses on a sustainable approach to our business with financial, environmental and social strategies as well as sound asset management, an ensuring we continue to meet all quality standards.





Alwyndor's Residential Service includes 144 residential, respite, transitional care and care awaiting placement beds. This means Alwyndor offers a home to people who are frail or who are experiencing cognitive decline—with 16 beds for specialist dementia care.

The residential service also provides a service for people who need a short break from their own home, those transitioning from hospital to home and needing extra time or support, and those who are waiting for a permanent place in residential care. In 2019–20 this area had an occupancy rate of 98.5 per cent which is above industry average.

Alwyndor Support at Home service manages more than 200 home care packages with a range of services from domestic to complex clinical care. Throughout the year there has been a notable increase in demand for more complex clinical services, palliative care and transition care in home services. These services are also offered on a private fee for service basis.

Therapy and wellness programs are offered one on one, in classes at Alwyndor, face to face in clients' homes, as well as online. Even with the limitations associated with the COVID-19 pandemic restrictions. Alwyndor has expanded the number and type of services offered throughout the year. Services and classes now include:

- › Podiatry
- › Physiotherapy
- › Occupational Therapy
- › Speech Therapy
- › Exercise Physiology
- › Yoga
- › Fit Ball drumming
- › Circuit
- › Weights.

The focus of the support at home service is to assist people to stay in their own home for as long as they wish. This is supported by our increased capability and capacity to offer complex clinical services, online therapy sessions and palliative care.

Day Respite

Alwyndor opened a day respite program in June 2020. This service provides half or full day respite for carers. Indoor and outdoor activities tailored to individual capability and need are offered, together with clinical care if required. This individualised service can support up to ten people per day.

Customer Experience

In Alwyndor's 2019–20 client surveys, 97 per cent of home care client (clients who receive care in their own home) felt they are treated respectfully by our employees, trust us as a provider and are confident they participate in decision making about the services they receive. Services were rated equally well with regard to suitability, value for money and benefit to clients.

Residential services feedback, despite COVID-19 pandemic restrictions, told us that residents rate Alwyndor as a welcoming environment for themselves and for their family and friends (4.7 out of 5). Residents rated Alwyndor's overall management of the COVID-19 pandemic as 4.7 out of 5, which was encouraging given the impact the pandemic had on restricting access for friends and families, and on activities and daily routines.

Also very highly rated was the overall experience of living at Alwyndor, such as the safe and clean physical environments, welcoming atmosphere, quality of care and ensuring privacy and dignity.

In a time when there is increasing scrutiny of aged care, we are very proud of these outcomes and will continue our focus on offering quality care and accommodation for older people.

Accreditation

In September 2019 Alwyndor was successful in achieving full residential accreditation until 2023.



Holdfast Bay History

The Holdfast Bay History Centre celebrates and shares Holdfast Bay's unique history. Each year the centre works to preserve its nationally significant collection in order to make it accessible to the community and ensure its safe keeping.

During the 2019–20 financial year volunteers dedicated over 2,300 hours to help deliver the centre's extensive program.

This year's highlights include:

- › Answering over 1,000 community history enquiries
- › Digitising over 200 collection items including photographs, objects and paintings
- › Research and installation of the new exhibition, 'Remember Me' at the Glenelg Air-Raid Shelter
- › Successfully attracting \$19,000 in grant funding, including funding via the National Cultural Heritage Account
- › Providing research and content for exhibitions within the Bay Discovery Centre museum and across online platforms

- › Research and installation of the Susan Grace Benny and 100 Years of Women's Suffrage project
- › Research and installation of footpath decals for ANZAC Day commemoration
- › Publishing *20 Years, 20 Objects* celebrating 20 years of the Holdfast Bay History Centre, its collection and its volunteer program.

COVID-19 pandemic impacts

- › South Australia's History Festival program of events was cancelled
- › The History Centre and Glenelg Air-Raid shelter both closed (from Tuesday March 17). The History Centre re-opened July and the Air-Raid Shelter re-opened in September
- › Temporary suspension of Volunteer Programs for both the History Centre and Air-Raid Shelter.

Susan Grace Benny Exhibition and Civic Reception

Two occasions that changed the course for women in Australia were marked in 2019. On 18 December, we celebrated 125 years since the Adult Suffrage Bill passed, awarding South Australian women the right to vote and stand for parliament. On 22 December, we celebrated 100 years since Brighton Councillor, Susan Grace Benny, became the first female elected to Local Government in Australia.

To mark these occasions, Council honoured women from Holdfast Bay, from all walks of life, who in rejecting the gender divide, pushed boundaries in social, political and community life. Eleven women were chosen to be represented in a series of portraits, displayed as 'paste-ups' on the external wall of the Brighton library. Council commissioned female emerging artist, Alex Beckinsale to produce portraits based on historical photographs—using a digital medium.

The exhibition was displayed from November 2019 to March 2020, and was launched with a Civic Reception hosted by Mayor Amanda Wilson, attended by Senator Penny Wong and Attorney-General Vickie Chapman MHA.

Cemeteries

The North Brighton and St Judes cemeteries are owned by Council with their daily operations managed by the Adelaide Cemetery Authority. Council continues to maintain the cemeteries, with a renewed focus in the last 12 months, including new paths, repairs to collapsed gravesites and landscaping work to soften the environment. Grounds improvements will continue into the next financial year.

Memorial Programs

Council offers two popular programs to help members of the public commemorate their loved ones: the Seaside stone memorials (granite sculptures by the Glenelg and Brighton jetties, with names engraved) and the plaques affixed on public benches. Currently, 205 benches have a commemorative plaque, most of them located on beachfront. In the last 12 months, Council undertook a complete review of the memorial seat program to improve its service delivery and record keeping for the future.

Libraries

Council operates an accessible, progressive library service to not only meet our community's research and recreational reading needs, but also foster lifelong learning. This year, the service lent more than 407,925 items via our Brighton and Glenelg branches, home library service and online resources. Our active borrower membership reached 13,450 members; with 1,563 new borrowers joining the service.

Programs developed for the children of City of Holdfast Bay were attended by 19,881 people, providing 84 sessions for Wriggle N Rhyme, 84 sessions for the newly introduced Toddler Time and 56 Storytime sessions, plus outreach services to early learning centres, kindies and primary schools. Additionally, the libraries continued to run Little Bang Discovery Club, STEM activities and Little Bang Plus, promoting the library as a place of connected learning, inspiring engagement and curiosity in science. Highlights of the Children's programming calendar included Book Week and the school holiday programs.

Programs aimed at adults were attended by 730 people. Adult IT digital training or literacy saw 407 participants. Holdfast Bay libraries are committed to providing opportunities for digital access and developing skills needed to participate in the digital world. To ensure our libraries remain hubs of knowledge, creativity and innovation, Council invested \$10,000 in a mobile digital hub to showcase digital technologies to the community. Various technologies are included, such as 3D printing, basic coding, robotics and virtual reality.

Library Services during the COVID-19 pandemic

Despite closures and restrictions on library programs for the last quarter of the financial year, there were 179,650 physical visits to Holdfast Bay libraries in 2019–20. The COVID-19 pandemic provided an opportunity to showcase the libraries' e-resources and programs through online channels. Demand to the online resources resulted in a 39 per cent increase in digital loans. The libraries provided phone support to customers assisting them to access resources. Whilst the library was closed to the public for six weeks, 106 people joined the library through online self-registration. During the COVID-19 pandemic closure, libraries supported at-risk and vulnerable community members by expanding housebound services providing a 'Drop and Wave' service. Staff contacted over 500 community members and express posted their reserved library resources.

Regulatory Services

Council's Regulatory Services team protects the health and safety of the local community and visitors to Holdfast Bay. Services include immunisation, animal management, public and environmental health, permits, litter and nuisance control, security, parking control and public safety.

To ensure that the City of Holdfast Bay is a safe place, staff use a broad range of strategies including education and enforcement.

This year's highlights include:

- › Providing 1,957 immunisations
- › Registering 4,329 dogs
- › Reuniting 88 animals with their owners
- › Investigations for 96 litter and local nuisance issues
- › Undertaking 233 food business inspections
- › Patrolling traffic safety at schools twice a day.

The Regulatory Services team operates a security patrol in public spaces 365 days of the year and staff are available 24 hours a day, 7 days a week.

Beach Patrols

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. As a result there has been improvement in compliance with local laws, assisting the fledging of another hooded plover.

Keeping our community safe during the COVID-19 pandemic

The Regulatory Services team provided a critical role during COVID-19 pandemic restrictions. The immunisation team provided additional flu clinics and the Environmental Health Officers worked with businesses and responded to public complaints. The Community Safety Officers, in conjunction with South Australian Police (SAPOL) undertook extensive monitoring of popular public areas to ensure compliance with the restrictions in order to protect the health and safety of the community.

As Council already has obligations to conduct public health monitoring to ensure the health and wellbeing of its local community, Council was also asked to assist SAPOL to support the State Co-ordinator's directions in relation to social distancing, public gatherings and compliance with non-essential business directions.

As a result, Regulatory Services was required to develop and implement a local compliance plan which was provided to SAPOL. This plan highlighted local areas of concern and the scope of Council's monitoring activities which then allowed SAPOL to adjust their coverage accordingly.

A number of areas and businesses across the city were actively monitored and continue to be monitored to ensure COVID-19 pandemic restriction requirements imposed by the State Coordinator are complied with. All coverage and monitoring activities undertaken by Regulatory Services were reported back to SAPOL and the Local Government State Coordination Centre (LGSCC). An educative approach was undertaken by officers in the first instance, however, if officers had concerns for public health and safety, they were required to report these incidences to SAPOL for further enforcement.





ENVIRONMENT

A COMMUNITY CONNECTED TO OUR NATURAL ENVIRONMENT

This year Council staff undertook a range of actions to protect biodiversity, build an environmentally resilient city, use resources efficiently, and foster an environmentally connected community, including:

- › Maintenance and rehabilitation of natural reserves and coastal areas
- › Continuing to develop the Sturt River (Warriparri) nature corridor
- › Protection and improvement of habitats for native flora and fauna, including sand dunes
- › Planting a record 23,000 native plants in dunes and natural reserves
- › Providing support for new volunteer groups taking care of natural reserves and sand dunes
- › Providing workshops and subsidies for sustainable living
- › Holding Clean Up Australia Day and National Tree Day community activities
- › Managing waste collection services
- › Delivering programs that improved the diversion rate of household waste from landfill
- › Awarding five Greening Our Community grants
- › Planting 850 street trees
- › Continuing our participation in the Resilient South Regional Climate Partnership
- › Improving stormwater infrastructure and constructing new Water Sensitive Urban Design (WSUD) installations
- › Installing 13 new dog tidy dispensers
- › Installing two sand groynes.

Biodiversity Corridor

Council continued the development of a corridor for plants and animals, along the Sturt River (Warriparri) in Glenelg North. The corridor started with planting 900 native plants in the Bob Lewis Reserve in 2018–19, and continued with planting 1,120 native plants in three new borders in the Stewart Reserve.



PROJECTIONS AND PLANS FOR THE YEAR AHEAD

Council's projections and plans for the next financial year are outlined in our 2020–21 *Annual Business Plan*. Some of the strategic activities to be undertaken as part of the 2020–21 *Annual Business Plan* include:

\$3.57 million

to care for our environment and manage our open spaces, natural areas, beaches and coastal zones

\$50,000

to install a further two sandbag groynes at Brighton to reduce sand erosion

\$69,500

for Seacliff Beach Access Safety Improvements

\$60,000

for energy efficiency upgrades to council buildings

Environment Strategy

This year Council began the process of developing a new Environment Strategy. A range of community engagement activities and workshops were held to gain insights about the values held by the community and stakeholders and actions considered to be important. A draft was prepared for public consultation.

Energy Efficiency Audits

Audits were conducted, and reports with recommendations for improvements were provided for Council's seven most energy intensive sites: Brighton Caravan Park, Brighton Civic Centre, Brighton Library, Glenelg Library, Glenelg Town Hall, Ringwood House and the Council Depot.

Increasing Tree Canopy

Council participated in a metropolitan Adelaide tree canopy mapping project, led by the Department of Environment and Water, with the Department of Planning, Infrastructure and Transport and 16 other metropolitan councils. The project used a technology called Light Detection and Ranging (LiDAR) to produce a detailed map of tree canopy above three metres high across all participating councils. The maps can be viewed on holdfast.sa.gov.au.

Improving Dune Biodiversity

This year saw a huge amount of works undertaken in our dunes to improve their biodiversity. A new *Dune Biodiversity Action Plan* was developed to provide recommended actions across all dunes from Glenelg to Kingston Park. These works included targeting high priority weeds for removal and revegetation with 12,000 native dune plants, including the reintroduction of a dune species that was rare in Holdfast Bay. Council also discovered a second population of a regionally rare grass species that has naturally re-established in the dunes. This was achieved in partnership with Trees For Life, three local community groups and three local schools.

Greening Our Community Grants

In 2019–20, Council provided five local community organisations with a total of \$19,871 in grant funding to support environmentally themed projects, involving biodiversity and water conservation, energy and waste reduction, renewable energy and educational programs. The projects supported include:

- › \$5,000 for shade tree STEM project
- › \$4,150.45 for eight rainwater tanks
- › \$2,200 for a Living Smart course
- › \$3,520.91 for energy efficient blinds
- › \$5,000 for a community garden project.

Community Engagement

Staff conducted a range of community engagement activities during the year including:

- › 14 waste talks and tours (reduced due to COVID-19 pandemic restrictions)
- › Clean Up Australia Day: 40 volunteers cleaned up Brighton Beach
- › National Tree Day: 126 people attended and planted 840 plants
- › Three school planting days with seven primary school classes
- › Two face to face Green Living workshops, 12 online Green Living workshops run in partnership with Resilient South.

Nature Volunteers

Council nature volunteers, the Holdfast Habitat Heroes, contributed more than 350 hours tending to the regions natural areas. The COVID-19 pandemic restrictions meant this program was suspended between March and May 2020.

In addition to this program, volunteer time was contributed by the Friends of Minda Dunes, the Friends of Pine Gully, the Friends of Sturt River and Trees for Life, all groups that are supported by and work in partnership with Council. Council is grateful for the support of our volunteers.

Hooded Plovers

Holdfast Bay's Hooded Plover family successfully raised two chicks in 2019–20. BirdLife Australia tagged the chicks 'JR' and 'CV'. The family are a story of success against the odds, and are very popular on Council's Facebook page. The City of Holdfast Bay works in partnership with BirdLife Australia and Green Adelaide.

Natural Areas Rehabilitation and Maintenance

Council's Environment team works in partnership with community volunteers and Green Adelaide (formerly known as The Adelaide and Mt Lofty Ranges Natural Resources Management Board) to maintain and improve the region's natural areas.

Three gullies and the Kingston cliff face represent the majority of our natural areas outside the dunes and are important refuges for native animals and plants, including some regionally rare species. This year weed control and revegetation took place at all three gullies and the Kingston Park cliff face:

- › Barton Gully: 675 plants
- › Pine Gully: 700 plants
- › Gilbertson Gully: 4,000 plants
- › Kingston cliff face: 545 plants.

Another site now taken care of by the Environment team is the Cedar Avenue Reserve, which also had a small amount of weed control and approximately 240 native plants planted by volunteers.





Water Sensitive Urban Design Improvements

Trees and plants produce oxygen, store carbon and cool the environment while improving the appearance of streets and public spaces. During the 2019–20 financial year, Council implemented water sensitive urban design improvements in the following areas:

- › Farrel St/Weewanda St: 62 inlets
- › Portland St, Seacliff: permeable paver and rain garden installation
- › Partridge St: 69 inlets and various rain gardens
- › Brighton Oval: permeable pavement installed in sections
- › Gladstone Road: permeable footpath installation
- › Brooklyn Avenue: 10 inlets
- › Goldsworthy Crescent: 2 inlets
- › Dunbar Terrace: 10 inlets
- › Ramsgate Street: 1 inlet
- › Broadway Glenelg South: 4 inlets
- › Moore Street: 1 inlet
- › Maroong Avenue: 3 inlets
- › Tarlton Street: 1 inlet
- › King Street: 1 inlet
- › Alfreda Street: 3 inlets
- › The Crescent: 3 inlets
- › Cedar Avenue: 1 inlet
- › Margate Street: 1 inlet
- › Shoreham Road: 2 inlets
- › Bandon Terrace: 1 inlet
- › Augusta Street: 6 inlets
- › Leak/Blackburn: rain garden
- › Glenelg North Esplanade: rain garden
- › Bob Lewis Retention Basin
- › Glenelg North Community Centre carpark upgrade and rain garden.

Stormwater Management

To improve the capacity and efficiency of the city's stormwater system while also mitigating the risk of flooding, Council is implementing its stormwater management plan in stages, according to priority. During 2019–20, infrastructure was upgraded in several areas and further designing improvements for others. These works aim to considerably reduce the impact of stormwater flooding within the city. Approximately \$690,000 was invested in these important projects.

Major projects included:

- › Seaview Road: Stormwater capacity and flood protection works
- › Augusta Street: Side Entry Pit Upgrade and nuisance ponding reduction works
- › Barton Avenue Laneway: Laneway surface scour and flood protection works
- › Marine St: Coastal Headwall upgrade.

Further, Council has worked closely with the Planning and Development team as well as local builders and developers to reduce impacts on Council's stormwater system.



ECONOMY

A DIVERSE AND RESILIENT LOCAL ECONOMY

The City of Holdfast Bay assists the local economy by supporting and growing local business, making it easier to do business, harnessing emerging technology, and boosting the visitor economy.

The *Economic Activation Plan (2018–2023)* focuses on five key strategic areas.

- › Strategy 1 – business capacity building
- › Strategy 2 – investment growth & attraction
- › Strategy 3 – innovation and digital evolution
- › Strategy 4 – regional collaboration
- › Strategy 5 – Adelaide's premier seaside destination.

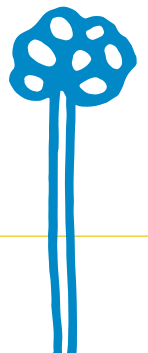
The COVID-19 pandemic continues to have significant impacts on the productivity, economic viability and future focus of many sectors of the economy including manufacturing, retail, and wholesale trade. Product opportunities and export priorities are likely to change according to altered global demand with impacts anticipated within most supply chains and across many sectors.

Achievements for 2019–20 include:

- › Increasing services through the Southern Business Mentoring Program. As a result of the COVID-19 pandemic, additional business advisors were added to the service and fee for service waived. Holdfast Bay businesses constituted 19 percent of the service users and reported a 90 percent satisfaction rating with the service.

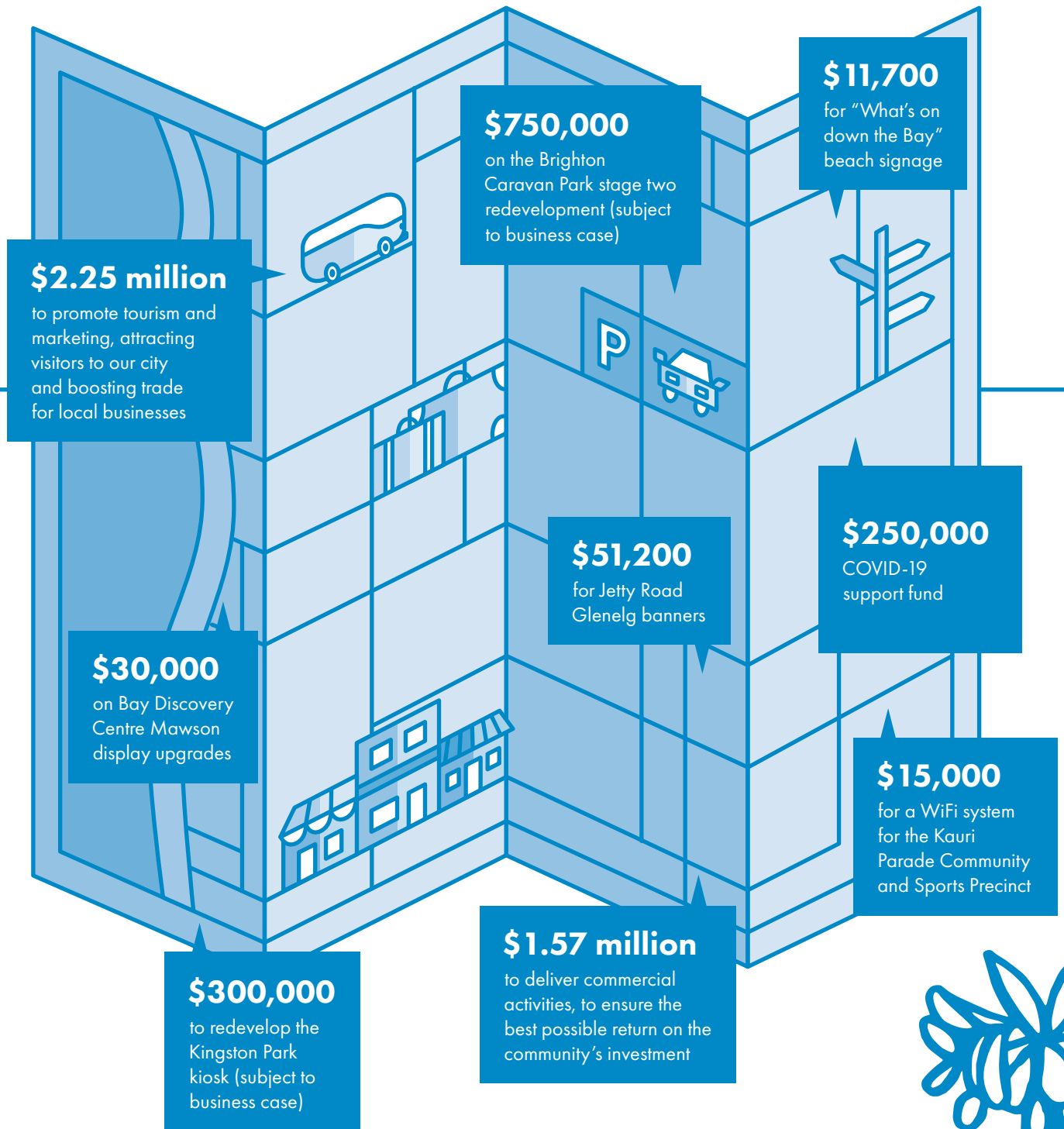
The program has received testimonials including:

- › 'Such a valuable service to help direct and grow our business'
- › 'It's great to have access to development that is relevant, local and time effective, instead of having to attend a whole day session which may include a lot of irrelevant information'
- › 'The session was more tailored to our needs.'
- › Continuing to work collaboratively with the Western Alliance of Councils to deliver business support through the Western Business Leaders group and deliver access to fifty free short courses through Torrens University Australia. A Western Economic Task Force was established to address immediate needs of businesses impacted by the COVID-19 pandemic which resulted in the establishment of a business crisis triage helpline through the Adelaide Business Hub, and a series of webinars to support businesses on a range of topics.
- › Small business grants, providing new and existing businesses matched funding up to \$5,000 for projects leading to employment growth; sustainable outcomes, export opportunities and collaboration that increases the capacity of a precinct. One project included the development of ISO 9001 documentation for exporting produce resulting in the employment of significant additional staff.



PROJECTIONS AND PLANS FOR THE YEAR AHEAD

Council's projections and plans for the next financial year are outlined in our *2020–21 Annual Business Plan*. Some of the strategic activities to be undertaken as part of the *2020–21 Annual Business Plan* include:



- › Eighteen Shopfront Grant applications were received seeking a total of \$74,000, resulting in an estimated \$241,000 of proposed improvements. The Shopfront Grants program stimulates further investment by businesses and property owners in the upkeep of their facades and improves the vibrancy of the city's mainstreets.
- › In association with Flinders University, an "Economic Activation & Revitalisation of Industry and Employment Precincts" document has been developed in partnership with the cities of Holdfast Bay, Marion and Charles Sturt. The research report focuses on the Somerton Park Precinct, identifying the precinct's business skills, strengths and sectors. The report also determines a pathway forward that takes advantage of growth industries, identified through economic analyses and supported by government policy and plans.
- › New dot point Establishment of an Economic Recovery Taskforce to practice advice to Council on the most effective ways to invest the \$250,000 COVID-19 support fund.

Tourism and Marketing

In 2019–20, Holdfast Bay hosted 1.483 million visitors, made up of 16,000 international overnight visitors, 124,000 domestic overnight visitors, and 1.343 million day trippers.

Council works to strengthen Holdfast Bay's tourism profile by implementing strategies that aim to increase the number of visitors to the City, extend the length of their stay, increase the amount they spend while they are here and encourage them to return.

The *Tourism Plan 2020* provides a framework and strategic priorities for the planning, development, management and marketing of Holdfast Bay.

Community events are a key component of the *Tourism Plan*. Prior to restrictions in the final quarter of the year the city hosted more than 200 events, which attracted more than 620,000 attendees. Council continued to support many of these events through specialist advice, event planning, sponsorship and in kind support. These events included the well-established Sunday Mail City Bay Fun Run, Channel 7 Brighton Jetty Classic Swim, Patrilli Brighton Jetty Classic Sculptures, Bay Sports Festival, three major beach concerts featuring Rufus du Sol, Cold Chisel and Fat Boy Slim, Santos Tour Down Under race start, the Skyline Observation

Wheel as well as the Glenelg and Brighton Anzac Day dawn services. We also welcomed back the October Street Party and the Moseley Beach Club.

Council's own iconic events included:

- › New Year's Eve celebrations in Glenelg, which, with support from the South Australian Government, sponsorship partners, and emergency services, attracted more than 70,000 people throughout the night, while the Brighton fireworks display drew a strong crowd of more than 15,000.
- › The 64th Annual Glenelg Christmas Pageant, which, with support from the Jetty Road Mainstreet Committee, involved more than 2,000 people participating in the pageant, including 1,500 children under the age of 12 and 65 community groups, schools and local businesses. The pageant attracted an estimated 27,000 spectators.
- › The Winter Wonderland festival in Glenelg, run in partnership with the Jetty Road Mainstreet Committee, was held from 28 June to 22 July 2019. The event attracted more than 18,000 to an ice rink in Moseley Square, 90 per cent of whom travelled to the event from outside the Council area. For the first time the Winter Wonderland site was utilised after the removal of the ice rink and the Jetty Road Mainstreet Committee held winter markets in the space, which attracted approximately 12,000 people over two days.
- › The Glenelg Street Party attracted 40,000 attendees to Glenelg the night before the Santos Tour Down Under (TDU) race start. Involvement in the TDU generated 580 individual items of media coverage directly promoting the City of Holdfast Bay, with a cumulative audience reach of close to 8 million people and a value of more than \$16 million.
- › The official 183rd South Australian Proclamation Day ceremony, which saw His Excellency Hieu Van Le, Governor of South Australia read the Proclamation of South Australia, along with speeches from Mayor Amanda Wilson, Kaurua representative Tamaru Kartinyeri, and Matt Cowdrey OAM MP, representing the Premier of South Australia. An estimated 300 people attended the official ceremonies, followed by a community barbecue.
- › The Australia Day citizenship and awards ceremonies saw 80 people from 17 different countries become Australian citizens. The ceremony involved special guest, Australia Day Ambassador, Dr Victoria Cox, and was followed by free all-ages, family friendly 'Australia Day at the Bay' activities.



Social Media

Social media and online platforms continue to be important tools to enable communication and engagement with our local community. In 2019–20:

- › Jetty Road Facebook fans increased from 26,208 to 29,218
- › Jetty Road Instagram followers increased from 10,500 to 15,337
- › City of Holdfast Bay Facebook page fans increased from 7,287 to 8,458
- › City of Holdfast Bay Instagram followers increased from 3,789 to 4,000
- › City of Holdfast Bay LinkedIn increased from 826 followers to 1,500

Moseley Beach Club

The Moseley Beach Club returned to Glenelg in 2019–20. Offering sun lounges and beds with table service, it also featured a casual dining area and bar with live acoustic music. The Moseley Beach Club employed 40 new staff, sourced local produce, welcomed over 60,000 visitors, engaged local businesses, was well supported by the local community, and increased patronage to surrounding retail precinct.

Tourism activations and marketing

While the COVID-19 pandemic significantly impacted businesses in the City, Council continued to develop an environment that supports the future viability of local businesses and creates opportunities to enhance the city's tourism offering.

Our visitor and business services included:

- › Planning, implementing and supporting a wide range of community events to increase visitation and length of stay within our city
- › Proactively consulting and communicating with the community through the community engagement program
- › Preserving and stabilising the Holdfast Bay 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
- › Developing city-wide commercial and economic opportunities
- › Providing a voice for business and property owners in the Glenelg precinct through the Jetty Road Mainstreet Committee.



Bay Discovery Centre

In 2019–20, the Bay Discovery Centre delivered a comprehensive cultural program, presenting a broad range of projects and exhibitions.

This year's highlights include:

- › A total of 25,000 visitors, including school and community groups, a decrease on 2018–19 figures due to the COVID-19 pandemic and Glenelg Town Hall construction closures
- › Installation of the first permanent exhibition in 20 years, *Tiati Wangkanthi Kumangka (Truth-Telling Together)*, created in conjunction with the Kurna Nation and Holdfast Bay History Centre
- › A range of touring exhibitions featuring prominent Australian artists including Brave New Wave, Desert women painters, and a Flinders University Museum of Art touring exhibition
- › Volunteer Cultural Awareness training with Kurna man Allan Sumner
- › Creation of online content during the COVID-19 pandemic including the Tiati Virtual Tour, now viewed more than 6,700 times across social media platforms, reaching both a national and international audience.

COVID-19 pandemic impacts:

- › The Bay Discovery Centre closed from Tuesday March 17 for three months
- › History Festival and School Holiday program of events were cancelled including the key exhibit; *Sand Castles: Mansions of Holdfast Bay*
- › Allan Sumner NAIDOC Week exhibition cancelled
- › Temporary suspension of the Bay Discovery Centre volunteer program.

Brighton Caravan Park

With its beachfront location and stunning views over Gulf St Vincent, the Brighton Caravan Park in Kingston Park is a significant tourism asset for the City of Holdfast Bay. The park closed its doors to the public for three months during the height of the COVID-19 pandemic restrictions, which impacted the financial results for the year.

However, it remained a safe haven for essential travellers such as health workers, people on compassionate grounds and grey nomads who had no other place of permanent residence. Despite a difficult year for the tourism industry, the Brighton Caravan Park has continued to reduce the burden on rate payers, bringing in nearly \$2 million in revenue in 2019–20, and 4,136 visitors to the area.

Council commenced the scoping of works and design for a second stage of redevelopment. It is expected that the replacement of aging cabins and construction of a new administration building will commence in the later part of the 2020–21 financial year.

Kauri Community and Sports Centre

The Kauri Community and Sports Centre is home to the Holdfast Music Centre, Seacliff Uniting Church Netball Club, Seacliff Tennis Club and Seacliff Hockey Club. Since September 2019, Belgravia Leisure has operated the public spaces at the centre on behalf of Council, with the objective to maximise the use of the centre by the whole community, and to offer a range of social, recreational, educational and personal development programs. In 2019–20, the function room was booked for a total of 253 hours (in addition to existing clubs' use), despite three months of full closure due to the COVID-19 pandemic restrictions.

Partridge House

With its beautiful gardens, elegant interiors and welcoming ambience, beautiful Partridge House remains a much valued community facility. It serves to celebrate all of life's important occasions, from weddings to private functions such as parties and corporate events, as well as funerals. It is also a hub for the community with a range of social and recreational programs running throughout the year, including eight regular groups offering weekly activities. Operations at Partridge House were impacted by the COVID-19 pandemic restrictions but Partridge House still hosted 452 events across 2019–20.



PLACEMAKING

AN ACCESSIBLE, VIBRANT AND SAFE COASTAL CITY THAT CELEBRATES OUR PAST TO BUILD FOR OUR FUTURE

A well-planned, accessible and safe city provides a variety of movement, transport, employment, recreation and housing choices. A city with well-connected public spaces supports its community and strikes a balance between the natural and built environment.

In 2019–20, Council delivered a broad range of projects and services that supported the goal of enhancing the design and function of our City by creating a place that is well planned, provides choice and enhances life in the community.

Minda Coast Park

During 2019–20, construction took place on a section of Coast Park behind the remnant dunes at Minda, North Brighton. Work was completed in September 2019.

This was the last remaining section of Coast Park needed to complete a continuous coastal pathway through Holdfast Bay.

Minda Coast Park shared path boasts a 4m wide paved footpath, boardwalks, a centrally located viewing deck, education zone, plaza, rock wall and beach access ramp in front of the Somerton Surf Life Saving Club. It also includes a new southern plaza adjacent to the Gladstone Road carpark, a biodiversity program including planting of 10,000 native plants, public art, interpretive signage, as well as new shelters, benches, seating, showers and drinking fountains incorporating dog bowls. It is a significant asset for our region that provides a coastal link between Brighton and Glenelg.

The project was made possible through \$4.3 million in funding from the state government's Open Spaces Grant Fund, a \$1 million contribution by Council, and access to the private land of Minda Inc.

Chapel Street Plaza and Hindmarsh Lane Upgrades

The role of the *Jetty Road Glenelg Master Plan* is to drive investment in infrastructure and improve the streetscape in one of our City's most important precincts. It provides an overarching framework to deliver a staged upgrade of Jetty Road Glenelg over the next 10 years.

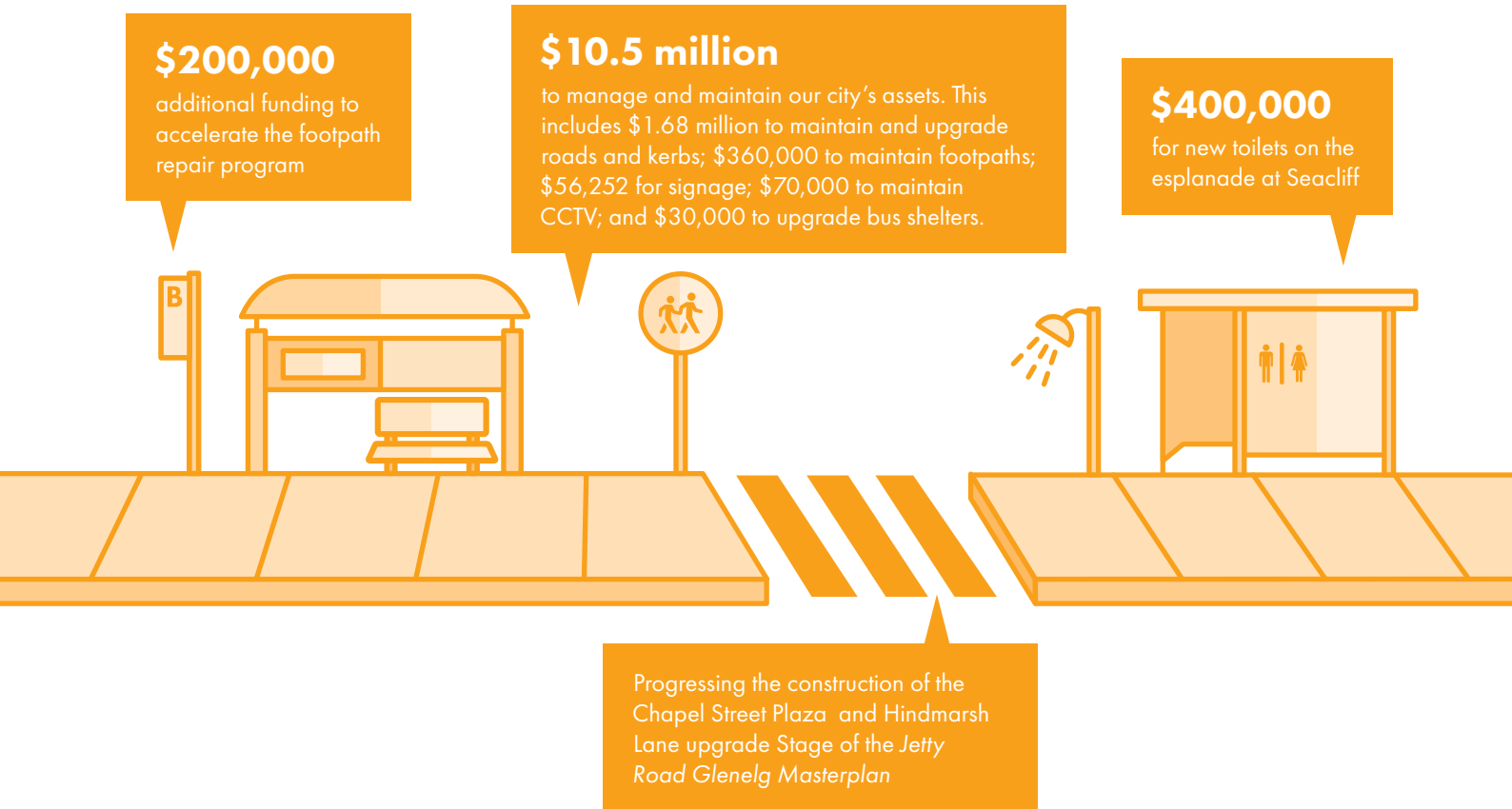
Following endorsement of the plan in February 2018, Council allocated funding in the 2018–19 budget to commence detailed design of the first two stages of the plan, being Chapel Street Plaza and Moseley Corner Integration. Detailed designs for Chapel Street Plaza and Hindmarsh Lane were completed and approved by Council at the end of 2019.

In June 2019, Council was awarded a \$1.77 million grant from the State's Planning and Development Fund, matching the funding commitment from Council to complete construction of stage one. Commencement of construction of the first of the *Jetty Road Glenelg Master Plan* projects was delayed from early 2020 until early 2021, to avoid impacting on trader activity in that central location of Jetty Road as, despite the COVID-19 pandemic it experienced a small surge in activity from people seeking to shop locally and avoid large crowded shopping centres and malls. Once complete, the Chapel Street Plaza and Hindmarsh Lane development will create a new community space and civic heart midway along Jetty Road.



PROJECTIONS AND PLANS FOR THE YEAR AHEAD

Council's projections and plans for the next financial year are outlined in our *2020–21 Annual Business Plan*. Some of the strategic activities to be undertaken as part of the *2020–21 Annual Business Plan* include:



Strategic Planning

In 2019–20, Council progressed several planning projects that support the City's character and heritage, and enable better, more attractive city design. These include:

- › An *Integrated Transport Strategy* that will provide a strategic framework for the efficient and safe movement of people and goods, options for increasing active travel especially those which displace private vehicle travel, and better integration of all modes of transport, access and parking with land use. Initial community engagement identified issues and opportunities to improve movement in the area and further traffic studies quantified the nature of through traffic impacting on local roads. Results from state government planning studies for the Hove [rail] Level Crossing Removal project in the centre of the city are awaited. The options for road and rail configuration to be decided by State Government will influence the movement of people and traffic in this central location and beyond.

- › Responding to major State Government initiatives such as reforms to the State's planning system. This included submitting feedback on the *Planning and Design Code*, which will replace Council's *Development Plan*, for the *Planning Development and Infrastructure Act 2016* and commencing a review of Council's contributory heritage properties, to see if any warrant change to local heritage places.
- › Completing the *Seacliff Development Plan Amendment* in conjunction with the City of Marion and submitting the proposed zoning plan to the State Government for a decision.

Development of a housing strategy remained on hold pending anticipated changes to the housing policy framework in the new *Planning and Design Code* under the *Planning, Development and Infrastructure Act 2016*. Council has monitored the development of new residential policy and provided input wherever possible.



Maintaining our Built Heritage

Glenelg Town Hall Stage 1 – Conservations Works – \$1,221,000

Onsite works for Stage 1 of the Glenelg Town Hall conservation works started in 2019–20. The key deliverables achieved as part of the first stage were:

- › Replace the lead cupola roof on the clock tower
- › Removal of the existing acrylic paint system from all rendered surfaces
- › Conservation and reconstruction of damaged rendered material
- › Removal of the corroded steel that was embedded in the structure
- › Recasting and installation of new clock faces
- › Removal of existing cement pointing and repointing of bluestone surfaces.

Development Services

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, 1,017 development applications were processed and 256 new dwellings approved with a construction value of \$124 million. In addition, Council has been preparing for the transition to the new *Planning and Design Code*, due for release in early 2021. This will introduce major changes to the way that development applications are processed and assessed, requiring structural changes to the way the council operates and engages with its customers.

City Assets

Council staff manage, maintain and develop community assets and infrastructure in an environmentally and financially sustainable way. This includes buildings, roads, coastal assets, stormwater assets, open space and general plant and equipment.

Ongoing services include:

- › Providing traffic management support, investigations and installation
- › Maintaining buildings and facilities
- › Maintaining the Patawalonga River boat lock
- › Inspecting and resolving damage caused to infrastructure.

During 2019–20 city asset staff:

- › Resealed 36,604 m² of road
- › Rejuvenated 16,798 m² of road
- › Patched 575 m² of road
- › Replaced 5,600 linear metres of kerb
- › Replaced 1,100 m² of footpath and undertook significant footpath maintenance as part of an accelerated maintenance program, and improved pedestrian access through new kerb ramps
- › Supplied and installed six bus shelters
- › Replaced a number of 'welcome' and other signs
- › Upgraded two roundabouts and two sets of traffic signals.

Field Services

Council prides itself on maintaining a high quality built and natural environment and continually strives to balance the needs of residents, business and visitors, heritage and innovation, development and environment, and visual appeal and practical application.

A vigorous maintenance program is part of our commitment to enhancing the City's image and safety. As well as a scheduled maintenance and cleansing program Council operates a rapid response team to ensure the City remains clean, safe and graffiti free.

During 2019–20 the field services team:

- › Attended to 3,127 customer service requests over and above scheduled maintenance and cleansing services
- › A footpath defect audit was completed in early–mid 2019. The audit identified over 3,500 defects across the City. A three year accelerated footpath repair program addressing these defects by order of priority commenced this year to be completed across three years
- › Revised street and footpath sweeping and open space maintenance schedules to better meet community expectations
- › Maintained services and facilities along the premier coastline to improve amenity for residents and visitors
- › Planted 731 trees in Holdfast Bay's streets and open space reserves
- › In addition to planting through the Environment team's programs, the field services team planted 2,200 native trees and shrubs in gullies, reserves and along the coastline
- › Upgraded irrigation controllers and associated infrastructure to better monitor and manage irrigation activities
- › Upgraded Council street furniture including bins and bin enclosures, benches and picnic settings, and drink fountains and showers to improve appearance and functionality

- › Upgraded Colley Reserve signage incorporating its Kurna name, Ngutinilla meaning 'place of Ngutinai (Kurna Man)'
- › Embedded the leadership and customer experience capabilities, recognising the need for a tailored leadership model for Depot staff, to enable high performance and ensure the Depot provides an efficient, customer centred service.

Buildings and Facilities

Buildings and Facilities team provided maintenance and operational support for the City of Holdfast Bay's buildings assets. As part of the building portfolio we operate 24 public toilet facilities available 17 hours a day all year round, with each toilet serviced daily. An enhanced cleansing schedule was put in place during the COVID-19 pandemic.

The Building and Facilities team delivered twenty seven projects comprising renewal and new works on a range of assets within the Council's buildings portfolio. Some of these projects comprise:

- › Brighton Seacliff Yacht Club balcony repairs
- › Brighton Croquet Club new heater/air-conditioner
- › Holdfast Works Depot boundary wall repairs and fire system upgrades
- › Brighton Library exterior painting
- › Glenelg Community Centre air-conditioner replacement
- › Partridge Street Carpark lighting renewal.

The Parkinson Reserve CCTV and lighting project

The focus of this project was to deliver effective street lighting and a network of strategically placed closed-circuit television (CCTV) cameras to improve public confidence in the safety of public spaces. CCTV devices and lighting infrastructure was installed at Parkinson Reserve to illuminate the pedestrian walkway and provide recorded security of the footpath at the western end of the park.



CULTURE

AN EFFECTIVE, CUSTOMER-CENTRED ORGANISATION

At all times, the City of Holdfast Bay aims to provide customer-centred services, be financially accountable, enable high performance and support excellent, efficient operations.

Strategy and Business Services

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

- › Business planning and improvement
- › Commercial and strategic services
- › Corporate communications and media management
- › Elected member and CEO support
- › Finance
- › Strategy, governance and policy
- › Information and technology services
- › People and culture
- › Procurement
- › Property management and leases
- › Rates
- › Records management
- › Risk management
- › Work health and safety.

Achievements for 2019–20 include:

- › Continuing the responsible management of operational and capital expenditure
- › Conducting a full condition audit of Council's building stock
- › Reviewing Council's business continuity plans.



PROJECTIONS AND PLANS

Council's projections and plans for the next financial year are outlined in our 2020–21 *Annual Business Plan*. Some of the strategic projects include:

\$15,000

Installation of audio equipment in Brighton's civic centre, Kingston Room to assist members and visitors at meetings such as the Council Assessment Panel

\$65,000

to develop a customer online booking and service scheduling experience

\$375,000

to continue the digital transformation program

Innovation and Technology

Our information technology investments are focussed on improving service delivery to the community and the way work is performed, supporting our customers, improving decision making and regulatory compliance, and helping the organisation manage its risks.

The Council's business transformation program continued to deliver business and customer benefits throughout the year. The focus has been on improving core business systems and enabling technology to ensure service delivery and customer interaction can occur anywhere and anytime. The full capacity of these innovations was realised during the COVID-19 pandemic, allowing services to continue remotely.

Further business systems and technology enhancements will continue to make Council systems and information more accessible for rate payers and visitors.

Council is continuing to work with the State Government and other councils on 'Smart Cities' to harness the opportunities technology can open up for improved community outcomes.

Customer Service

Council operates a face to face customer enquiry service between 8.30 am and 5.00 pm Monday to Friday (excluding public holidays), and a 24 hours, 7 day phone service.

Data collected by the telephone and customer service management system showed that:

- › Staff answered over 41,000 phone calls
 - » average of 2 minutes 54 seconds talk time
 - » average of 28 seconds to answer each call, with an abandoned rate of 8 per cent
- › Top 3 telephone enquiries were
 - » general information, advice, Justice of the Peace and opening times
 - » planning and development— building applications and questions
 - » waste—rubbish collection or hard waste booking enquiries
- › Responded to over 300 Web Chats
 - » average of 16 seconds to respond
 - » average of 8 minutes and 5 seconds to conclude
 - » satisfaction rate for web chats was 96 per cent
- › Contributed 230 Facebook message responses from 21,000 Facebook interactions.



Customer Experience

As a provider of a large range of services to many different customer types—residents, businesses, community and sporting groups, visitors and tourists, the City of Holdfast Bay has embarked on a journey to create unique, positively memorable experiences for all its customers.

The City of Holdfast Bay is developing a range of initiatives to provide the foundation to deliver high quality customer-centred experiences. Initial principles include:

- › Focusing on creating experiences from the perspective of the community
- › Seeking ways to improve our service to customers
- › Ensuring the Council is easy to do business with
- › Two-way engagement through listening and informing
- › Creating positive experiences that people want to tell others about.

People and Culture

The people and culture team provide an advisory, support and education service for Council's departments to assist them to lead and manage their resources safely and effectively. Areas of support include:

- › Recruitment and selection
- › Workplace relations
- › Professional development
- › Reward and recognition
- › Work health and safety (WHS)
- › Return to work

Highlights for 2019–20 include:

- › Ensuring the safety of staff during the COVID-19 pandemic:
 - » Increasing cleaning and hygiene standards
 - » Ensuring the continuation of service
 - » Ensuring health and wellbeing of sixty staff working from home as well as those remaining in the office and in the field.
- › Completion rate of 100 per cent for *WHS Risk Evaluation Action Plan*
- › Successful completion of LG Workers Compensation Scheme WHS Audit
- › ‘Warm up for Work’ program held at the Depot for all Field Services staff
- › Development and introduction of Steve Hodge Research/Study Award for staff
- › Development and implementation of an internal training calendar (of both WHS and general topics available for staff)
- › Finalist in the Innovative Management Initiatives and People and Culture category of the LG Excellence Awards for our School Based Traineeship Program
- › Implementation of Skytrust (program for management of WHS incidents/hazards)
- › Designed a bus tour of the city to be included in new staff induction.

School Based Traineeships

Council continued a community partnership with Minda Inc., Brighton Secondary School and Sacred Heart College to host school-based trainees with disabilities to undertake Certificate III in Business Administration. Council is proud to lead and participate in this valuable community partnership which assists young people to gain the skills and experience they need to improve their long-term job and socio-economic prospects.

Local Government Association Workers Compensation Scheme (LGAWCS), WHS Risk

Evaluation Plan and Audit

Council continued to excel in the area of Work Health and Safety with 100 per cent completion of its *Risk Evaluation Plan* for a third year in a row. An audit was undertaken by the LGAWCS during November 2019 which confirmed Council’s good work with only two nonconformances and one observation highlighted. Action is currently occurring to rectify these.

Financial Services

The financial services team provides services including strategic long term financial planning, annual budgeting compilation and monitoring, rates administration, year-end financial accounting and audit, financial systems and internal control, payroll, and accounts payable/receivable.

Highlights for 2019–20 include:

- › Responding to the COVID-19 pandemic financial impact, implications and restrictions for Councils 2019–20 and 2020–21 budgets.
- › Implementation of a new *Long Term Financial Plan* model which provided the basis for preparation of the draft 2020–21 budget and revisions due to COVID-19. Funding scenarios were presented to a series of budget workshops throughout the year.
- › Introduced a risk based methodology for assessing and reviewing internal controls in accordance with the better practice model for internal controls in conjunction with Councils internal auditor – Galpins. Selected controls were assessed and reviewed in accordance with business processes and subject to an independent internal audit.

Other achievements for the year included:

- › Budget revisions (2019–20) and budget adoption (2020–21).
- › Rate modelling, notice generation and distribution.
- › Annual financial statements, audit finalisation and adoption for 2018–19.
- › Updated *Long Term Financial Plan* – improved development including capital projects.
- › Contribution to organisational management software testing and implementation.



STRATEGIC MANAGEMENT


HOW WE MEASURE OUR PERFORMANCE

Council assesses its financial performance against measures established in its *Long-Term Financial Plan*. As required under the *Local Government Act 1999*, we prepare a range of reports each financial year, including monthly financial statements, budget updates, four comprehensive annual budget reviews and audited financial statements.

Our Place: 2030 Strategic Plan (Our Place) was adopted in April 2017 after an extensive community engagement campaign, 'Say September'. Our Place establishes the vision for our City, defining five key outcome areas, and providing objectives and strategic measures to track performance.

Strategic measures are used to track our progress towards achieving community objectives and improve our internal services. Information for these reports comes from a range of sources, including a comprehensive community Quality of Life Survey (2019) and Business Confidence Survey (2018).

People who participated in the surveys were asked to rate various Council services or performance out of 10 (0–5 being 'very poor to poor'; 5–7 'average to good'; 7+'good to very good').



Strategic Measures



COMMUNITY

INDICATOR	TARGET (TIMEFRAME)	BASELINE (IF APPLICABLE)	ACTUAL
Increase resident wellbeing Using PERMA model (Positive emotion, Engagement, Relationships, Meaning, Accomplishment/Achievement)	5 per cent increase (life of plan)	2018–19 represents baseline	Measure no longer available. Program ceased by SAHMRI
Deliver wellbeing and resilience workshops Number of workshops undertaken annually	≥2 workshops (p/a)	N/A	2 workshops delivered. Achieved for 2019–20
Achieve a high level of community satisfaction with playgrounds and open space Quality of Life Survey Results	≥7 (each measure)	N/A	The average rating survey participants provided for this indicator in the 2019 Quality of Life survey was 8 out of 10 Achieved for 2019–20
Complete new sporting and community hubs Completion of sporting and community hub Projects Kauri Parade Sporting Complex has been completed	2 (life of plan)	N/A	Stage 1 of the Brighton Oval Master Plan was completed in June 2020. Stage 2 commenced in May 2020. Stage 1 and 2 of the Glenelg Oval Master Plan commenced in 2019–20. Progressing – trend on track
Attract new community initiatives through our Community Donations Program Number of new community initiatives	3 (p/a)	N/A	This year Council provided a total of \$46,195 in donations to 21 community groups and organisations for new community and wellbeing initiatives. Achieved for 2019–20
Achieve a high level of community satisfaction with the range and quality of services and programs Quality of Life Survey Results	≥7 (each measure)	N/A	The average rating survey participants provided for this indicator in the 2019 Quality of Life survey was 7.4 out of 10 Achieved for 2019–20

Strategic Measures (continued)

INDICATOR	TARGET (TIMEFRAME)	BASELINE (IF APPLICABLE)	ACTUAL
Increase community engagement with culture and heritage and Aboriginal cultural programs through participation in events and activities Number of participants	200 (p/a)	N/A	Approximately 3,000 people participated in a range of Aboriginal heritage and culture events, programs and workshops, including the <i>Repatriation Ceremony</i> , <i>Tiati Wanganthi Kumangka (Truth-Telling Together)</i> , Cultural awareness training and inductions and Kurna culture and language workshops and initiatives. Achieved for 2019–20
Increase the number of people accessing our community centres and libraries Number of people accessing facilities	5 per cent increase (p/a)	195,512	Glenelg and Brighton Libraries experienced 179,650 physical visits with 407,925 items lent through the libraries, home library service and e-resources. The community centre only collect data regarding volunteer visits, which equate to 7000 visits per year. A combined total of 249,650 Achieved for 2019–20
Achieve a high level of community satisfaction with community facilities including libraries, services and programs Quality of Life Survey Results	≥7 (each measure)	N/A	The average rating survey participants provided for this indicator in the 2019 Quality of Life survey was 7.8 out of 10 Achieved for 2019–20
Increase the number of volunteering opportunities Number of volunteering opportunities	5 per cent increase (p/a)	537	545 active roles. 1.5 per cent increase. Not achieved for 2019–20
Increase our “YourView” (online engagement site) subscription Number of people subscribed	10 per cent sample of population (life of plan)	1,788 (4.9 per cent sample of population)	The number of YourHoldfast.com subscribers has increased to 7,133. This represents 18.5 per cent of the population. Achieved for 2019–20
Increase awareness of volunteering opportunities within our city	Develop successful partnerships with a range of groups/industries (life of plan)		We are working with 20 other organisations in Holdfast Bay who offer volunteering opportunities. We also work closely with Volunteer SA & NT and Southern Volunteering. Progressing – trend on track

Strategic Measures (continued)



ENVIRONMENT

INDICATOR	TARGET (TIMEFRAME)	BASELINE (IF APPLICABLE)	ACTUAL
Increase native flora (species and population) in natural areas Types of species (flora) and density score using 'Bush Rat' assessment tool	10 per cent increase (life of plan)	12.8	We established a baseline for this measure of 12.8 (overall biodiversity Score). This score can be broken down into the following areas: Coastal Biodiversity – Average 15.63 Nature Reserve Biodiversity – Good 23.39 Parks and Ovals Biodiversity – Poor 9.77 Measured at 5 yearly intervals
Increase native fauna habitats in natural areas Type of species (flora) and density score using 'Bush Rat' assessment tool	10 per cent increase (life of plan)	12.8	An indicator of native fauna habitats is the measurement of native flora. The baseline of the native flora measure can also be used for this measure – baseline of 12.8. Measured at 5 yearly intervals
Increase tree canopy within our city Per cent of tree canopy cover increase	10 per cent increase (life of plan)	15.28 per cent	A new, more accurate method was used to attain a tree canopy measure of 15.28% in 2018 – 19. New baseline is 15.28%. Measured at 5 yearly intervals
Maintain our dune systems and increase recreational beach widths Recreational beach width (based on land survey and aerial photography)	10 per cent increase (life of plan)	Not yet available	Works are being undertaken to increase recreational beach width, including conservation works, sand bag groynes and sand replenishment program. A baseline has yet to be established for this measure
Reduce heat island areas within our city Surface temperature (thermal imaging or equivalent) across the city	10 per cent increase (life of plan)	Not yet available	Heat mapping was undertaken in 2018 – 19 for the first time to identify heat islands. Baseline only

Strategic Measures (continued)

INDICATOR	TARGET (TIMEFRAME)	BASELINE (IF APPLICABLE)	ACTUAL
Reduce flash flooding within our city during rain events less than 20mm Registered events of flash floods	0 flash floods less than 20mm (life of plan)	59 events	Two events. Nil Flooding. Achieved for 2019–20
Decrease Council's greenhouse emissions Carbon footprint assessment (only fuel and electricity usage at this time)	12 per cent reduction (life of plan)	Fuel – 352 tonnes CO ₂ e Electricity – 1,902 tonnes CO ₂ e	Available for fuel only. 380 tonnes CO ₂ e. This is an 8% increase, ostensibly due to increased mileage on the diesel vehicles. Not achieved for 2019–20
Increase waste diverted from landfill Tonnage diverted from landfill	10 per cent increase (life of plan)	8,274.6 tonnes	8,155.22 tonnes were diverted from landfill in 2019–20 due to more people being at home during COVID restrictions. However, there were also increases in our other waste streams leading to overall domestic diversion rate increase from 56% to 59%.
Reduce stormwater discharge Stormwater discharge to sea (M/L)	30 per cent reduction (life of plan)	2,108 ML (p/a)	A number of tree inlets have been installed together with permeable paving to reduce stormwater discharge to the marine environment. Baseline only
Increase number of environmental volunteering opportunities Number of volunteers	50 per cent increase (life of plan)	0	40 events were held resulting in 350 volunteer hours. 18 events were held in 2019–20. Target achieved

Strategic Measures (continued)



ECONOMY

INDICATOR	TARGET (TIMEFRAME)	BASELINE (IF APPLICABLE)	ACTUAL
Increase business satisfaction in Council's support for business Business Confidence Survey Results	≥7 (each measure)	N/A	The average rating local businesses provided for this indicator in the 2019 business confidence survey was 5.78 out of 10. Target ≥ 7 Not achieved for 2019–20
Increase business satisfaction in doing business with Council Business Confidence Survey Results	≥7 (each measure)	N/A	The average rating local businesses provided for this indicator in the 2019 business confidence survey was 4.33 out of 10. Target ≥ 7 The average rating local businesses provided in the 2019 business confidence survey was 6.05 out of 10. Not achieved for 2019–20
Develop and commence implementation of a Digital Economy Strategy Endorsement of Strategy	Endorsement (by 1 July 2017)	N/A	A Digital Economy Strategy has been incorporated into the Economic Activation Plan 2018–2023, and was endorsed in July 2018. Strategy 3 of the Economic Activation Plan 2018–23 sets eight strategic actions in relation to the digital economy. Completed
Increase percentage of properties able to connect to high-speed internet	100 per cent increase (life of plan)	0	The volume build of NBN in Holdfast Bay is now completed, with only a few complex premises still to connect. This includes a small area immediately northeast of the Diagonal Rd, Brighton Rd intersection at Glenelg East (the Glenelg Football Club and Glenelg Primary School are included within this area). Jetty Rd Glenelg is now fully rolled out, as is Jetty Rd, Brighton. Progressing – trend on track
Increase the number of visitors to Holdfast Bay Number of visitors	15 per cent increase (by 2022)	1,295,000 visitors	1.483 million people visited and/or stayed in Holdfast Bay. This is a 14.5% increase. Progressing – trend on track

Strategic Measures (continued)



PLACEMAKING

INDICATOR	TARGET (TIMEFRAME)	BASELINE (IF APPLICABLE)	ACTUAL
Achieve a high level of community satisfaction with the quality and feel of our major main street precincts Quality of Life Survey Results	≥7 (each measure)	N/A	The average rating that residents provided for this indicator in the 2019–20 Quality of Life survey was as follows: Jetty Road, Glenelg: 6.85 out of 10. Jetty Road, Brighton: 7.52 out of 10. The Broadway, Glenelg: 7.61 out of 10. Target ≥ 7 Achieved for Jetty Road Brighton and The Broadway. Not achieved for Jetty Road Glenelg in 2019–20
Achieve a high level of community satisfaction with walkability and access to local shops, services, public transport and open space Quality of Life Survey Results	≥7 (each measure)	N/A	The average rating that residents provided for this indicator in the 2019–20 Quality of Life survey was 8.4 out of 10 Target ≥ 7 Achieved for 2019–20
Increase the number of people travelling to local destinations via active travel options	20 per cent increase (life of plan)		Data not available at time of report. A baseline for this measure is yet to be established. Council is currently developing an <i>Integrated Transport Strategy</i> with active travel as a key objective. Measure not yet available
Achieve a high level of community satisfaction with the design of new buildings and their contribution to local character Quality of Life Survey Results	≥7 (each measure)	N/A	The average rating that residents provided for this indicator in the 2019–20 Quality of Life survey was 6.03 out of 10. Target ≥ 7 Not achieved for this year
Increase the proportion of non-detached dwelling types (the ‘missing middle’) in our city	10 per cent increase (life of plan)	43.3 per cent	Result, based on trend data, shows a small (0.20 per cent) increase to be steady at 44 per cent. Based on this trend data, we are on track to record a 1 per cent increase to the proportion of our missing middle housing to 2030. Progressing – trend at risk

Strategic Measures (continued)



CULTURE

INDICATOR	TARGET (TIMEFRAME)	BASELINE (IF APPLICABLE)	ACTUAL
Achieve a high level of community satisfaction with Council's services Quality of Life Survey Results	≥7 (each measure)	N/A	The average rating that residents provided for this indicator in the 2019–20 Quality of Life survey was 7.5 out of 10 Achieved for 2019–20
Increase number of customer services available through a digital platform in addition to other service channels	100 per cent of customer services (life of plan)	N/A	The following services are now available through a digital platform: <ul style="list-style-type: none"> › Dogs and Cats Online › My Aged Care Portal › Event applications (including sponsorships) › Development application tracking › Filming and photography permits › Volunteer applications › Grant applications – smarty grants › Outdoor Fitness applications › Library services › Online payments › Ezybill – electronic rates notices and help your self client details management › Event calendar › Community Directory › Your Holdfast engagement portal › Online Business Directory Progressing – trend on track
Achieve delivery on Annual Business Plan Completion of projects and programs outlined in the Annual Business Plan	100 per cent delivery (p/a)	N/A	83 percent of projects were completed during the 2019–20 financial year. Not achieved for 2019–20
Achieve a high level of satisfaction with our Culture Brand Organisational Culture Survey Results	90 per cent (each measure)	N/A	The average rating staff participants provided for this indicator in the 2019 survey was 90.11 Achieved for 2019–20

Strategic Measures (continued)

INDICATOR	TARGET (TIMEFRAME)	BASELINE (IF APPLICABLE)	ACTUAL
Achieve a high score in our annual leadership survey Organisational Leadership Survey Results	≥8 (each measure)	N/A	The average rating staff participants provided for this indicator in the 2019 survey was 8.7 out of 10 Achieved for 2019–20
Achieve annual financial targets Performance of annual financial targets	100 per cent achievement (p/a)	N/A	Operating Result: \$38,000 deficit (5-year rolling average is \$1.38m surplus) Operating Ratio: 0% (5-year rolling average is 3%) Net Financial Liabilities Ratio: 43% Interest Cover Ratio: 1.03% Asset Sustainability Ratio: 166% (Includes renewing and upgrading sporting facilities) These results and ratios are for Council's Municipal operations.
Achieve high level of community satisfaction with Council's provision of good financial management and value for the rate dollar Quality of Life Survey Results	≥7 (each measure)	N/A	The average rating that residents provided for this indicator in the 2019–20 Quality of Life survey was 6.4 out of 10. Target ≥ 7 Not achieved for 2019–20
Reduce reliance on rate revenue Percentage of total revenue	<70 per cent (life of plan)	2016/17 71 per cent (excluding separate rates)	73% – Excluding Other Rates Not achieved for 2019–20
Achieve recognition in operating efficiency: target – benchmarked as top 5 metropolitan councils	benchmark as top 5 (life of plan)	Not yet available	Measure not yet available – to be reported at a later date.
Achieve high level of community satisfaction on Council's performance Quality of Life Survey Results	≥7 (each measure)	N/A	The average rating that residents provided for this indicator in the 2019–20 Quality of Life survey was 6.6 out of 10 Target ≥ 7 Not achieved for 2019–20

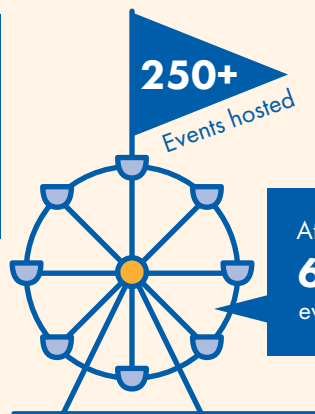
INDICATOR	TARGET (TIMEFRAME)	BASELINE (IF APPLICABLE)	ACTUAL
Achieve recognition for work undertaken across our organisation Number of awards received	3 awards of excellence (p/a)	N/A	› Economic Development Australia Digital Entrepreneurs Award (Winner) Local Government Excellence Awards: › Innovative Management Initiatives (Finalist) › Community Partnerships and Collaboration (Winner) › Emerging Leader of the Year (Finalist) › Excellence in Local Economic Development (Finalist) Mainstreet SA: › Marketing Award – Jetty Rd Glenelg (Winner) › Events Award – Glenelg Street Party (Winner) › Best Market Award – Glenelg Sunset Markets (Winner) Achieved for 2019–20



MAJOR ACHIEVEMENTS IN 2019–20

Delivered the final stage of the
**COAST PARK
WALKING TRAIL**
in our City at Minda Dunes

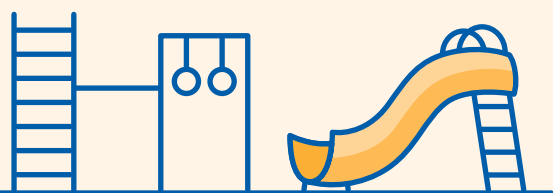
250+
Events hosted



Attracting close to
620,000
event attendees



Commenced stage one of the
**GLENELG OVAL
MASTERPLAN**



Commenced construction of the Wigley Reserve Playspace

Provided wellbeing support to
3600 RESIDENTS
2500 at Alwyndor and
1161 Council direct

Continued construction of the
**BRIGHTON
OVAL SPORTING
COMPLEX**

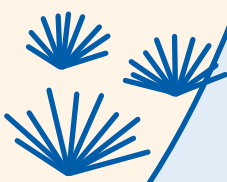
Supported
335 local
businesses to
access qualified
business advisors



Continued restoration of the
**GLENELG
TOWN HALL**

Undertook works on
54 km of road,
5.6 km of kerb, and
1.1 km of footpath

Continued improvement and conservation of our
**NATURAL
GULLIES**



For a full list of achievements, please
visit holdfast.sa.gov.au/achievements.



ANNUAL PERFORMANCE: COMPLETED PROGRAMS

Each year Council prepares an Annual Business Plan that describes the programs, projects and outcomes that support our City's strategic vision of building a welcoming, safe and active community where resident, visitor and business prosperity meet.

We completed approximately 83 per cent of the programs and projects identified in the 2019–20 Annual Business Plan. Highlights are presented on page 56.

- › **Jetty Road Glenelg Masterplan Stage 1 construction and Coast stage detailed design**
Construction of Stage One of the Jetty Road Masterplan (Chapel Street Plaza and Hindmarsh Lane) was originally scheduled to commence in May 2020. With the onset of COVID-19 Pandemic restrictions, Traders were consulted on the scheduling of the works. Traders recommended the works be delayed to the following winter. The State Government agreed to extend the grant funding to allow for this reschedule. Detailed Designs for the Jetty Road Coast section are in progress.
- › **Jetty Road Brighton Winter Solstice Event**
This event was unable to proceed in 2020 due to COVID-19 pandemic restrictions.
- › **Vehicle replacements**
We experienced delays in delivery of a number of buses and a replacement for the Community Bus.
- › **Mawson Oval Reserve Tennis Court**
A number of technical and stakeholder constraints delayed the delivery of this project.
- › **Piling System at the Lock**
These maintenance works have been rescheduled to coincide with the emptying of the lock.
- › **Brighton Civic Centre Landscaping**
This project was deferred due to investigations into a redevelopment of the Civic Centre. Landscaping will be undertaken in 2020–21 with a reduced scope.
- › **Street and Park lighting LED conversion**
Longer than expected delays in parts delivery.
- › **Brighton Caravan Park Stage 2 Design**
Design is underway, progress delayed awaiting confirmation of kiosk location.
- › **Glenelg Jetty Repairs**
Deferred to 2020–21.
- › **Stormwater Management Plan**
Design reviews taking longer than anticipated. Construction deferred to 2020–21.
- › **Kingston Park Masterplan Review**
This important project will take place over a number of years.
- › **Public Reserve Lighting**
Delays in delivery of parts meant that this project was delayed.
- › **Wigley Reserve Irrigation**
This project is in progress. It will be completed in 2020–21.
- › **Moseley Street Road Patching from High Street to Jetty Road**
Investigation found a change of scope was necessary. The project was deferred.



COUNCIL OF THE CITY OF HOLDFAST BAY



COMPOSITION OF COUNCIL

Our Council consists of the Principal Member (Mayor) and twelve Councillors. Our City is made up of four wards, each electing three Councillors, with the Mayor elected by the whole City. Elections are held every four years, with the next election scheduled for November 2022.

ELECTED MEMBERS



Mayor

Amanda Wilson

Brighton Ward



Rosemary Clancy

Glenelg Ward



Rebecca Abley

Seacliff Ward



Annette Bradshaw

Somerton Ward



Mikki Bouchee



Jane Fleming



Phillip Chabrel



Clare Lindop



William Miller



Robert Snewin



Bob Patton



Susan Lonie



John Smedley

ELECTED MEMBER ATTENDANCE AT COUNCIL MEETINGS

Number of Council meetings attended
July 2019 – June 2020

Number of General Council Meetings Held	21
Number of Special Meetings of Council	2
TOTAL	23

Elected Members

Mayor

Amanda Wilson	21
---------------	----

Brighton Ward

Rosemary Clancy	23
-----------------	----

Bob Snewin	Deputy Mayor December 19 to November 20	23
------------	----------------------------------------------------	----

Jane Fleming	21
--------------	----

Glenelg Ward

Bob Patton	Deputy Mayor November 18 – November 19	21
------------	---------------------------------------------------	----

Rebecca Abley	22
---------------	----

Phillip Chabrel	23
-----------------	----

Seacliff Ward

Susan Lonie	20
-------------	----

Clare Lindop	21
--------------	----

Annette Bradshaw	23
------------------	----

Somerton Ward

Rosalina (Mikki) Bouchee	22
--------------------------	----

John Smedley	22
--------------	----

William Miller	19
----------------	----

ALLOWANCES

	Allowances July 2019 – June 2020	Notes
Mayor **	\$81,457.17	Inclusive of EM Base allowance. Calculated at 4 x annual allowance for Councillors.
Deputy Mayor (Cr Patton)	\$23,405.16	Inclusive of EM Base allowance. Calculated at 1.25 x Council Allowance.
Deputy Mayor (Cr Snewin)	\$24,019.49	Inclusive of EM Base allowance. Calculated at 1.25 x Council Allowance.
Councillors	\$21,077.41	Inclusive of EM Base allowance.
Audit Committee Chair	\$5,285.32	These totals are just for Audit Committee fees – do not include EM base allowance.
Independent Members of the Audit Committee		
Sam Spadavecchia	\$2,582	Total sitting fees paid for 2019–20 financial year.
Paula Davies	\$2,582	Total sitting fees paid for 2019–20 financial year.
Sean Tu	\$2,582	Total sitting fees paid for 2019–20 financial year.
IT Allowance	\$14,833.00	Total inclusive of all member payments.
Vehicle Allowance – Mayor	\$1,364.55	
Legal Fees – Elected Members	\$96.00	

** Due to the public health emergency (COVID-19), Mayor Wilson requested for her Mayoral allowance to be decreased by an amount of 20% for a period of 6 months with the intention that council administration reallocate the money to helping vulnerable and elderly members of the community during the pandemic.

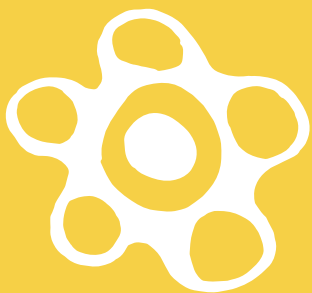
The decrease for May 2020 and June 2020 are accounted for in the figures below. The decreased amounts for July 2020 to October 2020 will be displayed in the 2021 *Annual Report*.

TRAINING AND DEVELOPMENT EXPENDITURE FOR 2019–20

	All Elected Members	Deputy Mayor Patton	Councillor Lindop	Total
All of Council				
Elected member Leadership Forum, Local Government Association			\$407.50	\$407.50
Australian Local Government Association Conference **				
Council Delegate Activities				
Local Government Association and Annual General Meeting Conference		\$209.00 (1 day)	\$627.00 (2 Days)	\$836.00
Total training and development expenditure				\$1,243.50

** Mayor Wilson and Councillor Abley were elected by Council to attend the Australian Local Government Association Conference but due to COVID-19 Restrictions this was cancelled.

DECISION-MAKING STRUCTURE



PROVISIONS FOR MEETING PROCEDURES

All Council and committee meetings are conducted in accordance with the *Local Government Act (Procedures at Meetings) Regulations 2013*. The *Local Government Act 1999* is the primary legislation for the operation of Local Government in South Australia and its provisions are supported by *Local Government (General) Regulations 2013*. Meetings for the Council Assessment Panel are convened under the *Planning, Development and Infrastructure Act 2016*.

COUNCIL

Throughout 2019–20 our Council met twice per month (on the second and fourth Tuesdays of the month). The General Council meeting was held in December 2019 and January 2020.

The 24 March 2020 Council meeting was cancelled due to the Public Health Emergency (COVID-19).

Two Special meetings of Council were held throughout 2019–2020.

- › One on 11 March 2020 at the Glenelg Town Hall.
- › One on 7 April 2020 which was held electronically.

The Special meetings of council were held to accommodate the public health emergency (COVID-19) to ensure that the core functions of council could continue.

It was necessary for the *Code of Practice – Meeting Procedures (Meeting Procedures Code)* and *Code of Practice Access to Meetings and Documents (Access Code)* to be varied to enable electronic meetings to take place in accordance with emergency provisions inserted into the *Local Government Act 1999* and the *Local Government (Procedures at Meetings) Regulations 2013*.

At the Special meeting on 7 April, Council resolved for the *Code of Practice* to be changed to reflect:

- › Council permits that from 7 April 2020 meetings of the Council would take place by electronic means in a virtual meeting room with access to live streaming and/or audio recording available on Council's website.

As a result, electronic and face to face meetings commenced on 7 April 2020 and recommenced at the Glenelg Town Hall on 9 June 2020.





COMMITTEES

Council was supported by a number of committees. These are:

1. One management committee:

- › Alwyndor Management Committee.

2. Two statutory committees:

- › Audit Committee
- › Strategic Planning and Development Policy Committee.

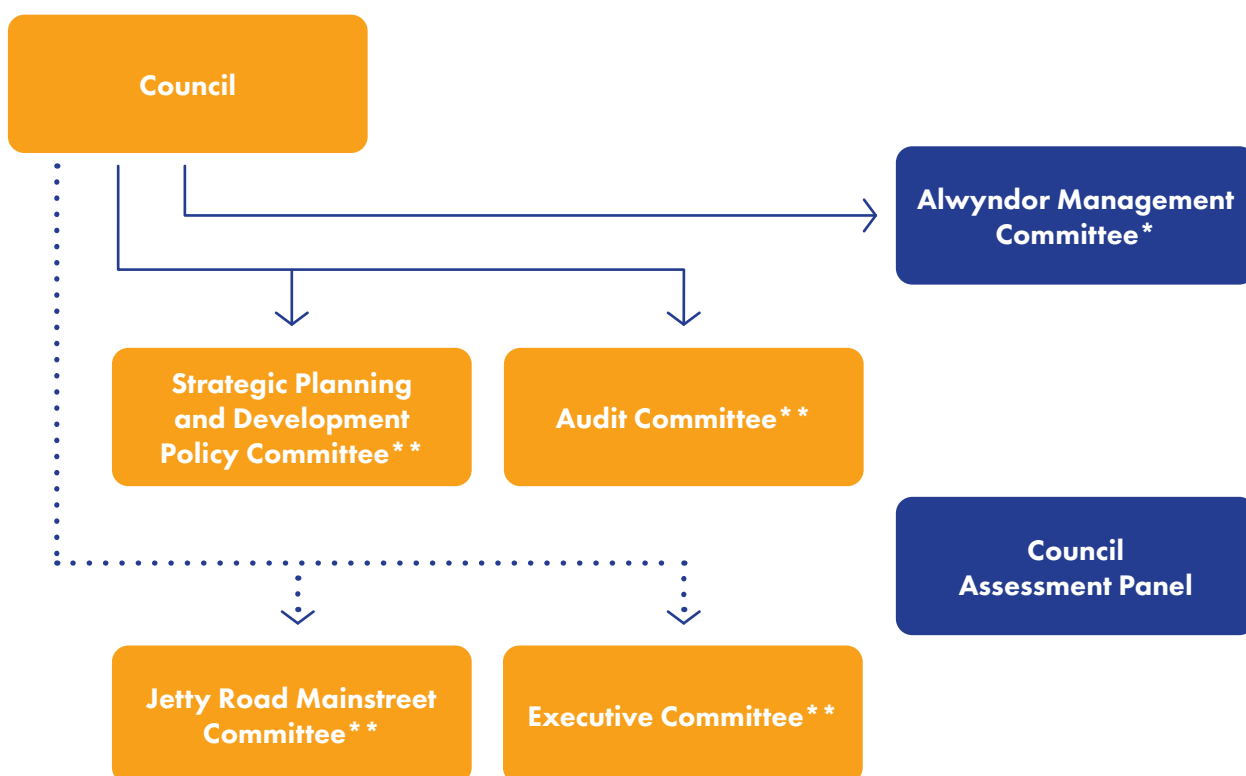
3. Two advisory committees:

- › Jetty Road Mainstreet Committee
- › Executive Committee.

The Council Assessment Panel met on the fourth Wednesday of the month as required. Due to the 2018 Local Government Election there were no meetings held in November and December 2018.

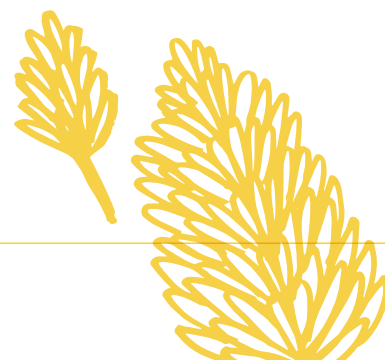
All meetings were open to the public, with notices of meetings, agendas, reports and minutes available at holdfast.sa.gov.au.

Council's current committee structure, for both the City of Holdfast Bay and Alwyndor, is shown below:



* delegated authority from Council to make decisions within budget and terms of reference.

** advisory only, with no delegations.





DELEGATIONS

In accordance with Sections 44 and 101 of the *Local Government Act 1999*, our Council delegates relevant powers and duties to the Chief Executive Officer, who may sub-delegate to individual officers or committees. Council also delegates powers to the Alwyndor Management Committee to make decisions within the Committee's terms of reference. Delegations and individual sub-delegations are reflected in the Delegations Schedule.

STRATEGIC PLANNING AND DEVELOPMENT POLICY COMMITTEE

The Strategic Planning and Development Policy Committee is formed under Section 41 of the *Local Government Act 1999* and is a requirement of the *Development Act 1993*. The Committee provides advice to Council on strategic planning and development policy issues. The Committee comprises all members of Council and convenes as required.

AUDIT COMMITTEE

The Audit Committee operates under Section 126 of the *Local Government Act 1999* and oversees our risk management and internal control frameworks. The Committee reports to the Council on a regular basis to confirm that these frameworks are in place and operating effectively, and to review our annual financial statements, *Annual Business Plan* and *Long-Term Financial Plan*.

The committee comprises of 2 Elected Members including the Presiding Member plus 3 independent members. The independent members each received an allowance of \$425.00 per meeting (July 2019 – November 2019) and then \$433.00 per meeting (November 2019 – June 2020).

The Committee Members are as follows:

July 2019 to June 2020

- › Councillor Smedley – Chair Person
- › Councillor Snewin
- › Mr S Spadavecchia – Independent Member
- › Mr S Tu – Independent Member
- › Ms Paula Davies – Independent Member

JETTY ROAD MAINSTREET COMMITTEE

The Jetty Road Mainstreet Committee is funded through the collection of a separate rate to assist Council to enhance and promote Glenelg's Jetty Road as a vibrant shopping, leisure and recreational precinct.

The 2019–20 committee comprised two elected members and eight independent members who represent traders in the precinct, with no allowances paid. The Committee Members were as follows:

- › Con Maios, Maios Investments – Chairperson
- › Eve Leenearts, Elite Choice Home Improvements – Deputy Chairperson (resigned February 2020)
- › Gilia Martin, Attitudes Boutique – Deputy Chairperson (from February 2020)
- › Simon Robinson, GU Filmhouse
- › Angus Warren, Beach Burrito
- › Tony Beatrice, Cibo Espresso
- › Adoni Fotopoulos, Ikos Holdings Trust
- › Lee Boys – Skin Things
- › Mr Nathan Hughes (from June 2019 – February 2020)
- › Elise Fassina, Fassina Family Liquor (from March 2020)
- › Omer Sonner – The Ottoman Grill (from March 2020)
- › Councillor William Miller
- › Councillor Rebecca Abley

COUNCIL ASSESSMENT PANEL

The Council Assessment Panel (CAP) is an autonomous authority that considers development applications and makes development decisions. It was established in accordance with the *Planning, Development and Infrastructure Act 2016* and has delegated powers that are administered in accordance with the Act's statutory requirements. It consists of one elected member who is appointed by the Council and four independent members. The Presiding Member received \$522 per meeting (July – October 2019) and \$562 per meeting (November 2019 – June 2020). Ordinary Panel members received \$417 per meeting (July – October 2018) and \$425 per meeting (November 2019 – June 2020).

In 2019–20, the Panel comprised:

- › Ms Jenny Newman, Presiding Member (to November 2019)
- › Mr David Bailey (Presiding Member since January 2020)
- › Mr Jim Gronthos
- › Mr Graham Goss (to May 2020)
- › Councillor Rosemary Clancy (to November 2019)
- › Councillor Mikki Bouchee (since December 2019)
- › Yvonne Svensson (since May 2020).

ALWYNDOR MANAGEMENT COMMITTEE

The Alwyndor Management Committee oversees the governance of Alwyndor.

The 2019–20 Committee consisted of two Elected Members and seven independent members. Independent members received \$425 per meeting and the Chair received \$531 per meeting.

2019–20 members:

- › Mr Kim Cheater – Chair
- › Ms Julie Bonnici – Deputy Chair
- › Ms Trish Auckett – Member (resigned March 2020)
- › Mr Todd Bamford – Member (resigned April 2020)
- › Cr Philip Chabrel – Elected Member
- › Ms Julia Cudsi – Member
- › Cr Susan Lonie – Elected Member
- › Prof Judy Searle – Member (appointed June 2020)
- › Prof Lorraine Sheppard – Member (appointed June 2020)
- › Ms Trudy Sutton – Member (appointed June 2020)
- › Mr Kevin Whitford – Member

Footnotes for page 69:

1. Roberto Bria was acting CEO until 10th July when he was appointed as CEO.
2. Michael de Heus commenced October 2019.
3. David Lambert was Manager until May 2020.
4. Pamela Jackson was Acting General Manager until July when she was appointed to the role.
5. From December 2019. The role was previously titled Manager, Strategy and Innovation.
6. Brett Capes was acting in this role until August 2019.

ORGANISATIONAL STRUCTURE AS AT 30 JUNE 2020



Roberto Bria
CEO¹

City Assets and Services



Howard Lacy
GENERAL MANAGER
CITY ASSETS
AND SERVICES



Michael de Heus
MANAGER
ENGINEERING²



Adrian Hill
MANAGER
REGULATORY
SERVICES



Ross Whitfield
MANAGER
FIELD SERVICES



Anthony Marroncelli
MANAGER
DEVELOPMENT
SERVICES

Community Services



Marnie Lock
GENERAL
MANAGER
COMMUNITY
SERVICES



Sally Heading
MANAGER
CITY
ACTIVATION



Matthew Rechner
MANAGER
ACTIVE
COMMUNITIES



Monica Du Plessis
MANAGER
COMMUNITY
WELLBEING



Jo Miller-Robinson
MANAGER
CUSTOMER
EXPERIENCE



Alice Mariano
MANAGER
LIBRARY
SERVICES³

Strategy & Business Services



Pamela Jackson
GENERAL
MANAGER
BUSINESS SERVICES⁴



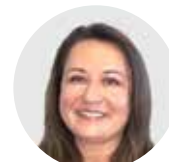
John Newton
MANAGER
FINANCE



Sharon Somerville
MANAGER PEOPLE
& CULTURE



Robert Zanin
MANAGER
INNOVATION &
TECHNOLOGY



Ania Karzek
MANAGER
STRATEGY &
GOVERNANCE⁵

Alwyndor



Beth Davidson-Park
GENERAL
MANAGER
ALWYNDOR⁶



Dan McCartney
MANAGER,
PEOPLE &
CULTURE



Leisa Humphrey
FINANCIAL
MANAGER



Graham Harding
MANAGER,
RESIDENTIAL
SERVICES



Molly Salt
MANAGER,
COMMUNITY
CONNECTIONS

CORPORATION OF THE CITY OF HOLDFAST BAY



OUR VALUES

Our ARISE values are the way we achieve our vision.

Achievement

Deliver agreed outcomes for our community.

Respect

Act with honesty and integrity.

Innovation

Seek better ways.

Simplicity

Easy to do business with.

Engagement

Provide opportunities for all to participate.

SENIOR LEADERSHIP TEAM

Council is supported in its decision making by a senior leadership team, which comprises:

- › Chief Executive Officer, Mr Roberto Bria (Acting to July 2019, appointed July 2019)
- › General Manager Alwyndor, Beth Davidson-Park (Appointed September 2019), Brett Capes (Acting to August 2019)
- › General Manager City Assets and Services, Howard Lacy
- › General Manager Community Services, Ms Marnie Lock
- › General Manager Business Services, Ms Pamela Jackson (Acting to July 2019, appointed July 2019).

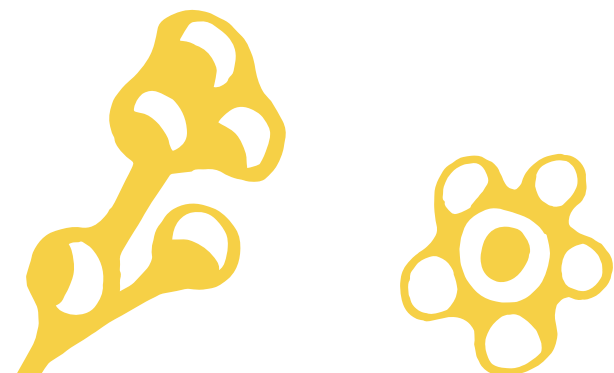
Senior executive salary packages include the following benefits:

- › A competitive salary.
- › The option of a fully maintained vehicle or novated vehicle lease.
- › Employer-sponsored superannuation contributions.



REMUNERATION PROFILE

	COUNCIL		ALWYNDOR		TOTAL	
Total remuneration as at 30.06.2020 (excluding superannuation)	Male	Female	Male	Female	Male	Female
< \$25,000	3	8	12	48	15	56
\$25,000 – \$35,000	1	5	3	37	4	42
\$35,001 – \$45,000	3	4	3	31	6	35
\$45,001 – \$55,000	4	14	12	27	16	41
\$55,001 – \$65,000	4	15	5	27	9	42
\$65,001 – \$75,000	44	15	3	18	47	33
\$75,001 – \$85,000	11	14	4	7	15	21
\$85,001 – \$95,000	12	13	0	9	12	22
\$95,001 – \$105,000	3	8	0	3	3	11
\$105,001 – \$115,000	3	4	0	2	3	6
\$115,001 – \$125,000	1	1	1	3	2	4
\$125,001 – \$150,000	6	2	0	1	6	3
>\$150,000	2	2	0	1	2	3
Total	97	105	43	214	140	319



WORK HEALTH AND SAFETY

Total Hazards	23
Total Incidents	122
Total Injuries	50

Note: This table includes totals for Alwyndor.

The Local Government Association Workers Compensation Scheme (LGAWCS) provides the City of Holdfast Bay with a fully integrated Claims, Return to Work and Work Health Safety Service. Claims are determined and coordinated by LGAWCS as our Insurer.

WORKFORCE PLANNING

Work continues on building skills and capability across our workforce to provide excellent customer experience and provide flexibility in times of changing service demands and technology. Recruitment focuses not only on required experience and skills, but also on behaviours in line with our organisational values and customer experience requirements. Staff benefits, including flexible working arrangements continue to be developed to ensure the attraction of high quality candidates and retention of staff.

Voluntary employee turnover for Council was 7.84 per cent. Alwyndor's turnover was 24.49 percent.

TRAINING AND DEVELOPMENT

Approximately \$140,514 was spent on developing workforce skills to meet current and future needs, and this included mandatory training to meet legislative requirements such as work health and safety as well as governance obligations. Work has been undertaken to determine the capabilities and key behaviour indicators required to be a leader within Council. Strategies will be implemented to measure and build capability across Council.



TRANSPARENCY



COMMUNITY ENGAGEMENT

We value the involvement of our community and we are committed to ensuring the views of the community help to inform Council's decision making.

Community engagement is an integral part of the planning of our projects and new initiatives, and plays a vital role in enabling us to achieve our vision for the City of Holdfast Bay.

There are a number of community engagements held throughout the year, where we invite you to share your view through a variety of methods, including online hubs, drop-in sessions, workshops, focus groups and surveys.

To find out more visit www.yourholdfast.com.

COMMUNICATIONS ACTIVITIES

We are committed to communicating to and with our community in a clear and open way. We provide a number of ways for the community to contact and interact with us, including direct contact with Council staff via the telephone or in person at the Brighton Civic Centre or in our libraries. We can also be contacted by telephone, mail, email and via our website, and social media. Council information is provided on our website, holdfast.sa.gov.au, and through a range of council publications and via social media.

COMMUNITY LAND MANAGEMENT PLANS

Community land management plans identify the purpose and objectives of land held for community use and operate in accordance with Section 196 of the *Local Government Act 1999*.

In the 2019–20 financial year no properties were purchased or sold by the City of Holdfast Bay.

REGISTERS AND CODES

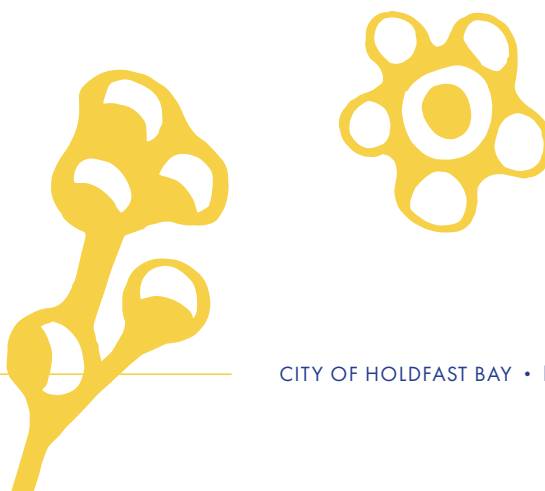
The following documents are available to the public:

Registers

- › Register of Interests (Elected Members)
- › Register of Gifts and Benefits (Elected Members)
- › Register of Allowances and Benefits (Elected Members)
- › Register of Remuneration, Salaries and Benefits
- › Register of Interests (Staff)
- › Register of Gifts and Benefits (Staff)
- › Register of Community Land
- › Register of Community Leases
- › Register of Public Roads
- › Register of By-Laws and certified copies
- › Register of Fees and Charges
- › Register of Building Upgrade Agreements
- › Register of Facilities
- › Record of Delegation

Codes

- › Code of Conduct (Members of Council)
- › Code of Practice for Access to Meetings/Documents
- › Code of Conduct (Staff)
- › Code of Practice – Meeting Procedures



INTERNAL REVIEW OF COUNCIL ACTIONS – SECTION 270 OF THE LOCAL GOVERNMENT ACT 1999

We recognise the importance of transparency in decision making and the need to provide a fair procedure for the review of Council decisions, including matters relating to the impact of rates and service charges on ratepayers.

We received three requests in 2019–2020 to review Council decisions in accordance with the provisions of Section 270 of the *Local Government Act 1999* – *Internal Review of Council Actions*.

Year	Number of reviews
2019–20	3
2018–19	4
2017–18	5
2016–17	1
2015–16	3
2014–15	3

The details for 2019–20 reviews are as follows:

- › Memorial seat: Decision upheld
- › Traffic arrangement: Decision upheld
- › E-scooters: Decision upheld

FREEDOM OF INFORMATION APPLICATIONS

In 2019–2020, 9 requests were received to release information under *Freedom of Information Act 1991* (not 1982). All requests were resolved:

- › 4 granted in full
- › 4 granted in part and;
- › 1 where there was no information available.

INDEPENDENT AUDITORS

The *Local Government Act 1999* provides that auditors will be appointed on the recommendation of the Audit Committee for a term no longer than five years. As of 1 July 2016, BDO were reappointed as Council's external auditors for a period of three years, with the option to extend for a further two years. On the recommendation of the Audit Committee, Council accepted the option to extend for a period effective from 1 July 2019 until completion of the 2019–20 financial year audit. In 2019–20, BDO were paid \$40,430 (excluding GST) for external auditing services for both Municipal operations and Alwyndor.



LOCAL NUISANCE AND LITTER CONTROL

In 2019–20 in accordance to the *Local Nuisance and Litter Control Act 2017*, 96 complaints were registered, 2 abatement notices were provided and 35 expiation notices were issued.

	Dust	Noise	Smoke	Odour	Animals	Litter	Insanitary Conditions	Unsightly Conditions	Total
Complaints	3	42	9	13	9	3	12	5	96
Abatement Notices		1						1	2
Expiations	0	0	0	0	27	8	0	0	35

NATIONAL COMPETITION POLICY

Competitive neutrality is one of the key principles of the *National Competition Policy*. The principle is based on the concept of a level playing field for people competing for business and relates to any situation where there is, or there is the potential for, competition between the private and public sectors.

Councils are required to identify their business activities and disclose those in Category One (annual gross operating income greater than \$2 million per year) and Category Two (annual gross operating income less than \$2 million per year).

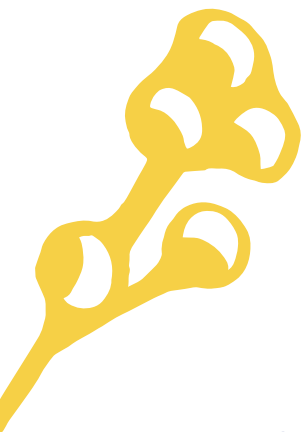
In 2019–20 we continued to maintain the following significant business activities:

- › Alwyndor
- › Brighton Caravan Park
- › Partridge House
- › Kauri Parade Sporting Complex
- › The Glenelg Visitor Information Centre.

COMPETITIVE TENDERING

Tenders are called for contracts in excess of \$50,000, provided Council is of the reasonable opinion that a competitive process is practicable and will deliver greater benefit than through other methods. All tendering is managed within the following procurement principles:

- › Value for money
- › Transparent, accountable, fair and ethical
- › Social and environmental sustainability
- › Supports local economic development
- › Conforms with our work health and safety policies.



REPRESENTATION QUOTA

The number of electors represented by each City of Holdfast Bay elected member and comparative data for similar councils, is shown below:

Council	Number of members (including the Mayor)	Number of electors	Elector/ representation ratio
Norwood, Payneham & St Peters	14	25,344	1 per 1,810
Unley	13	27,247	1 per 2,095
Holdfast Bay	13	27,899	1 per 2,146
Burnside	13	31,624	1 per 2,432
West Torrens	15	41,419	1 per 2,761
Campbelltown	11	35,575	1 per 3,234
Mitcham	14	48,514	1 per 3,465
Average			1 per 2,563



NUMBER OF ITEMS DISCUSSED IN CONFIDENCE

The *Local Government Act 1999* determines that Council meetings be held in a public place. On occasions the need to keep information or discussion confidential outweighs the need for public meetings for reasons predetermined in the *Local Government Act 1999*.

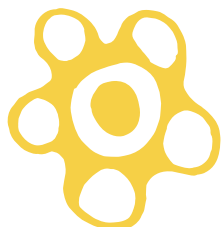
From July 1 2019 to June 30 2020 the City of Holdfast Bay was satisfied of the necessity to consider items in confidence on 25 occasions under s90(2), *Local Government Act 1999*.

Grounds of Confidential Orders

Grounds for Confidential Orders

A	Personal Affairs	2
B	Commercial Advantage	13
C	Trade Secret	0
D	Commercial Information not a trade secret	9
E	Security/safety	0
F	Maintenance of Law	0
G	Breach of Law	1
H	Legal Advice	4
I	Litigation	1
J	Minister of the Crown	0
K	Tenders for the supply of goods	1
M	Amendment to the <i>Development Plan</i>	0
N	<i>Freedom of Information Act 1982</i>	0
TOTAL		31

The grounds of each Confidential Order are reflected in the table above. There can be multiple grounds under each order.



CONFIDENTIAL ORDERS RELEASED FROM PREVIOUS YEARS FOR 2019–20

The grounds of each order released during 2019–2020 for items held in confidence from previous years are reflected in the table below. This table does not include items released from confidence during 2019–20.

Confidential Order Categories	Number of Grounds under each Confidential order
A Personal Affairs	7
B Commercial Advantage	7
C Trade Secret	0
D Commercial Information not a trade secret	6
E Security/safety	0
F Maintenance of Law	0
G Breach of Law	2
H Legal Advice	5
I Litigation	9
J Minister of the Crown	0
K Tenders for the supply of goods	1
M Amendment to the <i>Development Plan</i>	0
N <i>Freedom of Information Act 1982</i>	0
TOTAL	37

ITEMS RETAINED IN CONFIDENCE

Following the release of items held in confidence as listed above, the table below reflects those items from previous years that still remain in confidence. The total for 2019–20 provided here is not the same as that provided in the table on the previous page because some items can be held in confidence and released in the same financial year.

July 1 to June 30 of any Year	2004–05	2005–06	2006–07	2007–08	2008–09	2009–10	2010–11	2011–12	2012–13	2013–14	2014–15	2015–16	2016–17	2017–18	2018–19	2019–20
Number of Items per financial year	1	1	0	8	3	0	1	0	2	1	1	1	3	12	32	29



The background of the page is a solid blue color. Overlaid on this are several white, wavy, concentric lines that resemble topographical map contours or wood grain patterns. These lines are primarily located on the left side of the page, with some extending towards the right. The lines vary in thickness and curvature, creating a dynamic, organic feel.

AUDITED FINANCIAL STATEMENTS

City of Holdfast Bay

General Purpose Financial Statements for the year ended 30 June 2020

Certification of Financial Statements

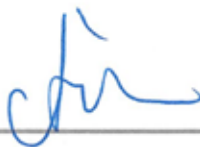
We have been authorised by the Council to certify the financial statements in their final form.

In our opinion:

- the accompanying financial statements comply with the *Local Government Act 1999*, *Local Government (Financial Management) Regulations 2011* and Australian Accounting Standards,
- the financial statements present a true and fair view of the Council's financial position at 30 June 2020 and the results of its operations and cash flows for the financial year,
- internal controls implemented by the Council provide a reasonable assurance that the Council's financial records are complete, accurate and reliable and were effective throughout the financial year,
- the financial statements accurately reflect the Council's accounting and other records.



R. Bria
CHIEF EXECUTIVE OFFICER



A. Wilson
MAYOR

Date: 27 October 2020

City of Holdfast Bay

Statement of Comprehensive Income for the year ended 30 June 2020

\$ '000	Notes	2020	2019
Income			
Rates	2a	37,086	36,020
Statutory Charges	2b	2,230	2,282
User Charges	2c	7,602	7,698
Grants, Subsidies and Contributions	2g	13,958	13,896
Investment Income	2d	411	687
Reimbursements	2e	3,493	2,632
Other Income	2f	4,915	4,042
Net Gain - Equity Accounted Council Businesses	19	99	76
Total Income		69,794	67,333
Expenses			
Employee Costs	3a	31,646	29,316
Materials, Contracts & Other Expenses	3b	26,807	25,605
Depreciation, Amortisation & Impairment	3c	10,416	10,150
Finance Costs	3d	2,117	778
Total Expenses		70,986	65,849
Operating Surplus / (Deficit)		(1,192)	1,484
Asset Disposal & Fair Value Adjustments	4	(3,396)	(243)
Amounts Received Specifically for New or Upgraded Assets	2g	4,728	3,460
Net Surplus / (Deficit) ¹		140	4,701
Other Comprehensive Income			
<i>Amounts which will not be reclassified subsequently to operating result</i>			
Changes in Revaluation Surplus - I,PP&E	9a	(710)	(11,523)
Share of Other Comprehensive Income - Equity Accounted Council Businesses	19	183	-
Total Other Comprehensive Income		(527)	(11,523)
Total Comprehensive Income		(387)	(6,822)

¹ Transferred to Statement of Changes in Equity

City of Holdfast Bay

Statement of Financial Position

as at 30 June 2020

\$ '000	Notes	2020	2019
ASSETS			
Current Assets			
Cash and Cash Equivalents	5a	21,355	25,559
Trade & Other Receivables	5b	5,513	3,244
Inventories	5c	10	9
Total Current Assets		26,878	28,812
Non-Current Assets			
Financial Assets	6a	1,166	1,301
Equity Accounted Investments in Council Businesses	6b	3,227	2,945
Infrastructure, Property, Plant & Equipment	7a	720,377	712,513
Other Non-Current Assets	6c	4,551	5,053
Total Non-Current Assets		729,321	721,812
TOTAL ASSETS		756,199	750,624
LIABILITIES			
Current Liabilities			
Trade & Other Payables	8a	45,278	41,053
Borrowings	8b	3,056	1,000
Provisions	8c	4,618	4,068
Total Current Liabilities		52,952	46,121
Non-Current Liabilities			
Borrowings	8b	10,554	11,460
Provisions	8c	469	432
Total Non-Current Liabilities		11,023	11,892
TOTAL LIABILITIES		63,975	58,013
Net Assets		692,224	692,611
EQUITY			
Accumulated Surplus		179,483	179,160
Asset Revaluation Reserves	9a	506,326	507,036
Other Reserves	9b	6,415	6,415
Total Council Equity		692,224	692,611

City of Holdfast Bay

Statement of Changes in Equity for the year ended 30 June 2020

\$ '000	Notes	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	Total Equity
2020					
Balance at the end of previous reporting period		179,160	507,036	6,415	692,611
Net Surplus / (Deficit) for Year		140	-	-	140
Other Comprehensive Income					
- Gain (Loss) on Revaluation of I,PP&E	7a	-	(710)	-	(710)
- Share of OCI - Equity Accounted Council Businesses	19	183	-	-	183
Other Comprehensive Income		183	(710)	-	(527)
Total Comprehensive Income		323	(710)	-	(387)
Balance at the end of period		179,483	506,326	6,415	692,224
2019					
Balance at the end of previous reporting period		174,459	518,559	6,415	699,433
Net Surplus / (Deficit) for Year		4,701	-	-	4,701
Other Comprehensive Income					
- Gain (Loss) on Revaluation of I,PP&E	7a	-	(11,523)	-	(11,523)
Other Comprehensive Income		-	(11,523)	-	(11,523)
Total Comprehensive Income		4,701	(11,523)	-	(6,822)
Balance at the end of period		179,160	507,036	6,415	692,611

City of Holdfast Bay

Statement of Cash Flows for the year ended 30 June 2020

\$ '000	Notes	2020	2019
Cash Flows from Operating Activities			
<u>Receipts</u>			
Rates		36,370	35,907
Statutory Charges		2,270	2,332
User Charges		7,792	10,097
Grants, Subsidies and Contributions (operating purpose)		14,058	14,066
Investment Receipts		411	687
Reimbursements		3,503	2,642
Other Receipts		9,354	13,146
<u>Payments</u>			
Payments to Employees		(31,395)	(29,367)
Payments for Materials, Contracts & Other Expenses		(28,848)	(34,849)
Finance Payments		(665)	(778)
Net Cash provided by (or used in) Operating Activities	11b	12,850	13,883
Cash Flows from Investing Activities			
<u>Receipts</u>			
Amounts Received Specifically for New/Upgraded Assets		3,485	(2,886)
Sale of Replaced Assets		195	390
Sale of Surplus Assets		40	22
Repayments of Loans by Community Groups		112	208
<u>Payments</u>			
Expenditure on Renewal/Replacement of Assets		(7,799)	(4,268)
Expenditure on New/Upgraded Assets		(14,320)	(7,162)
Net Cash provided by (or used in) Investing Activities		(18,287)	(13,696)
Cash Flows from Financing Activities			
<u>Receipts</u>			
Proceeds from Borrowings		2,150	-
Proceeds from Bonds & Deposits		-	4
Proceeds from Aged Care Facility Deposits		7,159	8,640
<u>Payments</u>			
Repayments of Borrowings		(1,000)	(1,130)
Repayment of Bonds & Deposits		(34)	-
Repayment of Aged Care Facility Deposits		(7,042)	(9,234)
Net Cash provided by (or used in) Financing Activities		1,233	(1,720)
Net Increase (Decrease) in Cash Held		(4,204)	(1,533)
plus: Cash & Cash Equivalents at beginning of period	11	25,559	27,092
Cash & Cash Equivalents at end of period	11	21,355	25,559

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

Contents of the Notes accompanying the Financial Statements

Note	Details
1	Significant Accounting Policies
2	Income
3	Expenses
4	Asset Disposal & Fair Value Adjustments
	Current Assets
5a	Cash & Cash Equivalent Assets
5b	Trade & Other Receivables
5c	Inventories
	Non-Current Assets
6a	Financial Assets
6b	Equity Accounted Investments in Council's Businesses
6c	Other Non-Current Assets
	Fixed Assets
7a (i)	Infrastructure, Property, Plant & Equipment
7a (ii)	Investment Property
7b	Valuation of Infrastructure, Property, Plant & Equipment
	Liabilities
8a	Trade & Other Payables
8b	Borrowings
8c	Provisions
	Reserves
9a	Asset Revaluation Reserve
10	Assets Subject to Restrictions
11	Reconciliation to Statement of Cashflows
12a	Functions
12b	Components of Functions
13	Financial Instruments
14	Capital Expenditure and Investment Property Commitments
15	Financial Indicators
16	Uniform Presentation of Finances
17	Leases
18	Superannuation
19	Interests in Other Entities
20	Non Current Assets Held for Sale & Discontinued Operations
21	Contingencies & Assets/Liabilities Not Recognised in the Balance Sheet
22	Events After the Statement of Financial Position Date
23	Related Party Transactions
	n/a - not applicable

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 1. Summary of Significant Accounting Policies

The principal accounting policies adopted by Council in the preparation of these consolidated financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

1 Basis of Preparation

1.1 Compliance with Australian Accounting Standards

This general purpose financial report has been prepared on a going concern basis using the historical cost convention (except as stated below) in accordance with Australian Accounting Standards as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board, Interpretations and relevant South Australian legislation.

The financial report was authorised for issue by certificate under regulation 14 of the *Local Government (Financial Management) Regulations 2011*.

1.2 Critical Accounting Estimates

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates and requires management to exercise its judgement in applying Council's accounting policies.

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of these Notes.

1.3 Rounding

All amounts in the financial statements have been rounded to the nearest thousand dollars (\$'000).

2 The Local Government Reporting Entity

The City of Holdfast Bay is incorporated under the South Australian *Local Government Act 1999* and has its principal place of business at 24 Jetty Road, Brighton. These consolidated financial statements include the Council's direct operations and all entities through which Council controls resources to carry on its functions. In the process of reporting on the Council as a single unit, all transactions and

balances between activity areas and controlled entities have been eliminated.

3 Income Recognition

The Council recognises revenue under *AASB 1058 Income of Not-for-Profit Entities* (AASB 1058) or *AASB 15 Revenue from Contracts with Customers* (AASB 15) when appropriate.

In cases where there is an 'enforceable' contract with a customer with 'sufficiently specific' performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied (i.e. when it transfers control of a product or service to a customer). Revenue is measured based on the consideration to which the Council expects to be entitled in a contract with a customer.

In other cases, AASB 1058 applies when a not-for-profit (NFP) entity enters into transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives. The excess of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately, except in the case where a financial asset has been received to enable the council to acquire or construct a recognisable non-financial asset that is to be controlled by the council. In this case, the council recognises the excess as a liability that is recognised over time in profit and loss when (or as) the entity satisfies its obligations under the transfer.

In recent years the payment of untied grants (financial assistance grants / local roads / supplementary grants) has varied from the annual allocation as shown in the table below:

	Cash Payment Received	Annual Allocation	Difference
2017/18	\$1,185,644	\$1,136,934	+\$48,710
2018/19	\$1,676,394	\$1,324,637	+\$351,757
2019/20	\$1,234,622	\$1,173,216	+ \$61,406

Because these grants are untied, the Australian Accounting Standards require that payments be recognised upon receipt. Accordingly, the operating results of these periods have been distorted compared to those that would have been reported

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

Note 1. Summary of Significant Accounting Policies (continued)

had the grants been paid in the year to which they were allocated.

The Operating Surplus Ratio disclosed in Note 15 has also been calculated after adjusting for the distortions resulting from the differences between the actual grants received and the grants entitlements allocated.

4 Cash, Cash Equivalents and other Financial Instruments

Cash Assets include all amounts readily convertible to cash on hand at Council's option with an insignificant risk of changes in value with a maturity of three months or less from the date of acquisition.

Receivables for rates and annual charges are secured over the subject land, and bear interest at rates determined in accordance with the *Local Government Act 1999*. Other receivables are generally unsecured and do not bear interest.

All receivables are reviewed as at the reporting date and adequate allowance made for amounts the receipt of which is considered doubtful.

All financial instruments are recognised at fair value at the date of recognition, except for trade receivables from a contract with a customer, which are measured at the transaction price. A detailed statement of the accounting policies applied to financial instruments forms part of Note 13.

5 Inventories

Inventories held in respect of stores have been valued by using the weighted average cost on a continual basis, after adjustment for loss of service potential. Inventories held in respect of business undertakings have been valued at the lower of cost and net realisable value.

6 Infrastructure, Property, Plant & Equipment

6.1 Initial Recognition

All assets are initially recognised at cost. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition.

All non-current assets purchased or constructed are capitalised as the expenditure is incurred and

depreciated as soon as the asset is held "ready for use". Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees and engineering design fees and all other costs incurred. The cost of non-current assets constructed by the Council includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overhead.

6.2 Materiality

Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by Council for each type of asset. In determining (and in annually reviewing) such thresholds, regard is had to the nature of the asset and its estimated service life. Examples of capitalisation thresholds applied during the year are given below. No capitalisation threshold is applied to the acquisition of land or interests in land.

Office Furniture & Fittings	\$2,000
Equipment	\$2,000
Buildings	\$10,000
Roads	\$10,000
Other Infrastructure	\$6,500

6.3 Subsequent Recognition

All material asset classes are revalued on a regular basis such that the carrying values are not materially different from fair value. Significant uncertainties exist in the estimation of fair value of a number of asset classes including land, buildings and associated structures and infrastructure. Further detail of these uncertainties, and of existing valuations, methods and valuers are provided at Note 7.

6.4 Depreciation of Non-Current Assets

Other than land, all infrastructure, property, plant and equipment assets recognised are systematically depreciated over their useful lives on a straight-line basis which, in the opinion of Council, best reflects the consumption of the service potential embodied in those assets.

Depreciation methods, useful lives and residual values of classes of assets are reviewed annually.

Major depreciation periods for each class of asset are listed below. Depreciation periods for

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

Note 1. Summary of Significant Accounting Policies (continued)

infrastructure assets have been estimated based on the best information available to Council, but appropriate records covering the entire life cycle of these assets are not available, and extreme care should be used in interpreting financial information based on these estimates.

Plant, Furniture & Equipment

Office Furniture & Equipment	3 to 10 years
Vehicles and Road-making Equip	6 to 15 years
Other Plant & Equipment	3 to 25 years

Building & Other Structures

Buildings – masonry	50 to 170 years
Buildings – other construction	20 to 60 years
Park Structures – masonry	40 to 100 years
Park Structures – other construction	20 to 50 years

Infrastructure

Sealed Roads – Surface	15 to 40 years
Sealed Roads – Structure	120 to 150 years
Sealed Roads – Sub-base	300 years
Sealed Roads – Kerbing	100 years
Bridges	100 years
Paving & Footpaths	10 to 50 years
Drains / Culverts	15 to 150 years
Playground Equipment	10 to 20 years
Benches, seats, etc	7 to 25 years

Other Assets

Library Lending Materials	7 years
---------------------------	---------

6.5 Impairment

Assets whose future economic benefits are not dependent on the ability to generate cash flows, and where the future economic benefits would be replaced if Council were deprived thereof, are not subject to impairment testing.

Other assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is the higher of the present value of future cash inflows or value in use).

Where an asset that has been revalued is subsequently impaired, the impairment is first offset against such amount as stands to the credit of that class of assets in Asset Revaluation Reserve, any excess being recognised as an expense.

7 Payables

7.1 Goods & Services

Creditors are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received. Creditors are normally paid 30 days after the month of invoice. No interest is payable on these amounts.

7.2 Payments Received in Advance & Deposits

Amounts other than grants received from external parties in advance of service delivery, and security deposits held against possible damage to Council assets, are recognised as liabilities until the service is delivered or damage reinstated, or the amount is refunded as the case may be.

8 Borrowings

Borrowings are carried at their principal amounts which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period to which it relates, and is recorded as part of "Payables"

9 Employee Benefits

9.1 Salaries, Wages & Compensated Absences

Liabilities for employees' entitlements to salaries, wages and compensated absences expected to be paid or settled within 12 months of reporting date are accrued at nominal amounts (including payroll based oncosts) measured in accordance with AASB 119.

Liabilities for employee benefits not expected to be paid or settled within 12 months are measured as the present value of the estimated future cash outflows (including payroll based oncosts) to be made in respect of services provided by employees up to the reporting date. Present values are calculated using government guaranteed securities rates with similar maturity terms.

9.2 Superannuation

The Council makes employer superannuation contributions in respect of its employees to the Statewide Superannuation Scheme. The Scheme has two types of membership, each of which is funded differently. No changes in accounting policy have occurred during either the current or previous reporting periods. Details of the accounting policies

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

Note 1. Summary of Significant Accounting Policies (continued)

applied and Council's involvement with the schemes are reported in Note 18.

10 Leases

Accounting policy applicable from 01 July 2019

The Council assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

10.1 Leases and Right-of-use assets

A right-of-use asset is recognised at the commencement date of a lease. The right-of-use asset is measured at cost, which comprises the initial amount of the lease liability, adjusted for, as applicable, any lease payments made at or before the commencement date net of any lease incentives received, any initial direct costs incurred, and, an estimate of costs expected to be incurred for dismantling and removing the underlying asset, and restoring the site or asset.

Right-of-use assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter. Where the entity expects to obtain ownership of the leased asset at the end of the lease term, the depreciation is over its estimated useful life. Right-of use assets are subject to impairment or adjusted for any remeasurement of lease liabilities. Alwyndor Aged Care has elected not to recognise a right-of-use asset and corresponding lease liability for short-term leases with terms of 12 months or less and leases of low-value assets. Lease payments on these assets are expensed to profit or loss as incurred.

Resident loans are also treated using the principles of lease accounting because Alwyndor Aged Care has assessed that residents enter a lease to occupy a room within residential aged care facilities. Refer to note 1 (8.1.ii.).

i.) Aged Care Refundable Accommodation Deposits/ Contributions

Refundable Accommodation Deposits/Contributions are recognised upon receipt as per the amount received. Amounts received are repaid upon the resident vacating their accommodation and are settled in accordance with legislative requirements.

The accounting treatment for resident loans is described in 1(X) below. Un-refunded resident's loans (under the Aged Care Act) incur interest.

ii.) Aged Care Resident Loans

Resident loans are recorded as aged care facility deposits. Resident loans comprise of Refundable Accommodation Deposits/Contributions and Accommodation Bonds, which are subject to the Aged Care Act 1997.

Resident loans - Aged Care Act 1997

Lump sum amounts received from residents in payment of their accommodation expense (prior to 01/07/2014: Accommodation Bonds, from 01/07/2014: Refundable Accommodation Deposits (RAD)).

From December 2005 repayment to the resident is guaranteed by the Australian Government.

RADs and Bonds fall within the scope of AASB 16: Leases, in that there is a contract conveying to the resident the right to use an asset for a period of time, in exchange for consideration.

Alwyndor Aged Care estimated the fair value of the consideration by reference to the Daily Accommodation Payment (DAP) that the resident would have paid if they had not chosen to provide a RAD. This results in the recognition of a rental income amount, and corresponding interest expense. The impact of the change in policy is described further in note 1 (10).

11 Equity Accounted Council Businesses

Council participates in cooperative arrangements with other Councils for the provision of services and facilities. Council's interests in cooperative arrangements, which are only recognised if material, are accounted for in accordance with AASB 128 and set out in detail in Note 19.

12 GST Implications

In accordance with UIG Abstract 1031 "Accounting for the Goods & Services Tax"

- Receivables and Creditors include GST receivable and payable.
- Except in relation to input taxed activities, revenues and operating expenditures exclude GST receivable and payable.

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

Note 1. Summary of Significant Accounting Policies (continued)

- Non-current assets and capital expenditures include GST net of any recoupment.
- Amounts included in the Statement of Cash Flows are disclosed on a gross basis.

13 New and amended accounting standards and interpretations

In the current year, Council adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are relevant to its operations and effective for the current reporting period. The adoption of the new and revised Standards and Interpretations has not resulted in any material changes to Council's accounting policies.

The City of Holdfast Bay has not applied any Australian Accounting Standards and Interpretations that have been issued but are not yet effective.

Adoption of AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not-for-Profit Entities

The Council has determined the impact of the new standards will mainly impact the timing of revenue recognition in relation to special purpose grants. These grants are provided to the Council to construct or acquire an asset to be controlled by the Council. They are accounted for under AASB 1058 and as such, amounts received in relation to these grants are recorded as a liability "Amounts in Advance" and recorded in revenue as the asset is constructed.

AASB 16 Leases

Council

Council applied AASB 16 Leases, for the first time from 1 July 2019. This standard requires that the right of use conveyed by leasing contracts (except leases with a maximum term of 12 months and leases for low-value assets) be recognised as a form of Infrastructure, Property, Plant and Equipment, and that the lease liability be disclosed as a liability. At 30 June 2020, Council has no leases to which this treatment will need to be applied.

Alwyndor Aged Care

Alwyndor Aged Care has adopted AASB 16 from 1 July 2019. The standard replaces AASB 117 'Leases' and for lessees eliminates the classifications of operating leases and finance leases. Except for

short-term leases and leases of low-value assets, right-of-use assets and corresponding lease liabilities are recognised in the statement of financial position. Straight-line operating lease expense recognition is replaced with a depreciation charge for the right-of-use assets (included in operating costs) and an interest expense on the recognised lease liabilities (included in finance costs). In the earlier periods of the lease, the expenses associated with the lease under AASB 16 will be higher when compared to lease expenses under AASB 117. However, EBITDA (Earnings Before Interest, Tax, Depreciation and Amortisation) results improve as the operating expense is now replaced by interest expense and depreciation in profit or loss.

For classification within the statement of cash flows, the interest portion is disclosed in operating activities and the principal portion of the lease payments are separately disclosed in financing activities.

For lessor accounting, the standard does not substantially change how a lessor accounts for leases.

Impact of adoption

AASB 16 was adopted using the modified retrospective approach and as such comparatives have not been restated. There was no impact on opening retained profits as at 1 July 2019.

The impact of the new Accounting Standards compared with the previous Accounting Standards on the current reporting period is as follows:

	New \$	Previous \$	Difference \$
Residential daily accommodation fees	1,882,278	430,133	1,452,145
Interest on accommodation bonds	1,535,138	82,993	1,452,145
Net surplus	347,140	347,140	-
Net assets	-	-	-

14 Disclaimer

Nothing contained within these statements may be taken to be an admission of any liability to any person under any circumstance.

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 2. Income

\$ '000	Notes	2020	2019
(a). Rates Revenues			
General Rates			
General Rates		35,717	34,662
Less: Mandatory Rebates		(471)	(445)
Less: Discretionary Rebates, Remissions & Write Offs		(196)	(178)
Total General Rates		35,050	34,039
Other Rates (Including Service Charges)			
Natural Resource Management Levy		1,307	1,254
Separate & Special Rates		650	635
Total Other Rates		1,957	1,889
Other Charges			
Penalties for Late Payment		45	76
Legal & Other Costs Recovered		34	16
Total Other Charges		79	92
Total Rates Revenues		37,086	36,020
(b). Statutory Charges			
Development Act Fees		340	375
Animal Registration Fees & Fines		183	157
Parking Fines / Expiation Fees		1,161	1,140
Other Licences, Fees & Fines		546	610
Total Statutory Charges		2,230	2,282
(c). User Charges			
Cemetery/Crematoria Fees		245	154
Parking Fees		838	1,013
Sundry		76	90
Commercial Leases/Caravan Park		2,407	2,743
Aged Care Residential Fees and Rentals		3,876	3,515
Major Community Event		160	177
Other		-	6
Total User Charges		7,602	7,698

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 2. Income (continued)

\$ '000	Notes	2020	2019
(d). Investment Income			
Interest on Investments			
- Local Government Finance Authority		283	349
- Banks & Other		128	338
Total Investment Income		411	687
(e). Reimbursements			
Private Works		71	73
Aged Care Facility - Home Care		2,969	2,308
Other		453	251
Total Reimbursements		3,493	2,632
(f). Other Income			
Rebates Received		270	428
Sundry		377	369
Aged Care Facility - Accommodation and Care Fees		2,425	979
Aged Care Facility - Home Care		1,744	2,132
Other		99	134
Total Other Income		4,915	4,042
(g). Grants, Subsidies, Contributions			
Amounts Received Specifically for New or Upgraded Assets		4,728	3,460
Total Amounts Received Specifically for New or Upgraded Assets		4,728	3,460
Other Grants, Subsidies and Contributions		11,341	10,954
Untied - Financial Assistance Grant		1,173	1,325
Roads to Recovery		373	300
Home and Community Care Grant		1,010	965
Individually Significant Item - Additional Grants Commission Payment (refer below)		61	352
Total Other Grants, Subsidies and Contributions		13,958	13,896
Total Grants, Subsidies, Contributions		18,686	17,356
The functions to which these grants relate are shown in Note 12.			
(i) Sources of grants			
Commonwealth Government		11,241	11,506
State Government		7,426	5,802
Other		19	48
Total		18,686	17,356

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 3. Expenses

\$ '000	Notes	2020	2019
(a). Employee Costs			
Salaries and Wages		26,531	24,136
Employee Leave Expense		2,296	2,312
Superannuation - Defined Contribution Plan Contributions	18	2,423	2,359
Superannuation - Defined Benefit Plan Contributions	18	250	277
Workers' Compensation Insurance		978	1,048
Less: Capitalised and Distributed Costs		(832)	(816)
Total Operating Employee Costs		31,646	29,316
Total Number of Employees (full time equivalent at end of reporting period)		340.4	332.6
(b). Materials, Contracts and Other Expenses			
(i) Prescribed Expenses			
Auditor's Remuneration			
- Auditing the Financial Reports		41	41
Elected Members' Expenses		363	343
Election Expenses		12	214
Operating Lease Rentals - Non-Cancellable Leases (2019 only)	17		
- Minimum Lease Payments		-	47
Subtotal - Prescribed Expenses		433	645
(ii) Other Materials, Contracts and Expenses			
Contractors		7,802	7,728
Energy		518	619
Maintenance		2,341	2,467
Legal Expenses		160	247
Levies Paid to Government - NRM levy		1,282	1,234
Levies - Other		-	1
Professional Services		3,324	2,464
Water		573	763
Materials		2,666	2,595
Insurances		578	565
Waste Management		3,941	3,770
Other		3,189	2,507
Subtotal - Other Material, Contracts & Expenses		26,374	24,960
Total Materials, Contracts and Other Expenses		26,807	25,605

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 3. Expenses (continued)

\$ '000	Notes	2020	2019
(c). Depreciation, Amortisation and Impairment			
(i) Depreciation and Amortisation			
Buildings & Other Structures		2,784	2,820
Infrastructure			
- Stormwater Drainage		503	492
- Roads		1,470	1,361
- Footpaths		945	929
- Kerb & Guttering		670	726
- Other Transport		445	442
- Open Space & Coastal		1,861	1,698
Plant & Equipment		970	1,013
Furniture & Fittings, Office Equipment		618	519
Library Lending Materials		150	150
Total Depreciation, Amortisation and Impairment		10,416	10,150
(d). Finance Costs			
Interest on Loans		582	630
Interest on Accommodation Bonds		1,535	148
Total Finance Costs		2,117	778

Note 4. Asset Disposal & Fair Value Adjustments

Infrastructure, Property, Plant & Equipment

(i) Assets Renewed or Directly Replaced			
Proceeds from Disposal		195	390
Less: Carrying Amount of Assets Sold		(3,556)	(631)
Gain (Loss) on Disposal		(3,361)	(241)
(ii) Assets Surplus to Requirements			
Proceeds from Disposal		40	22
Less: Carrying Amount of Assets Sold		(75)	(24)
Gain (Loss) on Disposal		(35)	(2)
Net Gain (Loss) on Disposal or Revaluation of Assets		(3,396)	(243)

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 5. Current Assets

\$ '000	Notes	2020	2019
(a). Cash & Cash Equivalent Assets			
Cash on Hand at Bank		916	294
Deposits at Call		16,172	8,523
Short Term Deposits & Bills, etc.		4,267	16,742
Total Cash & Cash Equivalent Assets		21,355	25,559
(b). Trade & Other Receivables			
Rates - General & Other		1,288	574
Council Rates Postponement Scheme		42	40
Accrued Revenues		57	168
Debtors - General		1,626	1,436
GST Recoupment		240	196
Prepayments		527	298
Loans to Community Organisations		218	195
Aged Care Facility Deposits		1,942	525
Subtotal		5,940	3,432
Less: Allowance for Doubtful Debts		(427)	(188)
Total Trade & Other Receivables		5,513	3,244
(c). Inventories			
Stores & Materials		10	9
Total Inventories		10	9

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 6. Non-Current Assets

\$ '000	Notes	2020	2019
(a). Financial Assets			
Receivables			
Loans to Community Organisations		1,684	1,819
Provision for Impairment on Loans to Community Organisations		(518)	(518)
Total Receivables		1,166	1,301
Total Financial Assets		1,166	1,301
(b). Equity Accounted Investments in Council Businesses			
Southern Region Waste Resource Authority	19	3,227	2,945
Total Equity Accounted Investments in Council Businesses		3,227	2,945
(c). Other Non-Current Assets			
Capital Works-in-Progress		4,551	5,053
Total Other Non-Current Assets		4,551	5,053

City of Holdfast Bay

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

Note 7a (i). Infrastructure, Property, Plant & Equipment

	Fair Value Level	as at 30/6/2019					Asset Movements during the Reporting Period							as at 30/6/2020				
		At Fair Value	At Cost	Accumulated Dep'n	Impairment	Carrying Value	Asset Additions		WDV of Asset Disposals	Depreciation Expense (Note 3c)	Revaluation Decrements to Equity (ARR) (Note 9)	Revaluation Increments to Equity (ARR) (Note 9)		At Fair Value	At Cost	Accumulated Dep'n	Impairment	Carrying Value
							New / Upgrade	Renewals										
\$ '000																		
Land	2	28,062	-	-	-	28,062	-	-	-	-	-	-	-	28,062	-	-	-	28,062
Buildings & Other Structures	3	330,274	347	-	-	330,621	191	-	-	-	-	-	-	330,274	538	-	-	330,812
Buildings & Other Structures	2	3,652	-	2,554	-	1,098	-	247	-	(38)	-	-	-	3,652	247	2,592	-	1,307
Infrastructure	3	137,431	1,908	48,856	-	90,483	9,249	586	(2,442)	(2,746)	-	-	-	131,617	11,743	48,230	-	95,130
- Stormwater Drainage	3	54,791	3,682	19,825	-	38,648	230	250	(8)	(503)	-	-	-	54,778	4,162	20,323	-	38,617
- Roads	3	121,569	4,200	42,491	-	83,278	-	1,242	(196)	(1,470)	-	-	-	120,800	5,442	43,388	-	82,854
- Footpaths	3	43,827	456	17,285	-	26,998	-	415	(90)	(945)	(666)	-	-	44,659	388	19,335	-	25,712
- Kerb & Guttering	3	64,548	2,434	19,161	-	47,821	-	1,526	(636)	(670)	-	-	-	63,624	3,959	19,542	-	48,041
- Other Transport	3	23,592	1,545	4,893	-	20,244	281	289	-	(445)	-	-	-	23,592	2,115	5,338	-	20,369
- Open Space & Coastal	3	53,826	1,858	19,429	-	36,255	5,455	820	(83)	(1,861)	-	-	-	53,613	8,134	21,161	-	40,586
Plant & Equipment	3	-	9,934	4,600	-	5,334	112	697	(162)	(970)	-	-	-	-	9,943	4,932	-	5,011
Furniture & Fittings, Office Equipment	3	-	4,708	1,863	-	2,845	752	97	(14)	(618)	-	-	-	-	5,484	2,422	-	3,062
Library Lending Materials	3	-	1,384	558	-	826	-	182	-	(150)	(44)	-	-	-	1,345	531	-	814
Total Infrastructure, Property, Plant & Equipment		861,572	32,456	181,515	-	712,513	16,270	6,351	(3,631)	(10,416)	(710)	-	-	854,671	53,500	187,794	-	720,377
Comparatives		856,267	26,359	154,682	-	727,944	3,006	3,891	(655)	(10,150)	(13,585)	2,062	-	861,572	32,456	181,515	-	712,513

Note 7a (ii). Investment Property
Nil

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 7b. Valuation of Infrastructure, Property, Plant & Equipment & Investment Property

Valuation of Assets

The fair value of assets and liabilities must be estimated in accordance with various Accounting Standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a "level" in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Refer to Note 7a for the disclosure of the Fair Value Levels of Infrastructure, Property, Plant and Equipment Assets.

Information on Valuations

Fair value hierarchy level 2 valuations - Certain land, and the buildings and structures thereon, are shown above as being based on fair value hierarchy level 2 valuation inputs. They are based on prices for similar assets in an active market, with directly or indirectly observable adjustments for specific advantages or disadvantages attaching to the particular asset.

Fair value hierarchy level 3 valuations of land - Valuations of Crown land, community land and land subject to other restrictions on use or disposal, shown above as being based on fair value hierarchy level 3 valuation inputs, are based on prices for similar assets in an active market, but include adjustments for specific advantages or disadvantages attaching to the particular asset that are not directly or indirectly observable in that market, or the number and / or amount of observable adjustments of which are so great that the valuation is more fairly described as being based on level 3 valuation inputs.

Fair value hierarchy level 3 valuations of buildings, infrastructure and other assets - There is no known market for these assets and they are valued at depreciated current replacement cost. This method involves:

- The determination of the cost to construct the asset (or its modern engineering equivalent) using current prices for materials and labour, the quantities of each being estimated based on recent experience of this or similar Councils, or on industry construction guides where these are more appropriate.
- The calculation of the depreciation that would have accumulated since original construction using current estimates of residual value and useful life under the prime cost depreciation method adopted by Council.

This method has significant inherent uncertainties, relying on estimates of quantities of materials and labour, residual values and useful lives, and the possibility of changes in prices for materials and labour, and the potential for development of more efficient construction techniques. Accordingly, formal sensitivity analysis does not provide useful information.

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 7b. Valuation of Infrastructure, Property, Plant & Equipment & Investment Property (continued)

Valuation of Assets (continued)

Other Information

At 1 July 2004 upon the transition to AIFRS, Council elected pursuant to AASB 1.D5 to retain a previously established deemed cost under GAAP as its deemed cost. With subsequent addition at cost, this remains as the basis of recognition of non-material asset classes.

Upon revaluation, the current new replacement cost and accumulated depreciation are re stated such that the difference represents the fair value of the asset determined in accordance with AASB 13 Fair Value Measurement: accumulated depreciation is taken to be the difference between current new replacement cost and fair value. In the case of land, current replacement cost is taken to be the fair value.

Highest and best use

All of Council's non financial assets are considered as being utilised for their highest and best use.

Highest and best use - For land which Council has an unfettered right to sell, the "highest and best use" recognises the possibility of the demolition or substantial modification of some or all of the existing buildings and structures affixed to the land. Much of the land under Council's care and control is Crown land or has been declared as community land under the provisions of the Local Government Act 1999. Other types of restrictions also exist.

For land subject to these restrictions, the highest and best use is taken to be the "highest and best use" available to Council, with a rebuttable presumption that the current use is the "highest and best use". The reason for the current use of a large proportion of Council's assets being other than the "highest and best use" relates to Council's principal role as the provider of services to the community, rather than the use of those assets for the generation of revenue.

For buildings and other structures on and in the land, including infrastructure, "highest and best use" is determined in accordance with the land on and in which they are situated.

Transition to AASB 13 - Fair Value Measurement

The requirements of AASB 13 Fair Value Measurement have been applied to all valuations undertaken since 1 July 2013 as shown by the valuation dates by individual asset classes below.

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 7b. Valuation of Infrastructure, Property, Plant & Equipment & Investment Property (continued)

Valuation of Assets (continued)

Land & Land Improvements

Council being of the opinion that it is not possible to attribute a value sufficiently reliably to qualify for recognition, land under roads has not been recognised in these reports. Land acquired for road purposes during the year is initially recognised at cost, but transferred to fair value at reporting data, effectively writing off the expenditure.

Land and Land improvements, including bulk earthworks with an assessed unlimited useful life, were valued at 30 June 2017 by Maloney Field Services.

- Basis of valuation: Fair Value
- Date of valuation: 30 June 2017
- Valuer: Maloney Field Services

Buildings & Other Structures

Buildings and other structures were revalued as at 30 June 2017 by Maloney Field Services

- Basis of valuation: Fair Value / Written down current replacement cost
- Date of valuation: 30 June 2017
- Valuer: Maloney Field Services

Infrastructure

Infrastructure assets have been valued as follows:

Roads, Kerb and Gutter

- Basis of valuation: Written down current replacement cost
- Date of valuation: 30 June 2019
- Valuer: Public Private Property

Footpaths

- Basis of valuation: Written down current replacement cost
- Date of valuation: 31 December 2019
- Valuer: Public Private Property

Stormwater Drainage

- Basis of valuation: Written down current replacement cost
- Date of valuation: 30 June 2017
- Valuer: Jones Lang LaSalle

Other Transport - Bridges, Car Parks, Traffic Control Devices

- Basis of valuation: Written down current replacement cost
- Date of valuation: 30 June 2016
- Valuer: Maloney Field Services

Open Space, Coastal

- Basis of valuation: Written down current replacement cost
- Date of valuation: 30 June 2018
- Valuer: Jones Lang LaSalle

City of Holdfast Bay

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

Note 7b. Valuation of Infrastructure, Property, Plant & Equipment & Investment Property (continued)

Valuation of Assets (continued)

Plant & Equipment

These assets are recognised at cost.

Library Lending Materials

Library Lending Materials were valued as at 30 June 2020 by Council senior library officers.

Note 8. Liabilities

\$ '000	Notes	2020 Current	2020 Non Current	2019 Current	2019 Non Current
(a). Trade and Other Payables					
Goods & Services		5,084	-	3,302	-
Payments Received in Advance		4,291	-	3,481	-
Accrued Expenses - Employee Entitlements		230	-	468	-
Accrued Expenses - Other		328	-	346	-
Aged Care Facility Deposits		33,504	-	31,970	-
Deposits, Retentions & Bonds		-	-	34	-
Other		1,841	-	1,452	-
Total Trade and Other Payables		45,278	-	41,053	-

(b). Borrowings

Loans	3,056	10,554	1,000	11,460
Total Borrowings	3,056	10,554	1,000	11,460

All interest bearing liabilities are secured over the future revenues of the Council

(c). Provisions

Employee Entitlements	4,618	469	4,068	432
Total Provisions	4,618	469	4,068	432

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 9. Reserves

\$ '000	1/7/2019	Increments (Decrements)	Transfers	Impairments	30/6/2020
(a). Asset Revaluation Reserve					
Land	310,456	-	-	-	310,456
Buildings & Other Structures	40,198	-	-	-	40,198
Infrastructure					
- Stormwater Drainage	22,004	-	-	-	22,004
- Roads	67,266	-	-	-	67,266
- Footpaths	14,055	(666)	-	-	13,389
- Kerb & Guttering	41,589	-	-	-	41,589
- Other Transport	2,727	-	-	-	2,727
- Open Space & Coastal	8,309	-	-	-	8,309
Library Lending Materials	432	(44)	-	-	388
Total Asset Revaluation Reserve	507,036	(710)	-	-	506,326
Comparatives	518,559	(11,523)	-	-	507,036

\$ '000	1/7/2019	Tfrs to Reserve	Tfrs from Reserve	Other Movements	30/6/2020
(b). Other Reserves					
Alwyndor General Reserve	6,414	-	-	-	6,414
Total Other Reserves	6,414	-	-	-	6,414
Comparatives	6,414	-	-	-	6,414

PURPOSES OF RESERVES

Asset Revaluation Reserves

The asset revaluation reserve is used to record increments and decrements arising from changes in fair value of non current assets (less any subsequent impairment losses, where applicable).

Note 10. Assets Subject to Restrictions

The uses of the following assets are restricted, wholly or partially, by legislation or other externally imposed requirements. The assets are required to be utilised for the purposes for which control was transferred to Council, or for which the revenues were originally obtained.

Receivables

Accommodation Bonds	1,942	525
Total Receivables	1,942	525
Total Assets Subject to Externally Imposed Restrictions	1,942	525

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 11. Reconciliation to Statement of Cash Flows

\$ '000	Notes	2020	2019
(a). Reconciliation of Cash			
Cash Assets comprise highly liquid investments with short periods to maturity subject to insignificant risk of changes of value. Cash at the end of the reporting period as shown in the Statement of Cash Flows is reconciled to the related items in the Balance Sheet as follows:			
Total Cash & Equivalent Assets	5	21,355	25,559
Balances per Statement of Cash Flows		21,355	25,559
(b). Reconciliation of Change in Net Assets to Cash from Operating Activities			
Net Surplus/(Deficit)		140	4,701
Non-Cash Items in Income Statements			
Depreciation, Amortisation & Impairment		10,416	10,150
Equity Movements in Equity Accounted Investments (Increase)/Decrease		(99)	(76)
Grants for Capital Acquisitions (Treated as Investing Activity Receipts)		(4,728)	2,886
Net (Gain) Loss on Disposals		3,396	243
		9,125	17,904
Add (Less): Changes in Net Current Assets			
Net (Increase)/Decrease in Receivables		(1,068)	(195)
Change in Allowances for Under-Recovery of Receivables		(239)	-
Net (Increase)/Decrease in Inventories		(1)	1
Net (Increase)/Decrease in Other Current Assets		478	-
Net Increase/(Decrease) in Trade & Other Payables		3,968	(3,585)
Net Increase/(Decrease) in Unpaid Employee Benefits		587	(242)
Net Cash provided by (or used in) operations		12,850	13,883

(c). Financing Arrangements

Unrestricted access was available at balance date to the following lines of credit:

Corporate Credit Cards	150	150
LGFA Cash Advance Debenture Facility	14,358	14,358

The bank overdraft facilities may be drawn at any time and may be terminated by the bank without notice.

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 12a. Functions

Functions/Activities	Income, Expenses and Assets have been directly attributed to the following Functions / Activities. Details of these Functions/Activities are provided in Note 12(b).									
	INCOME		EXPENSES		OPERATING SURPLUS (DEFICIT)		GRANTS INCLUDED IN INCOME		TOTAL ASSETS HELD (CURRENT & NON-CURRENT)	
	Actual 2020	Actual 2019	Actual 2020	Actual 2019	Actual 2020	Actual 2019	Actual 2020	Actual 2019	Actual 2020	Actual 2019
\$ '000										
Business Undertakings	3,262	3,700	2,216	2,308	1,046	1,392	-	-	80,503	79,379
Community Services	23,795	21,249	30,328	26,741	(6,533)	(5,492)	12,072	11,553	94,853	94,663
Culture	688	641	4,659	5,058	(3,971)	(4,417)	266	259	17,376	17,366
Economic Development	583	598	1,378	1,276	(795)	(678)	-	-	342	347
Environment	472	288	8,076	7,601	(7,604)	(7,313)	13	106	43,219	42,939
Recreation	230	317	6,763	6,620	(6,533)	(6,303)	-	-	323,262	316,276
Regulatory Services	1,761	1,968	6,169	5,656	(4,408)	(3,688)	-	-	617	546
Transport & Communication	50	26	7,398	7,825	(7,348)	(7,799)	-	-	177,197	176,997
Unclassified Activities	-	-	-	-	-	-	-	-	3,278	3,322
Council Administration	38,953	38,546	3,999	2,764	34,954	35,782	1,607	1,978	15,552	18,789
Total Functions/Activities	69,794	67,333	70,986	65,849	(1,192)	1,484	13,958	13,896	756,199	750,624

Revenues and expenses exclude net gain (loss) on disposal or revaluation of assets, amounts received specifically for new or upgraded assets and physical resources received free of charge.

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 12b. Components of Functions

The activities relating to Council functions are as follows:

BUSINESS UNDERTAKINGS

Caravan Parks, Off-street Car Parks, Private Works, Commercial Property, Commercial Activities.

COMMUNITY SERVICES

Public Order and Safety, Crime Prevention, Health Services, Nursing Homes, Elderly Citizens Facilities, Home Assistance Scheme, Aged and Disabled Services, Youth Services, Community Bus, Community Amenities including Cemeteries and Public Conveniences.

CULTURE

Library Services, Heritage and Museum Facilities and Services.

ECONOMIC DEVELOPMENT

Tourism and Local Businesses Support.

ENVIRONMENT

Domestic Waste & Green Waste, Recycling, Coastal Protection, Stormwater and other Drainage, Street Cleaning, Street Lighting.

RECREATION

Jetties, Other Marine Facilities, Parks and Gardens, Sports Facilities.

REGULATORY SERVICES

Dog and Cat Control, Building Control, Town Planning, Health Inspection, Litter and Parking Control.

TRANSPORT

Construction and Maintenance of Roads, Footpaths, Traffic Control, Streetscape, Kerb and Water Table, Bridges.

COUNCIL ADMINISTRATION

Administration n.e.c., Elected Members, Organisational, Support Services, Rate Revenue.

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

Note 13. Financial Instruments

Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost; interest is recognised when earned.

Terms & Conditions:

Deposits are returning fixed interest rates between 0.25% and 1.2% (2019: 1.25% and 2.78%). Short term deposits have an average interest rate of 1.14% (2019: 1.37%).

Carrying Amount:

Approximates fair value due to the short term to maturity.

Receivables

Rates & Associated Charges

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms & Conditions:

Secured over the subject land, arrears attract interest of 0.53% (2019: 0.55%). Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries in the State.

Carrying Amount:

Approximates fair value (after deduction of any allowance).

Receivables

Fees & Other Charges

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms & Conditions:

Unsecured, and do not bear interest. Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries.

Carrying Amount:

Approximates fair value (after deduction of any allowance).

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 13. Financial Instruments (continued)

Recognised Financial Instruments

Receivables

Other Levels of Government

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms & Conditions:

Amounts due have been calculated in accordance with the terms and conditions of the respective programs following advice of approvals, and do not bear interest. All amounts are due by Departments and Agencies of State and Federal Governments.

Carrying Amount:

Approximates fair value.

Receivables

Aged Care Facility Contributions

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms & Conditions:

Amounts due have been calculated in accordance with the terms and conditions of the respective legislation.

Carrying Amount:

Approximates fair value (after deduction of any allowance).

Liabilities

Creditors and Accruals

Accounting Policy:

Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Council.

Terms & Conditions:

Liabilities are normally settled on 30 day terms.

Carrying Amount:

Approximates fair value.

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 13. Financial Instruments (continued)

Recognised Financial Instruments

Liabilities

Aged Care Facility Contributions

Accounting Policy:

To avoid inconvenience when complying with the separate audit requirements imposed by the relevant legislation, amounts are carried at nominal values.

Terms & Conditions:

Pursuant to Commonwealth legislation certain intending residents are required to contribute amounts on an interest free basis. The amounts are subject to certain deductions as prescribed by the legislation, the balance being repaid on termination of tenancy.

Carrying Amount:

Approximates fair value for short tenancies; may be non-materially overstated for longer tenancies.

Liabilities

Interest Bearing Borrowings

Accounting Policy:

Initially recognised at fair value and subsequently at amortised cost using the effective interest rate.

Terms & Conditions:

Secured over future revenues, borrowings are repayable six monthly; interest is charged at rates between 2.20% and 7.05% (2019: 3.75% and 7.05%).

Carrying Amount:

Approximates fair value.

Liabilities

Leases

Accounting Policy:

Accounted for in accordance with AASB 16 as stated in Note 17.

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 13. Financial Instruments (continued)

\$ '000	Due < 1 year	Due > 1 year & ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
2020					
Financial Assets					
Cash & Equivalents	21,355	-	-	21,355	21,355
Receivables	5,793	901	901	7,595	6,824
Total Financial Assets	27,148	901	901	28,950	28,179
Financial Liabilities					
Payables	44,993	-	-	44,993	44,950
Current Borrowings	3,591	-	-	3,591	3,056
Non-Current Borrowings	-	4,943	9,156	14,099	10,554
Total Financial Liabilities	48,584	4,943	9,156	62,683	58,560

\$ '000	Due < 1 year	Due > 1 year & ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
2019					
Financial Assets					
Cash & Equivalents	25,559	-	-	25,559	25,559
Receivables	3,553	990	936	5,479	4,497
Total Financial Assets	29,112	990	936	31,038	30,056
Financial Liabilities					
Payables	40,707	-	-	40,707	40,707
Current Borrowings	1,529	-	-	1,529	1,000
Non-Current Borrowings	-	5,248	10,287	15,535	11,460
Total Financial Liabilities	42,236	5,248	10,287	57,771	53,167

The following interest rates were applicable to Council's Borrowings at balance date:

	30 June 2020		30 June 2019	
	Weighted Avg Interest Rate	Carrying Value	Weighted Avg Interest Rate	Carrying Value
Fixed Interest Rates	4.30%	13,610	4.73%	12,460
		13,610		12,460

Net Fair Value

All carrying values approximate fair value for all recognised financial instruments. There is no recognised market for the financial assets of the Council.

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 13. Financial Instruments (continued)

Risk Exposures

Credit Risk represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Council is the carrying amount, net of any impairment. All Council investments are made with the SA Local Government Finance Authority and are guaranteed by the SA Government. Except as detailed in Notes 5 & 6 in relation to individual classes of receivables, exposure is concentrated within the Council's boundaries, and there is no material exposure to any individual debtor.

Market Risk is the risk that fair values of financial assets will fluctuate as a result of changes in market prices. All of Council's financial assets are denominated in Australian dollars and are not traded on any market, and hence neither market risk nor **currency risk** apply.

Liquidity Risk is the risk that Council will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Management Policy (LGA Information Paper 15), liabilities have a range of maturity dates. Council also has available a range of bank overdraft and standby borrowing facilities that it can access.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. Council has a balance of both fixed and variable interest rate borrowings and investments. Cash flow fluctuations are managed holistically in seeking to minimise interest costs over the longer term in a risk averse manner.

Note 14. Capital Expenditure and Investment Property Commitments

\$ '000	Notes	2020	2019
(a). Capital Commitments			
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:			
Land		-	43
Buildings		510	6,815
Infrastructure		476	212
Reserves		800	2,914
Plant & Equipment		261	152
		2,047	10,136
These expenditures are payable:			
Not later than one year		2,047	10,136
Later than one year and not later than 5 years		-	-
Later than 5 years		-	-
		2,047	10,136

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 15. Financial Indicators

\$ '000	Amounts 2020	Indicator 2020	Prior Periods	
			2019	2018

These Financial Indicators have been calculated in accordance with *Information paper 9 - Local Government Financial Indicators* prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia.

1. Operating Surplus Ratio

Operating Surplus	(1,192)	(2%)	2%	2%
Total Operating Income	69,794			

This ratio expresses the operating surplus as a percentage of total operating revenue.

2. Net Financial Liabilities Ratio

Net Financial Liabilities	35,941	51%	41%	49%
Total Operating Income	69,794			

Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses). These are expressed as a percentage of total operating revenue.

Adjustments to Ratios

In recent years the Federal Government has made advance payments prior to 30th June from future year allocations of financial assistance grants, as explained in Note 1. These Adjusted Ratios correct for the resulting distortion in key ratios for each year and provide a more accurate basis for comparison.

Adjusted Operating Surplus Ratio	(2%)	2%	2%
Adjusted Net Financial Liabilities Ratio	51%	41%	49%

3. Asset Renewal Funding Ratio

Net Asset Renewals	7,604	134%	112%	51%
Infrastructure & Asset Management Plan required expenditure	5,676			

Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets.

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 16. Uniform Presentation of Finances

\$ '000	2020	2019
<p>The following is a high level summary of both operating and capital investment activities of the Council prepared on a simplified Uniform Presentation Framework basis.</p> <p>All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.</p> <p>The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances.</p>		
Income	69,794	67,333
less Expenses	(70,986)	(65,849)
Operating Surplus / (Deficit)	(1,192)	1,484
Net Outlays on Existing Assets		
Capital Expenditure on Renewal and Replacement of Existing Assets	(7,799)	(4,268)
<i>add back</i> Depreciation, Amortisation and Impairment	10,416	10,150
<i>add back</i> Proceeds from Sale of Replaced Assets	195	390
Subtotal	2,812	6,272
Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(14,320)	(7,162)
<i>add back</i> Amounts Received Specifically for New and Upgraded Assets	3,485	(2,886)
<i>add back</i> Proceeds from Sale of Surplus Assets (including Investment Property, Real Estate Developments and Non-Current Assets Held for Resale)	40	22
Subtotal	(10,795)	(10,026)
Net Lending / (Borrowing) for Financial Year	(9,175)	(2,270)

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 17. Leases

\$ '000	2020	2019
Council as a Lessor		
Leases Providing Revenue to the Council		
Council owns various buildings and facilities that are available for hire or lease (on a non-cancellable basis wherever practicable) in accordance with the published revenue policy. Income received from such leases are disclosed in Note 2c.		
Future minimum rentals receivable under non-cancellable operating leases as at 30 June, are as follows:		
Not later than one year	485	511
Later than one year and not later than 5 years	1,750	1,912
Later than 5 years	1,609	2,130
	3,844	4,553

Note 18. Superannuation

The Council makes employer superannuation contributions in respect of its employees to Statewide Super (formerly Local Government Superannuation Scheme). There are two types of membership, each of which is funded differently. Permanent and contract employees of the South Australian Local Government sector with Salarylink benefits prior to 24 November 2009 have the option to contribute to the Accumulation section and/or Salarylink. All other employees (including casuals) have all contributions allocated to the Accumulation section.

Accumulation only Members

Accumulation only members receive both employer and employee contributions on a progressive basis. Employer contributions are based on a fixed percentage of ordinary time earnings in accordance with superannuation guarantee legislation (9.50% in 2019/20; 9.50% in 2018/19). No further liability accrues to the Council as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

Salarylink (Defined Benefit Fund) Members

Salarylink is a defined benefit scheme where the benefit payable is based on a formula determined by the member's contribution rate, number of years and level of contribution and final average salary. Council makes employer contributions to Salarylink as determined by the Fund's Trustee based on advice from the appointed Actuary. The rate is currently 6.3% (6.3% in 2018/19) of "superannuation" salary.

In addition, Council makes a separate contribution of 3% of ordinary time earnings for Salarylink members to their Accumulation account. Employees also make member contributions to the Salarylink section of the Fund. As such, assets accumulate in the Salarylink section of the Fund to meet the member's benefits, as defined in the Trust Deed, as they accrue.

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 18. Superannuation (continued)

The Salarylink section is a multi-employer sponsored plan. As the Salarylink section's assets and liabilities are pooled and are not allocated by each employer, and employees may transfer to another employer within the local government sector and retain membership of the Fund, the Actuary is unable to allocate benefit liabilities, assets and costs between employers. As provided by AASB 119.32(b), Council does not use defined benefit accounting for these contributions.

The most recent actuarial investigation was conducted by the Fund's actuary, Louise Campbell, FIAA, of Willis Towers Watson as at 30 June 2017. The Trustee has determined that the current funding arrangements are adequate for the expected Salarylink liabilities. However, future financial and economic circumstances may require changes to Council's contribution rates at some future time.

Contributions to Other Superannuation Schemes

Council also makes contributions to other superannuation schemes selected by employees under the "choice of fund" legislation. All such schemes are of the accumulation type, where the superannuation benefits accruing to the employee are represented by their share of the net assets of the scheme, and no further liability attaches to the Council.

Note 19. Interests in Other Entities

\$ '000

All joint ventures and associates are required to prepare Annual Financial Statements that comply with the SA Local Government Model Financial Statements.

	Council's Share of Net Income		Council's Share of Net Assets	
	2020	2019	2020	2019
Joint Ventures	99	76	3,227	2,945
Total	99	76	3,227	2,945

(i) JOINT VENTURES, ASSOCIATES AND JOINT OPERATIONS

(a) Carrying Amounts

Name of Entity	Principal Activity	2020	2019
Southern Region Waste Resource Authority	Management of waste and waste facilities	3,227	2,945
Total Carrying Amounts - Joint Ventures & Associates		3,227	2,945

Southern Region Waste Resource Authority

Established under Section 43 of the Local Government Act, 1999 to provide operate services for the management of waste and the management of waste facilities under its control on behalf of the constituent Council, being the City of Holdfast Bay, City of Marion, and City of Onkaparinga. The Authority made a provision of \$13.7m in the accounts for landfill restoration which is considered reasonable.

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 19. Interests in Other Entities (continued)

\$ '000

(b) Relevant Interests

Name of Entity	Interest in Operating Result		Ownership Share of Equity		Proportion of Voting Power	
	2020	2019	2020	2019	2020	2019
Southern Region Waste Resource Authority	15%	15%	15%	15%	15%	33%

(c) Movement in Investment in Joint Venture or Associate

	Southern Region Waste Resource Authority	
	2020	2019
Opening Balance	2,945	2,869
Share in Operating Result	99	76
Share in Other Comprehensive Income	183	-
Council's Equity Share in the Joint Venture or Associate	3,227	2,945

Note 20. Non-Current Assets Held for Sale & Discontinued Operations

Council does not have any Non-Current Assets Held for Sale or any Discontinued Operations.

Note 21. Contingencies & Assets/Liabilities Not Recognised in the Balance Sheet

The following assets and liabilities do not qualify for recognition in the Balance Sheet, but knowledge is considered relevant to the users of the financial report in making and evaluating decisions about the allocation of scarce resources.

1. LAND UNDER ROADS

As reported in the Financial Statements, Council is of the opinion that it is not possible to attribute a value sufficiently reliably for these assets to qualify for recognition, and accordingly land under roads has not been recognised in the reports. Land acquired for road purposes during the year is initially recognised at cost, but transferred to fair value at reporting date, effectively writing off the expenditure.

At reporting date, Council controlled 178 km of road reserves of average width 8.7 metres.

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

Note 21. Contingencies & Assets/Liabilities Not Recognised in the Balance Sheet

2. POTENTIAL INSURANCE LOSSES

Council is a multi-purpose organisation providing a large range of building, parks infrastructure, playgrounds and other facilities accessible to the public. At any time, it is likely that claims will have been made against Council that remain unsettled.

Council insures against all known insurable risks using a range of insurance policies, each of which is subject to deductible "insurance excesses", the amount of which varies according to the class of insurance.

Council has recognised the potential losses arising from claims known at reporting date based on average historical net cost (including insurance excess) of similar types of claims. Other potential claims not reported to Council may have existed at reporting date.

3. LEGAL MATTERS

Council is the planning consent authority for its area under the Development Act 1993 (as amended). Pursuant to that Act, certain persons aggrieved by a planning decision of the Council may appeal. It is normal practice that parties bear their own legal costs. At the date of these reports, Council had notice of 4 appeals against planning decisions made prior to reporting date. All known costs have been recognised, but the amount of further costs cannot be known until the appeals are determined.

4. SOUTHERN REGION WASTE RESOURCE AUTHORITY

Council has a 15% interest in Southern Region Waste Resource Authority. The Authority describes contingent liabilities in Note 15 to their Financial Statements for the year ended 30 June 2020.

Note 22. Events After the Statement of Financial Position Date

Events that occur after the reporting date of 30 June 2020, up to and including the date when the financial statements are "authorised for issue" have been taken into account in preparing these statements.

Council has adopted the date of receipt of the Certification of Financial Statements as the appropriate "authorised for issue" date relating to these General Purpose Financial Statements.

Accordingly, the "authorised for issue" date is 27/10/20.

Council is unaware of any material or significant "non adjusting events" that should be disclosed.

City of Holdfast Bay

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 23. Related Party Transactions

\$ '000	2020	2019
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Key Management Personnel

Transactions with Key Management Personnel

The Key Management Personnel of the Council include the Mayor, Councillors, Alwyndor Management Committee CEO and certain prescribed officers under section 112 of the *Local Government Act 1999*.

In all, 32 persons were paid the following total compensation:

The compensation paid to Key Management Personnel comprises:

Short-Term Employee Benefits	1,071	1,121
Leave Entitlements on Termination	-	223
Payments to Mayor and Elected Members	358	364
Development Assessment Panel Independent Members, Alwyndor Management Committee	45	48
Total	1,474	1,756

Amounts paid as direct reimbursement of expenses incurred on behalf of Council have not been included above.



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INDEPENDENT AUDITOR'S REPORT TO THE PRINCIPAL MEMBER OF CITY OF HOLDFAST BAY

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of City of Holdfast Bay (the Council), which comprises the statement of financial position as at 30 June 2020, the statement of profit and loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial report, including a summary of significant accounting policies, and the certification of the financial statements.

In our opinion the financial report of City of Holdfast Bay, presents fairly, in all material respects, the Council's financial position as at 30 June 2020 and its financial performance for the year ended on that date in accordance with Australian Accounting Standards, the Local Government Act 1999, and the Local Government (Financial Management) Regulations 2011.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Council in accordance with the Local Government Act 1999 and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (including Independence Standards) (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the Local Government Act 1999, which has been given to the Council, would be in the same terms if given to the Council as at the time of this auditor's report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Information Other than the Financial Report and Auditor's Report Thereon

Management is responsible for the other information. The other information obtained at the date of this auditor's report is the annual reports of the Southern Region Waste Resource Authority for the year ended 30 June 2020.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report of the City of Holdfast Bay, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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Council's Responsibility for the Financial Report

The Council's officers are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 and for such internal control as the Council's officers determine is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Council's officers are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Council's officers either intend to liquidate the Council or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website (<http://www.auasb.gov.au/Home.aspx>) at: http://www.auasb.gov.au/auditors_files/ar4.pdf.

This description forms part of our auditor's report.

BDO Audit (SA) Pty Ltd

Andrew Tickle
Director

Adelaide, 29 October 2020

INDEPENDENT ASSURANCE REPORT ON THE INTERNAL CONTROLS OF THE CITY OF HOLDFAST BAY

Opinion

We have undertaken a reasonable assurance engagement on the design and the operating effectiveness of controls established by City of Holdfast Bay ('the Council') in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities, throughout the period 1 July 2019 to 30 June 2020 relevant to ensuring such transactions have been conducted properly and in accordance with law.

In our opinion, in all material respects:

- (a) The controls established by Council in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities were suitably designed to ensure such transactions have been conducted properly and in accordance with law; and
- (b) The controls operated effectively as designed throughout the period from 1 July 2019 to 30 June 2020.

Basis for opinion

We conducted our engagement in accordance with Standard on Assurance Engagements ASAE 3150 *Assurance Engagements on Controls* issued by the Auditing and Assurance Standards Board.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

The Council's responsibilities for the internal controls

The Council is responsible for:

- a) The receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities;
- b) Identifying the control objectives
- c) Identifying the risks that threaten achievement of the control objectives
- d) Designing controls to mitigate those risks, so that those risks will not prevent achievement of the identified control objectives; and
- e) Operating effectively the controls as designed throughout the period.

Our independence and quality control

We have complied with the independence and other relevant ethical requirements relating to assurance engagements, and apply Auditing Standard ASQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, and Other Assurance Engagements* in undertaking this assurance engagement.

Assurance practitioner's responsibilities

Our responsibility is to express an opinion, in all material respects, on the suitability of the design to achieve the control objectives and the operating effectiveness of controls established by Council in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities. ASAE 3150 requires that we plan and perform our procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the control objectives and the controls operated effectively throughout the period.

An assurance engagement to report on the design and operating effectiveness of controls involves performing procedures to obtain evidence about the suitability of the design of controls to achieve the control objectives and the operating effectiveness of controls throughout the period. The procedures selected depend on our judgement, including the assessment of the risks that the controls are not suitably designed or the controls did not operate effectively. Our procedures included testing the operating effectiveness of those controls that we consider necessary to achieve the control objectives identified. An assurance engagement of this type also includes evaluating the suitability of the control objectives.

Limitations of controls

Because of the inherent limitations of an assurance engagement, together with any internal control structure it is possible that, even if the controls are suitably designed and operating effectively, the control objectives may not be achieved and so fraud, error, or non-compliance with laws and regulations may occur and not be detected.

An assurance engagement on operating effectiveness of controls is not designed to detect all instances of controls operating ineffectively as it is not performed continuously throughout the period and the tests performed are on a sample basis. Any projection of the outcome of the evaluation of controls to future periods is subject to the risk that the controls may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.



BDO Audit (SA) Pty Ltd



Andrew Tickle
Director

Adelaide, 29 October 2020

City of Holdfast Bay

General Purpose Financial Statements for the year ended 30 June 2020

Certification of Auditor Independence

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of City of Holdfast Bay for the year ended 30 June 2020, the Council's Auditor, BDO Audit Partnership (SA) has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.



R. Bria
CHIEF EXECUTIVE OFFICER

J. Smedley
PRESIDING MEMBER, AUDIT COMMITTEE

Date: 7/10/2020



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CERTIFICATION OF AUDITOR INDEPENDENCE

I confirm that, for the audit of the financial statements of the City of Holdfast Bay for the year ended 30 June 2020, I have maintained my independence in accordance with the requirements of APES 110 - Code of Ethics for Professional Accountants (including Independence Standards), Section 290, published by the Accounting Professional and Ethical Standards Board, in accordance with the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22 (5) Local Government (Financial Management) Regulations 2011.

Andrew Tickle
Director

BDO Audit (SA) Pty Ltd

Adelaide, 29 October 2020

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The background is a solid yellow color with white, hand-drawn style contour lines. These lines are irregular and wavy, resembling topographic map lines or perhaps stylized waves or smoke. They are distributed across the entire page, with some areas having more dense, concentric lines and others having more sparse, elongated lines.

SOUTHERN REGION WASTE RESOURCE AUTHORITY ANNUAL REPORT

FINANCIAL REPORT

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2020



SOUTHERN REGION WASTE RESOURCE AUTHORITY

ANNUAL FINANCIAL STATEMENTS for the year ended 30 June 2020

CERTIFICATION OF FINANCIAL STATEMENTS

We have been authorised by the Southern Region Waste Resource Authority Board to certify the financial statements in their final form. In our opinion:

- the accompanying financial statements comply with the *Local Government Act 1999, Local Government (Financial Management) Regulations 2011 and Australian Accounting Standards*.

- the financial statements present a true and fair view of the Authority's financial position at 30 June 2020 and the results of its operations and cashflows for the financial year.

- internal controls implemented by the Authority provide a reasonable assurance that the Authority's financial records are complete, accurate and reliable throughout the financial year.

- the financial statements accurately reflect the Authority's accounting and other records.



.....
Mark Booth
Chairman



.....
Chris Adams
Chief Executive Officer

Dated the 7th day of September 2020

SOUTHERN REGION WASTE RESOURCE AUTHORITY

STATEMENT OF COMPREHENSIVE INCOME for the financial year ended 30 June 2020

	Notes	2020 \$'000	2019 \$'000
INCOME			
User charges	2	10,746	10,578
Investment income	2	501	647
Other Income	2	493	464
Net gain - equity accounted Joint Venture	15	745	437
Total Income		12,485	12,126
EXPENSES			
Employee costs	3	1,248	1,301
Materials, contracts & other expenses	3	9,719	9,445
Depreciation, amortisation & impairment	3	860	868
Other Expenses	3	-	-
Net loss - equity accounted Joint Venture	15	-	-
Total Expenses		11,827	11,614
OPERATING SURPLUS / (DEFICIT)		658	512
Net gain (loss) on disposal of assets	4	-	(9)
Amounts received specifically for new or upgraded assets		-	-
NET SURPLUS / (DEFICIT)		658	503
Other Comprehensive Income			
Changes in revaluation surplus - property, plant & equipment		1,222	-
Total Other Comprehensive Income		1,222	-
TOTAL COMPREHENSIVE INCOME		1,880	503

This Statement is to be read in conjunction with the attached Notes.

SOUTHERN REGION WASTE RESOURCE AUTHORITY

STATEMENT OF FINANCIAL POSITION as at 30 June 2020

		2020	2019
	Notes	\$'000	\$'000
ASSETS			
Current Assets			
Cash and cash equivalents	5	15,506	17,497
Trade & other receivables	5	2,230	1,666
Inventories	5	-	-
		<u>17,736</u>	<u>19,163</u>
Total Current Assets		<u>17,736</u>	<u>19,163</u>
Non-current Assets			
Equity Accounted Joint Venture	15	677	832
Property, Plant & Equipment	6	19,319	15,440
		<u>19,996</u>	<u>16,272</u>
Total Non-current Assets		<u>19,996</u>	<u>16,272</u>
Total Assets		<u>37,732</u>	<u>35,435</u>
LIABILITIES			
Current Liabilities			
Trade & Other Payables	7	2,339	2,201
Provisions	7	145	126
		<u>2,484</u>	<u>2,327</u>
Total Current Liabilities		<u>2,484</u>	<u>2,327</u>
Non-current Liabilities			
Provisions	7	13,735	13,475
		<u>13,735</u>	<u>13,475</u>
Total Non-current Liabilities		<u>13,735</u>	<u>13,475</u>
Total Liabilities		<u>16,219</u>	<u>15,802</u>
NET ASSETS		<u>21,513</u>	<u>19,633</u>
EQUITY			
Accumulated Surplus		20,291	19,633
Asset Revaluation Reserve		1,222	-
TOTAL EQUITY		<u>21,513</u>	<u>19,633</u>

This Statement is to be read in conjunction with the attached Notes.

SOUTHERN REGION WASTE RESOURCE AUTHORITY

STATEMENT OF CHANGES IN EQUITY for the financial year ended 30 June 2020

2020	Accumulated Surplus	Asset Revaluation Reserve	Total Equity
Notes	\$'000	\$'000	\$'000
Balance at end of previous reporting period	19,633	-	19,633
Net Surplus/ (Deficit) for Year	658		658
Other Comprehensive Income			
Gain on revaluation of infrastructure, property, plant & equipment		1,222	1,222
Transfers between reserves		-	
Distributions to Member Councils			
Balance at end of period	20,291	1,222	21,513

2019	Accumulated Surplus	Asset Revaluation Reserve	Total Equity
Notes	\$'000	\$'000	\$'000
Balance at end of previous reporting period	19,130		19,130
Net Surplus/ (Deficit) for Year	503		503
Other Comprehensive Income			
Gain on revaluation of infrastructure, property, plant & equipment			-
Transfers between reserves			
Distributions to Member Councils			
Balance at end of period	19,633	-	19,633

This Statement is to be read in conjunction with the attached Notes

SOUTHERN REGION WASTE RESOURCE AUTHORITY

STATEMENT OF CASH FLOWS

for the year ended 30 June 2020

	Notes	2020 \$'000	2019 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Operating receipts		11,743	12,337
Investment receipts		501	647
Payments			
Operating payments to suppliers & employees		(11,886)	(11,965)
Net Cash provided by (or used in) Operating Activities	8 (b)	<u>358</u>	<u>1,019</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Receipts			
Amounts specifically for new or upgraded assets		-	-
Sale of surplus assets		-	21
Distributions received from equity accounted Joint Venture	15	900	490
Payments			
Expenditure on renewal/replacement of assets		(759)	(256)
Expenditure on new/upgraded assets		(2,490)	(120)
Capital contributed to equity accounted Joint Venture	15	-	-
Net Cash provided by (or used in) Investing Activities		<u>(2,349)</u>	<u>135</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments			
Distribution to Member Councils		-	-
Net Cash provided by (or used in) Financing Activities		<u>-</u>	<u>-</u>
Net Increase (Decrease) in cash held		(1,991)	1,154
Cash & cash equivalents at beginning of period		17,497	16,343
Cash & cash equivalents at end of period	8 (a)	<u><u>15,506</u></u>	<u><u>17,497</u></u>

This Statement is to be read in conjunction with the attached Notes

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 1 - SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

1 Basis of Preparation

1.1 Compliance with Australian equivalents to International Financial Reporting Standards

This general purpose financial report has been prepared in accordance with Australian equivalents to International Financial Reporting Standards (AIFRS) as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board (AASB), Urgent Issues Group Interpretations (UIGs) and relevant South Australian legislation.

The Authority is a Local Government Authority Section 43 Regional Subsidiary under the control of City of Onkaparinga, City of Marion and the City of Holdfast Bay.

1.2 Historical Cost Convention

Except where stated below, these financial statements have been prepared in accordance with the historical cost convention.

1.3 Critical Accounting Estimates

The preparation of financial statements in conformity with AIFRS requires the use of certain critical accounting estimates, and requires management to exercise its judgement in applying the Authority's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of this Note.

1.4 Rounding

All amounts in the financial statements have been rounded to the nearest thousand dollars (\$'000).

2 The Local Government Reporting Entity

Southern Region Waste Resource Authority operates as a regional subsidiary pursuant to Section 43 of the SA Local Government Act 1999 and Section 25 of the Local Government Implementation Act 1999, and has its principal place of business at 112 Bakewell Dr, Seaford Heights SA 5169.

3 Income recognition

Income is measured at the fair value of the consideration received or receivable. Income is recognised when the Authority obtains control over the assets comprising the income, or when the amount due constitutes an enforceable debt, whichever first occurs.

4 Cash, Cash Equivalents and other Financial Instruments

Cash Assets include all amounts readily convertible to cash on hand at the Authority's option with an insignificant risk of changes in value with a maturity of three months or less from the date of acquisition.

Receivables are generally unsecured and do not bear interest.

All receivables are reviewed as at the reporting date and adequate allowance made for amounts the receipt of which is considered doubtful.

All financial instruments are recognised at fair value at the date of recognition. A detailed statement of the accounting policies applied to financial instruments forms part of Note 9.

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 1 - Significant Accounting Policies (cont)

5 Infrastructure, Property, Plant & Equipment

All non-current assets purchased or constructed are capitalised as the expenditure is incurred and depreciated as soon as the asset is held "ready for use".

5.1 Initial Recognition

All assets are initially recognised at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees and engineering design fees and all other costs incurred. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the Authority includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overhead.

Capital works still in progress at balance date are recognised as other non-current assets and transferred to infrastructure, property, plant & equipment when completed ready for use.

5.2 Materiality

Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by Authority for each type of asset. In determining (and in annually reviewing) such thresholds, regard is had to the nature of the asset and its estimated service life. No capitalisation threshold is applied to the acquisition of land or interests in land.

Capitalisation threshold applied of \$1,000 for all asset classes. Any purchases greater than this amount are capitalised and depreciated on the Authority's asset register.

5.3 Depreciation of Non-Current Assets

Other than land, all infrastructure, property, plant and equipment assets recognised are systematically depreciated over their useful lives in a manner which reflects the consumption of the service potential embodied in those assets.

Depreciation is recognised on a straight-line basis. Major depreciation periods for each class are shown below. Depreciation of Landfill Construction and Future Capping, Rehabilitation and Restoration costs are amortised proportionately to the rate of filling based upon the projected remaining airspace of landfill cells as at the beginning of the reporting period. The Authority annually assesses the remaining airspace of landfill cells and accordingly, depreciation and amortisation rates are adjusted to reflect these estimates. Depreciation periods for infrastructure assets have been estimated based on the best information available to the Authority, but appropriate records covering the entire life cycle of these assets are not available, and extreme care should be used in interpreting financial information based on these estimated.

Plant, Furniture & Equipment	3-10 years
Buildings	30-50 years
Waste Facility	10-15 years
Landfill construction	Amortised proportionately to rate of filling
Future capping costs	Amortised proportionately to rate of filling
Future rehabilitation and restoration costs	Amortised proportionately to rate of filling

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 1 - Significant Accounting Policies (cont)

6 Payables

6.1 Goods & Services

Creditors are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received. Creditors are normally paid 30 days after the month of invoice. No interest is payable on these amounts.

7 Employee Benefits

7.1 Salaries, Wages & Compensated Absences

Liabilities for employees' entitlements to salaries, wages and compensated absences expected to be paid or settled within 12 months of reporting date are accrued at nominal amounts (including payroll based oncosts) measured in accordance with AASB 119.

Liabilities for employee benefits not expected to be paid or settled within 12 months are measured as the present value of the estimated future cash outflows (including payroll based oncosts) to be made in respect of services provided by employees up to the reporting date. Present values are calculated using government guaranteed securities rates with similar maturity terms.

The Authority recognises all presently entitled liabilities as current liabilities regardless of whether it is expected to be paid within the preceding 12 months of reporting date.

7.2 Superannuation

The Authority makes employer superannuation contributions in respect of its employees to Statewide Super. The Scheme has two types of membership, each of which is funded differently.

Accumulation Fund Members

Accumulation fund members receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings in accordance with Superannuation Guarantee Legislation 9.5% in 2019/20 (9.5% in 2018/19). No further liability accrues to the employer as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

Salarylink (Defined Benefit Fund) Members

Defined benefit scheme is where the benefit payable is based on a formula determined by the member's contribution rate, number of years and level of contribution and final average salary. The Authority makes employer contributions as determined by the scheme's Trustee based on advice from the Scheme's Actuarial. The most recent actuarial investigation was conducted by the Fund's actuary, Louise Campbell, FIAA, of Willie Towers Watson as at 30 June 2020. The Trustee has determined that the current funding arrangements are adequate for the expected Salarylink liabilities. However, future financial and economic circumstances may require changes to the Authority's contribution rates at some future time.

The Authority also makes contributions to other superannuation schemes selected by employees under the 'choice of fund' legislation. All such schemes are of the accumulation type, where the superannuation benefits accruing to the employee are represented by their share of the new assets of the scheme, and no further liability attaches to the Authority.

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 1 - Significant Accounting Policies (cont)

8 Provisions for Landfill Capping, Rehabilitation and Restoration Costs

The Authority's provision for landfill capping, post closure rehabilitation costs and restoration costs are calculated based on the net present value of the future cash outflows expected to be incurred to remediate the landfill which will include the costs of capping, rehabilitating and restoring the landfill site. The measurement of the provisions requires significant estimates and assumptions such as discount rate, inflation rate, assessment of the requirements of the Environment Protection Authority (EPA) or other government authorities, the timing, extent and costs of activities required and the area of the landfill to be remediated, which is determined by volumetric aerial surveys. These uncertainties may result in future actual expenditure differing from the amounts currently provided. Expenditure relating to ongoing rehabilitation and restoration will reduce any provision previously established.

The Authority monitors the remaining airspace, the airspace consumption efficiency (compaction) ratio, the discount rate and the inflation rate used to calculate the net present value of the future landing capping, rehabilitation and restoration costs on an annual basis and makes adjustments to the liability as required to ensure an accurate projected cost of the liability is showing in the balance sheet.

A complete review of all future capping, rehabilitation and restoration costs including a review of all the key assumptions and estimates in relation to the measurement of these costs is performed on a regular basis with the assistance of external consultants to ensure all projected costs have been independently verified.

The dates of the last review of the key assumptions and estimates in relation to the measurement of the future capping, rehabilitation and restoration costs are shown below:

Costs	Effective Date	Independent Assessor
Capping costs	30 June 2019	Golder Associates
Restoration costs	30 June 2018	Golder Associates
Rehabilitation costs	30 June 2016	Katalyse Pty Ltd

9 Inventory

Inventory held by the Authority reflect materials stored on site which have either been purchased or gifted which will be used for future Cell and Capping construction works to be undertaken in future years.

10 GST Implications

In accordance with UIG Abstract 1031 "Accounting for the Goods & Services Tax". Receivables and Creditors include GST receivable and payable. Except in relation to input taxed activities, revenues and operating expenditures exclude GST receivable and payable. Non-current assets and capital expenditures include GST net of any recoupment.

Amounts included in the Statement of Cash Flows are disclosed on a gross basis.

11 Comparative Information

Comparative information has been reclassified to be consistent with the current year disclosure of equivalent information in accordance with AIFRS.

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 1 - Significant Accounting Policies (cont)

12 New Accounting Standards

As a result of the introduction of AASB 15 *Revenue from Contracts with Customers*, AASB 16 *Leases* and AASB 1058 *Income of Not-for-Profit Entities* which came into effect as from 1 July 2019 for the Authority, an assessment of these new accounting standards determined that these standards do not have an impact on the existing accounting policies of the Authority. The Authority has no deferred revenue arrangements nor entered into any long-term lease arrangements.

13 Valuation of Land and Building Assets

Building assets held by the Authority were valued by Opteon (South Australia) Pty Ltd with an effective valuation date of 30 June 2014 applied for financial reporting purposes. Assets were valued to their market value based on highest and best use. All purchases made post 30 June 2014 have been recorded at cost.

Land assets held by the Authority were valued by AssetVal with an effective valuation date of 30 June 2020 applied for financial reporting purposes. Where there is an active and liquid market as evidenced by sales transactions of similar property types, a Market approach by way of Direct Comparison or Income methods were utilised. Some parcels of land are subject to restrictions as to use and sale and the value of these land assets has been determined after considering suitable market evidence and making necessary adjustment to account for these restrictions.

14 Valuation of Landfill Assets

Landfill assets comprise the acquisition of landfills, cell development costs, landfill improvements costs and the assets related to future landfill capping, rehabilitation and restoration costs.

Assets related to future landfill capping, rehabilitation and restoration costs are valued based on the net present value of the future cash outflows expected to remediate the landfill which will include the costs of capping, rehabilitating and restoring the landfill asset. The assumptions used to estimate these costs and details of their regular review are described in item 8 – Provision for Landfill Capping, Rehabilitation and Restoration Costs.

All landfill assets are amortised proportionately to the rate of filling as described in item 5.3 Depreciation of Non-Current Assets.

15 COVID-19

Given the nature of the business activities undertaken by the Authority, there has been no restrictions imposed on waste processing operations of the Authority due to government enforced restrictions introduced as a result of the COVID-19 pandemic event.

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 2 - INCOME

	Notes	2020 \$'000	2019 \$'000
USER CHARGES			
Landfill Operations		10,746	10,578
		10,746	10,578
INVESTMENT INCOME			
Interest on investments			
Local Government Finance Authority		249	421
Banks & other		12	18
Investment property rental income		240	208
		501	647
OTHER INCOME			
Other Income		204	63
Southern Recycling Centre		289	401
		493	464

Note 3 - EXPENSES

EMPLOYEE COSTS			
Salaries and Wages		1,151	1,146
Employee leave expense		10	12
Superannuation		102	95
Workers' Compensation Insurance		58	48
Less: Capitalised and distributed costs		(73)	-
Total Operating Employee Costs		1,248	1,301
Total Number of FTE Employees		13	13
MATERIALS, CONTRACTS & OTHER EXPENSES			
Prescribed Expenses			
Auditor's Remuneration		19	19
Board Expenses		39	41
Subtotal - Prescribed Expenses		58	60
Other Materials, Contracts & Expenses			
Contractors		271	418
Fuel		161	132
Equipment Hire		18	-
Maintenance		217	270
Legal Expenses		32	16
Levies paid- EPA Levy		8,542	8,010
Professional services		12	36
Southern Recycling Centre		183	255
Sundry		225	248
Subtotal - Other Materials, Contracts & Expenses		9,661	9,385
		9,719	9,445

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 3 - EXPENSES (cont)

	Notes	2020 \$'000	2019 \$'000
DEPRECIATION, AMORTISATION & IMPAIRMENT			
Depreciation			
Landfill Construction		439	374
Buildings & Waste Facility		138	143
Plant & Equipment		283	351
Impairment	6	-	-
		<u>860</u>	<u>868</u>
OTHER EXPENSES			
Transfer to Provision of Cell 3-1 & 3-2 Capping		-	-
		<u>-</u>	<u>-</u>

Note 4 - ASSET DISPOSALS

PROPERTY, PLANT & EQUIPMENT			
Proceeds from disposal		-	21
Less: Carrying amount of assets sold		-	(30)
Gain (Loss) on disposal		<u>-</u>	<u>(9)</u>

Note 5 - CURRENT ASSETS

CASH & EQUIVALENT ASSETS			
Cash on Hand and at Bank		1,601	1,755
Short Term Deposits & Bills, etc		13,905	15,742
		<u>15,506</u>	<u>17,497</u>
TRADE & OTHER RECEIVABLES			
Accrued Revenues		23	37
Debtors - general		2,207	1,626
Prepayments		-	3
		<u>2,230</u>	<u>1,666</u>
INVENTORIES			
Stores & Materials		-	-
		<u>-</u>	<u>-</u>

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 6 - PROPERTY, PLANT & EQUIPMENT

	2019				2020			
	\$'000				\$'000			
	AT FAIR VALUE	AT COST	ACCUM DEP'N	CARRYING AMOUNT	AT FAIR VALUE	AT COST	ACCUM DEP'N	CARRYING AMOUNT
Land	1,427	2,556	-	3,983	5,205	-	-	5,205
Buildings	560	4,044	(634)	3,970	560	4,081	(772)	3,869
Plant & Equipment	-	4,600	(2,980)	1,620	-	5,350	(3,252)	2,098
Office Equipment	-	153	(123)	30	-	160	(133)	27
Super Cell	-	7,565	(5,195)	2,370	-	8,202	(5,391)	2,811
Super Cell Capping	5,269	-	(2,183)	3,086	5,426	-	(2,395)	3,031
Post Closure Rehabilitation	6,064	-	(5,774)	290	6,143	-	(5,799)	344
Future Restoration Costs	4,196	-	(4,161)	35	4,228	-	(4,165)	63
Work in Progress	-	56	-	56	-	1,871	-	1,871
TOTAL PROPERTY, PLANT & EQUIPMENT	17,516	18,974	(21,050)	15,440	21,562	19,664	(21,907)	19,319
Comparatives	1,987	33,787	(20,194)	15,580	17,516	18,974	(21,050)	15,440

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 6 - PROPERTY, PLANT & EQUIPMENT

	2019	CARRYING AMOUNT MOVEMENTS DURING YEAR							2020
	\$'000	\$'000							\$'000
	CARRYING AMOUNT	Additions		Disposals	Depreciation	Revaluation	Adjustments	Transfer	CARRYING AMOUNT
	Capital	Renewals							
Land	3,983	-	-	-	-	1,222	-	-	5,205
Buildings	3,970	37	-	-	(138)	-	-	-	3,869
Plant, Equipment & Motor Vehicles	1,620	-	752	-	(274)	-	-	-	2,098
Office Equipment	30	-	7	-	(9)	-	(1)	-	27
Super Cell	2,370	637	-	-	(196)	-	-	-	2,811
Super Cell Capping	3,086	157	-	-	(215)	-	3	-	3,031
Post Closure Rehabilitation	290	79	-	-	(24)	-	(1)	-	344
Future Restoration Costs	35	32	-	-	(4)	-	-	-	63
Work in Progress	56	1,851	-	-	-	-	1	(37)	1,871
TOTAL PROPERTY, PLANT & EQUIPMENT	15,440	2,793	759	-	(860)	1,222	2	(37)	19,319
Comparatives	15,580	629	256	(30)	(868)	-	(127)	-	15,440

This Note continues on the following pages.

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the financial year ended 30 June 2020

Note 7 - LIABILITIES

	Notes	2020 \$'000		2019 \$'000	
		Current	Non-current	Current	Non-current
TRADE & OTHER PAYABLES					
Goods & Services		2,323	-	2,139	-
Payments received in advance		16	-	16	-
Accrued expenses - other		-	-	46	-
		2,339	-	2,201	-

PROVISIONS

Annual Leave	80	-	66	-
Long Service Leave	65	17	60	25
Super Cell Capping	-	7,980	-	7,823
Post Closure Rehabilitation	-	4,064	-	3,985
Future Restoration Costs	-	1,674	-	1,642
	145	13,735	126	13,475

Movements in Provisions	Opening Balance	Additional Amounts Recognised/ (Derecognised)	Transfers	Closing Balance
Super Cell Capping	7,823	157	-	7,980
Post Closure Rehabilitation	3,985	79	-	4,064
Future Restoration Costs	1,642	32	-	1,674
Total	13,450	268	-	13,718

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 8 - RECONCILIATION OF CASH FLOW STATEMENT

(a) Reconciliation of Cash

Cash Assets comprise highly liquid investments with short periods to maturity subject to insignificant risk of changes of value. Cash at the end of the reporting period as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:

	Notes	2020 \$'000	2019 \$'000
Total cash & equivalent assets	5	15,506	17,497
Less: Short-term borrowings		-	-
Balances per Cash Flow Statement		<u>15,506</u>	<u>17,497</u>

(b) Reconciliation of Change in Net Assets to Cash from Operating Activities

Net Surplus (Deficit)	658	503
Non-cash items in Income Statement		
Depreciation, amortisation & impairment	860	868
Net (Gain) loss in Equity Movement Joint Venture	(745)	(437)
Movement in Landfill Provisions	-	-
Work in Progress Write-Off	-	127
Net (Gain) Loss on Disposals	-	9
	<u>773</u>	<u>1,070</u>
Add (Less): Changes in Net Current Assets		
Net (increase) decrease in receivables	(564)	173
Net increase (decrease) in trade & other payables	138	(235)
Net increase (decrease) in other provisions	11	11
Net Cash provided by (or used in) operations	<u>358</u>	<u>1,019</u>

(c) Non-Cash Financing and Investing Activities

Acquisition of assets by means of:

- Physical resources received free of charge
- Non-cash grants & contributions

Amounts recognised in Income Statement

- Finance Leases

	-	-
	-	-
	-	-
	-	-
	-	-

(d) Financing Arrangements

Unrestricted access was available at balance date to the following lines of credit:

Corporate Credit Cards	18	18
------------------------	----	----

The Authority has no bank overdraft facility.

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 9 - FINANCIAL INSTRUMENTS

Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits	Accounting Policy: Carried at lower of cost and net realisable value; Interest is recognised when earned. Terms & conditions: Deposits are returning fixed interest rates of 0.25 - 1.15% (2019: 1.25 - 2.25%). Short term deposits have an average maturity of 90 days (2019: 90 days). Carrying amount: approximates fair value due to the short term to maturity.
Receivables - Gate Fees & Associated Charges	Accounting Policy: Carried at nominal values less any allowance for doubtful debts. An allowance for doubtful debts is recognised (and re-assessed annually) when collection in full is no longer probable. Carrying amount: approximates fair value (after deduction of any allowance).
Liabilities - Creditors and Accruals	Accounting Policy: Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Authority. Terms & conditions: Liabilities are normally settled on 30 day terms. Carrying amount: approximates fair value.

Net Fair Value

All carrying values approximate fair value for all recognised financial instruments. There is no recognised market for the financial assets of the Authority.

Risk Exposures

Credit Risk represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Authority is the carrying amount, net of any provision for doubtful debts. All investments are made with the SA Local Government Finance Authority and the ANZ Bank. There is no material exposure to any individual debtor.

Market Risk is the risk that fair values of financial assets will fluctuate as a result of changes in market prices. All of the Authority's financial assets are denominated in Australian dollars and are not traded on any market, and hence neither market risk nor currency risk apply.

Liquidity Risk is the risk that the Authority will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Policy (LGA Information Paper 15), liabilities have a range of maturity dates based on cash inflows.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. Most of the Authority's financial instruments are at fixed rates. Any such variations in future cash flows will not be material in effect on either the Authority's incomes or expenditures.

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 9 (cont) - FINANCIAL INSTRUMENTS

Liquidity Analysis

	≤ 1 year	Maturity > 1 year ≤ 5 years	> 5 years	Non- interest bearing	Total
2020	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets					
Cash & Equivalents	15,506	-	-	-	15,506
Receivables	-	-	-	2,230	2,230
Total	15,506	-	-	2,230	17,736
Financial Liabilities					
Payables	-	-	-	2,339	2,339
Total	-	-	-	2,339	2,339

	≤ 1 year	Maturity > 1 year ≤ 5 years	> 5 years	Non- interest bearing	Total
2019	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets					
Cash & Equivalents	17,497	-	-	-	17,497
Receivables	-	-	-	1,666	1,666
Total	17,497	-	-	1,666	19,163
Financial Liabilities					
Payables	-	-	-	2,201	2,201
Total	-	-	-	2,201	2,201

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the financial year ended 30 June 2020

Note 10 - COMMITMENTS FOR EXPENDITURE

	2020 \$'000	2019 \$'000
Capital Commitments		
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Committed Projects	12,580	-
	<u>12,580</u>	<u>-</u>
Other Expenditure Commitments		
Other expenditure committed for (excluding inventories) at the reporting date but not recognised in the financial statements as liabilities:		
Audit Services	-	19
	<u>-</u>	<u>19</u>
These expenditures are payable:		
Not later than one year	-	19
Later than one year and not later than 5 years	-	-
Later than 5 years	-	-
	<u>-</u>	<u>19</u>

Note 11 - CONTINGENCIES & ASSETS & LIABILITIES NOT RECOGNISED IN THE STATEMENT OF

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position but knowledge of those items is considered relevant to users of the financial report in making and evaluating decisions about the allocation of scarce resources.

1. Potential Insurance Losses

The Authority insures against all known insurable risks using a range of insurance policies, each of which is subject to a deductible "insurance excess", the amount of which varies according to the class of insurance.

2. Legal Expenses

All known costs have been recognised.

Note 12 - EVENTS OCCURRING AFTER REPORTING DATE

There were no events subsequent to 30 June 2020 that need to be disclosed in the financial statements.

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 13 - UNIFORM PRESENTATION OF FINANCES

The following is a high level summary of both operating and capital investment activities of the Authority prepared on a uniform and consistent basis. The uniform presentation represents a simplified version of reporting under the Government Finance Statistics (GFS) framework of the Australian Bureau of Statistics.

	2020 \$'000	2019 \$'000
Income	12,485	12,126
less Expenses	(11,827)	(11,614)
Operating Surplus / (Deficit)	<u>658</u>	<u>512</u>
Net Outlays on Existing Assets		
Capital Expenditure on renewal and replacement of Existing Assets	(759)	(256)
Depreciation, Amortisation, Impairment and Movement in Landfill Provisions	860	868
Proceeds from Sale of Replaced Assets	-	-
	<u>101</u>	<u>612</u>
Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets	(2,490)	(120)
Amounts received specifically for New and Upgraded Assets	-	-
Proceeds from Sale of Surplus Assets	-	21
	<u>(2,490)</u>	<u>(99)</u>
Net Lending / (Borrowing) for Financial Year	<u>(1,731)</u>	<u>1,025</u>

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 14 - DISCLOSURES OF RELATED PARTY TRANSACTIONS

The Key Management Personnel include the Chair of the Board, Chief Executive and other officers prescribed under Section 112 of the *Local Government Act 1999*. The following payments were made to Key Management Personnel during the year:

	2020 \$'000
Salaries, allowances & other short term benefits	404
Post-employment benefits	-
Long term benefits	-
Termination Benefits	37
TOTAL	441

Transactions with Related Parties:

The following transactions occurred with Related Parties:

Related Party Entity	Sale of Goods and Services \$'000	Amounts Outstanding from Related Parties \$'000	Description of Services Provided to Related Parties
City of Onkaparinga	5,329	747	Provision of waste disposal services
City of Holdfast Bay	969	101	Provision of waste disposal services
City of Marion	2,409	339	Provision of waste disposal services
Southern Recycling Centre	7,030	591	Provision of waste disposal services

Amounts recorded as outstanding from Related Parties are recorded in Trade and other receivables in Note 5.

The Authority has a total amount outstanding of \$0.303m to the Southern Recycling Centre as at 30 June 2020

The Related Parties disclosed above are equity owners of the Authority and are referred to as Member Councils. Member Councils have equal representation on the Board of the Authority and accordingly have significant influence on the financial and operating decisions of the Authority. No one Member Council individually has control of those policies.

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the financial year ended 30 June 2020

Note 15 - EQUITY ACCOUNTED JOINT VENTURE

Southern Recycling Centre (SRC)

The Authority has entered into a joint venture arrangement with Integrated Waste Services Pty Ltd to operate the Southern Recycling Centre located on the Authority's landfill site.

	2020 \$'000	2019 \$'000
The Authority's respective interests are:		
- interest in operating result:	50.00%	50.00%
- ownership of equity	49.99%	49.99%
- the proportion of voting power	50.00%	50.00%
<u>Movement in Investment in Joint Operation:</u>		
Opening Balance	832	885
New Capital Contributions	-	-
Share in Operating Result	745	437
Equity Adjustment	-	-
Distributions Received	(900)	(490)
Share in Equity of Joint Operation	677	832

Expenditure Commitments

There were no expenditure commitments at reporting date that required to be recognised in the financial statements.

Contingent Liabilities

There were no contingent liabilities at reporting date that required to be recognised in the financial statements.

SOUTHERN REGION WASTE RESOURCE AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2020

Note 16 - FAIR VALUE MEASUREMENTS

The Authority measures and recognises the following assets at fair value on a recurring basis after initial recognition:

- Land assets.

The Authority does not subsequently measure any liabilities at fair value on a recurring basis, or any assets or liabilities at fair value on a non-recurring basis.

(a) Fair value hierarchy

AASB 13: *Fair Value Measurement* requires the disclosure of fair value information according to the relevant level in the fair value hierarchy. This hierarchy categorises fair value measurements into one of three possible levels based on the lowest level that a significant input can be categorised into. The levels are outlined below:

Level 1	Level 2	Level 3
Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.	Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.	Measurements based on unobservable inputs for the asset or liability.

The fair value of assets and liabilities that are not traded in an active market is determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

Valuation techniques

The Authority selects valuation techniques that are appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the association are consistent with one or more of the following valuation approaches:

- **Market approach:** uses prices and other relevant information generated by market transactions involving identical or similar assets or liabilities.
- **Income approach:** converts estimated future cash flows or income and expenses into a single current (i.e. discounted) value.
- **Cost approach:** reflects the current replacement cost of an asset at its current service capacity.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the Authority gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data are not available and therefore are developed using the best information available about such assumptions are considered unobservable.



Southern Region Waste Resource Authority

Audit Committee – Auditor Independence

Presiding Member Certification

I, Greg Connor, the person occupying the position of Presiding Member of the Southern Region Waste Resource Authority's Audit Committee, do hereby certify (for the purposes of Regulation 21 (3) of the Local Government (Financial Management) Regulations 2011), that the auditor of the Southern Region Waste Resource Authority, Galpins, has not been engaged by the Southern Region Waste Resource Authority to provide services to the Southern Region Waste Resource Authority outside the scope of the audit functions under the Local Government Act 1999.



.....
Greg Connor
Presiding Member
Southern Region Waste Resource Authority Audit Committee

26/8/2020
.....
Dated

Galpins

Accountants, Auditors
& Business Consultants

David Chant CA, FCPA
Simon Smith CA, FCPA
David Sullivan CA, CPA
Jason Seidel CA
Renae Nicholson CA
Tim Muhlhausler CA
Aaron Coonan CA
Luke Williams CA, CPA
Daniel Moon CA



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under Professional Standards Legislation

SOUTHERN REGION WASTE RESOURCE AUTHORITY

GENERAL PURPOSE FINANCIAL STATEMENTS For the year ended 30 June 2020

Statement by Auditor

I confirm that, for the audit of the financial statements of the Southern Region Waste Resource Authority for the year ended 30 June 2020, I have maintained my independence in accordance with the requirements of APES 110 – *Code of Ethics for Professional Accountants (including Independence Standards)*, Part 4A, published by the Accounting Professional and Ethical Standards Board, in accordance with the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22 (5) *Local Government (Financial Management) Regulation 2011*.

GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS

A handwritten signature in blue ink, appearing to read 'Simon Smith'.

Simon Smith FCPA, Registered Company Auditor

Partner

08 / 09 / 2020

David Chant CA, ICMA
Simon Smith CA, ICMA
David Sullivan CA, CPA
Jason Seidel CA
Renae Nicholson CA
Tim Muhlhauser CA
Aaron Coonan CA
Luke Williams CA, CPA
Daniel Moon CA



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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE SOUTHERN REGION WASTE RESOURCE AUTHORITY

INDEPENDENT ASSURANCE REPORT ON THE INTERNAL CONTROLS OF THE SOUTHERN REGION WASTE RESOURCE AUTHORITY

Opinion

We have audited the compliance of the Southern Region Waste Resource Authority ("the Authority") with the requirements of *Section 125 of the Local Government Act 1999* in relation only to the Internal Controls established by the Authority to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities for the period 1 July 2019 to 30 June 2020 have been conducted properly and in accordance with law.

In our opinion, the Authority has complied, in all material respects, with Section 125 of the *Local Government Act 1999* in relation to internal controls established by the Authority in relation to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities so as to provide reasonable assurance that the financial transactions of the Authority have been conducted properly and in accordance with law for the period 1 July 2019 to 30 June 2020.

Basis for Opinion

We conducted our engagement in accordance with applicable Australian Standards on Assurance Engagement ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* and ASAE 3150 *Assurance Engagement on Controls*, issued by the Australian Auditing and Assurance Standards Board, in order to state whether, in all material respects, the Authority has complied with Section 125 of the *Local Government Act 1999* in relation only to the internal controls specified above for the period 1 July 2019 to 30 June 2020. ASAE 3000 also requires us to comply with the relevant ethical requirements of the Australian professional accounting bodies.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

The Authority's Responsibility for Internal Control

The Authority is responsible for implementing and maintaining an adequate system of internal controls, in accordance with *Section 125 of the Local Government Act 1999* to ensure that the receipt, expenditure and investment of money, with acquisition and disposal of property, and incurring of liabilities have been conducted properly and in accordance with law.

Our Independence and Quality Control

We have complied with the independence and other relevant ethical requirements relating to assurance engagements, and applied Auditing Standard ASQC 1 *Quality Control for Firms that Performs Audits and Reviews of Financial Reports and Other Financial Information, and Other Assurance Engagements* in undertaking this assurance engagement.

Auditor's responsibility

Our responsibility is to express an opinion on the Authority's compliance with Section 125 of the *Local Government Act 1999* in relation only to the internal controls established by the Authority to ensure that financial transactions relating to receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities, based on our procedures. Our engagement has been conducted in accordance with applicable Australian Standards on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Information* and ASAE 3150 *Assurance Engagements on Controls*, issued by the Australian Auditing and Assurance Standards Board, in order to state whether, in all material respects, the Authority has complied with Section 125 of the *Local Government Act 1999* in relation only to the internal controls specified above for the period 1 July 2019 to 30 June 2020. ASAE 3000 also requires us to comply with the relevant ethical requirements for the Australian professional accounting bodies.

Limitations of Controls

Because of the inherent limitations of any internal control structure it is possible that, even if the controls are suitably designed and operating effectively, the control objectives may not be achieved so that fraud, error, or non-compliance with laws and regulations may occur and not be detected.

An assurance engagement on controls is not designed to detect all instances of controls operating ineffectively as it is not performed continuously throughout the period and the tests performed are on a sample basis. Any projection of the outcome of the evaluation of controls to future periods is subject to the risk that the controls may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.

Limitations of Use

This report has been prepared for the members of the Authority in Accordance with *Section 129 of the Local Government Act 1999* in relation to the Internal Controls Specified above. We disclaim any assumption of responsibility for any reliance on this report to any persons or users other than the members of the Authority, or for any purpose other than which it was prepared.

GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS



Simon Smith FCPA, Registered Company Auditor

Partner

08 / 09/ 2020

David Chant CA, ICMA
Simon Smith CA, ICMA
David Sullivan CA, CPA
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INDEPENDENT AUDITOR'S REPORT

To the members of the Southern Region Waste Resource Authority

Report on the Audit of the Financial Report

Opinion

We have audited the accompanying financial report of the Southern Region Waste Resource Authority ("the Authority"), which comprises the balance sheet as at 30 June 2020, the statement of comprehensive income, statement of changes in equity and cash flow statement for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information and the statement by the Executive Officer and the Chairman.

In our opinion, the accompanying financial report presents fairly, in all material aspects, the financial position of the Authority as at 30 June 2020, and its financial performance and its cash flows for the year then ended in accordance with the Australian Accounting Standards, *Local Government Act 1999 and Local Government (Financial Management) Regulations 2011*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibility for the Financial Report

The Authority is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations), the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* and for such internal control as the Authority determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Authority is responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Authority's financial reporting process.

Auditor's Responsibility for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit of the financial report in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit of the financial report in order to design procedures that are appropriate in the circumstances, but for the purpose of expressing an opinion on the effectiveness of the Authority's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS



Simon Smith FCPA, Registered Company Auditor

Partner

08 / 09 / 2020



**Southern Region Waste Resource Authority
Board Chairperson – Auditor Independence**

I, Mark Booth, the person occupying the position of Chairperson of the Southern Region Waste Resource Authority's Board, do hereby certify (for the purposes of Regulation 22 (3) of the Local Government (Financial Management) Regulations 2011), that the auditor of the Southern Region Waste Resource Authority, Galpins, has not been engaged by the Southern Region Waste Resource Authority to provide services to the Southern Region Waste Resource Authority outside of the scope of the audit functions under the Local Government Act 1999.


.....
Mark Booth
Chairperson
Southern Region Waste Resource Authority Board

7 / 9 / 20
.....
Dated

**Chief Executive Officer's Certificate of Compliance
Auditor Independence
Southern Region Waste Resource Authority**

I, Scott Ashby the person for the time being occupying the position of Chief Executive Officer of the City of Onkaparinga, being a Constituent Council of the Southern Region Waste Resource Authority, do hereby certify (for the purposes of Regulation 22 (3) of the *Local Government (Financial Management) Regulations 2011*), that the auditor of the subsidiary, Galpins, has not been engaged by the subsidiary to provide services to the subsidiary outside of the scope of the audit functions under the *Local Government Act 1999*.



Scott Ashby
Chief Executive Officer
City of Onkaparinga

15/9/20
Dated



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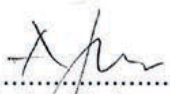
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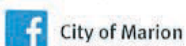
**Chief Executive Officer's Certificate of Compliance
Auditor Independence
Southern Region Waste Resource Authority**

I, Adrian Skull, the person for the time being occupying the position of Chief Executive Officer of the City of Marion, being a Constituent Council of the Southern Region Waste Resource Authority, do hereby certify (for the purposes of Regulation 22 (3) of the Local Government (Financial Management) Regulations 2011), that the auditor of the subsidiary, Galpins, has not been engaged by the subsidiary to provide services to the subsidiary outside of the scope of the audit functions under the Local Government Act 1999.


.....
Adrian Skull
Chief Executive Officer
City of Marion

3/9/2020
.....
Dated

The City of Marion acknowledges it is part of Kaurna land and recognises the Kaurna people
as the traditional and continuing custodians of the land.



City of Marion



@CityofMarion



City of Marion



@CityofMarion

marion.sa.gov.au



holdfast.sa.gov.au

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**Chief Executive Officer's Certificate of Compliance
Auditor Independence
Southern Region Waste Resource Authority**

I, Roberto Bria, the person for the time being occupying the position of Chief Executive Officer of the City of Holdfast Bay, being a Constituent Council of the Southern Region Waste Resource Authority, do hereby certify (for the purposes of Regulation 22 (3) of the Local Government (Financial Management) Regulations 2011), that the auditor of the subsidiary, Galpins, has not been engaged by the subsidiary to provide services to the subsidiary outside of the scope of the audit functions under the Local Government Act 1999.

.....
Roberto Bria
Chief Executive Officer
City of Holdfast Bay

4 / 9 / 2020
.....
Dated

ATTENDANCE AT BOARD MEETINGS

BOARD MEMBERS	MEETINGS HELD WHILST MEMBER	MEETINGS ATTENDED
CHAIRMAN Mark Booth	8	7
CITY OF ONKAPARINGA Kirk Richardson	8	8
CITY OF ONKAPARINGA Richard Peat	8	5
CITY OF MARION Adrian Skull	8	3
CITY OF MARION Ian Crossland	8	4
CITY OF HOLDFAST BAY Roberto Bria	8	8
CITY OF HOLDFAST BAY John Smedley	8	7
DEPUTY BOARD MEMBERS		
Please Note: Deputy Members are only required to attend a Meeting when the Member is an apology		
CITY OF ONKAPARINGA Heidi Greaves	8	2
CITY OF MARION Bruce Hull	8	1
CITY OF MARION Ray Barnwell	8	4
CITY OF MARION Sorana Dinmore <i>Proxy Representative for Adrian Skull</i>	3	3
CITY OF HOLDFAST BAY Clare Lindop	8	5

ATTENDANCE AT AUDIT COMMITTEE MEETINGS

	MEETINGS HELD WHILST MEMBER	MEETINGS ATTENDED
Please Note: Deputy Members are only required to attend a Meeting when the Member is an apology		
PRESIDING MEMBER Greg Connor	4	4
David Powell	4	4
Sam Spadavecchia	4	4
Mark Booth	4	4
John Smedley <i>Deputy SRWRA Representative</i>	4	0

PERFORMANCE AGAINST BUSINESS PLAN

Each year SRWRA prepares an Annual Business Plan that is submitted to the Constituent Councils detailing its aims and objectives.

AIMS, OBJECTIVES AND KEY MEASURES	STATUS
RESOURCE RECOVERY OBJECTIVES	
Complete recycling shed extension	Achieved
Progress Materials Recovery Facility and Solar Farm	Achieved
Identify and assess the feasibility of advanced waste treatments opportunities as they arise	Achieved
Assess the feasibility of a bio-pad for either 'organics' from SRC or clean greens	Achieved
Identify and support potential markets/business opportunities for recovered resources	Achieved
Seek expert advice regarding the impact of planning and zoning to determine the best use of the buffer land	Achieved
RESOURCE RECOVERY KEY MEASURES	
Diversion of incoming waste material from landfill >25%	Achieved 39%
Future landfill airspace = 30 years	Achieved
Carbon emission offset >100,000 tonnes pa	Achieved
Deliver agreed projects on time and on budget	Achieved
STAKEHOLDER RELATIONSHIPS OBJECTIVES	
Establish and maintain consistent communication with stakeholders and communities to ensure SRWRA's role and capabilities are understood	Achieved
Provide information to Constituent Councils to support them with waste avoidance and positive waste behaviours and initiatives	Achieved
Identify industry initiatives and outcomes that are locally relevant and provide to Constituent Councils	Achieved



AIMS, OBJECTIVES AND KEY MEASURES	STATUS
STAKEHOLDER RELATIONSHIPS KEY MEASURES	
One presentation to Elected Members in each Constituent Council per annum	Achieved
Bi-monthly communication with Constituent Councils	Achieved
OPERATIONAL EXCELLENCE OBJECTIVES	
EPA Licence is renewed by 31 July 2019	Achieved
Update LEMP to reflect new EPA Licence	In Progress
Conduct review of Charter (due 2019)	In Progress
Review and update Governance Manual	In Progress
Review and update Policies and Procedures	Achieved
Implement 2019 Risk Evaluation Action Plan (WHS&IM)	Achieved
Future landfill rehabilitation and capping is assessed and funded over the lifetime of the site	Achieved
Deliver operating surplus	Achieved
Review fill plan and program supercell construction	Achieved
Establish strategic and operational KPI's	In Progress
OPERATIONAL EXCELLENCE MEASURES	
Maintain EPA Licence	Achieved
Reduction in the number of lost time injuries from the previous year	Achieved
Achieve or surpass operating surplus budget	Achieved



PROCUREMENT

SRWRA is committed to a fair, transparent and accountable process when acquiring goods and services, consistent with Section 49 of the Local Government Act 1999.

Each year goods and services are procured to support the delivery of the Annual Business Plan and Budget. The SRWRA Board has adopted the Procurement Policy to govern all procurement activities, excluding the purchase and disposal of land and other assets owned by the Authority.

In certain circumstances, the Authority may, after approval from its Board, waive application of this Policy and pursue a method which will bring the best outcome for the SRWRA. The Authority must record its reasons in writing for waiving application of this Policy.

Annual procurement performance:

NUMBER OF PROCUREMENT EVENTS	NUMBER OF PROCUREMENT POLICY WAIVERS
393	5

Key reasons for the granting of Procurement Policy waivers in the last 12 months include:

- the best value for money outcome for SRWRA
- the limited size of the market and the number of credible suppliers
- the proprietary nature of specialised products
- expert knowledge and technical capability in a specific field
- leveraging existing infrastructure owned by third parties



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