

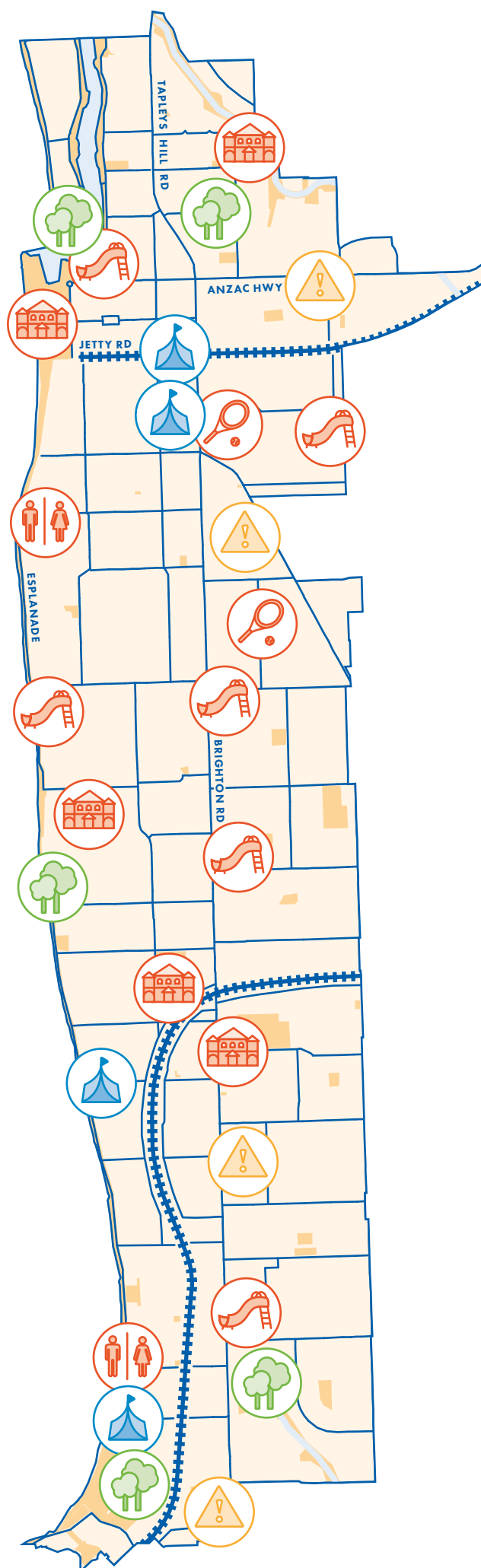
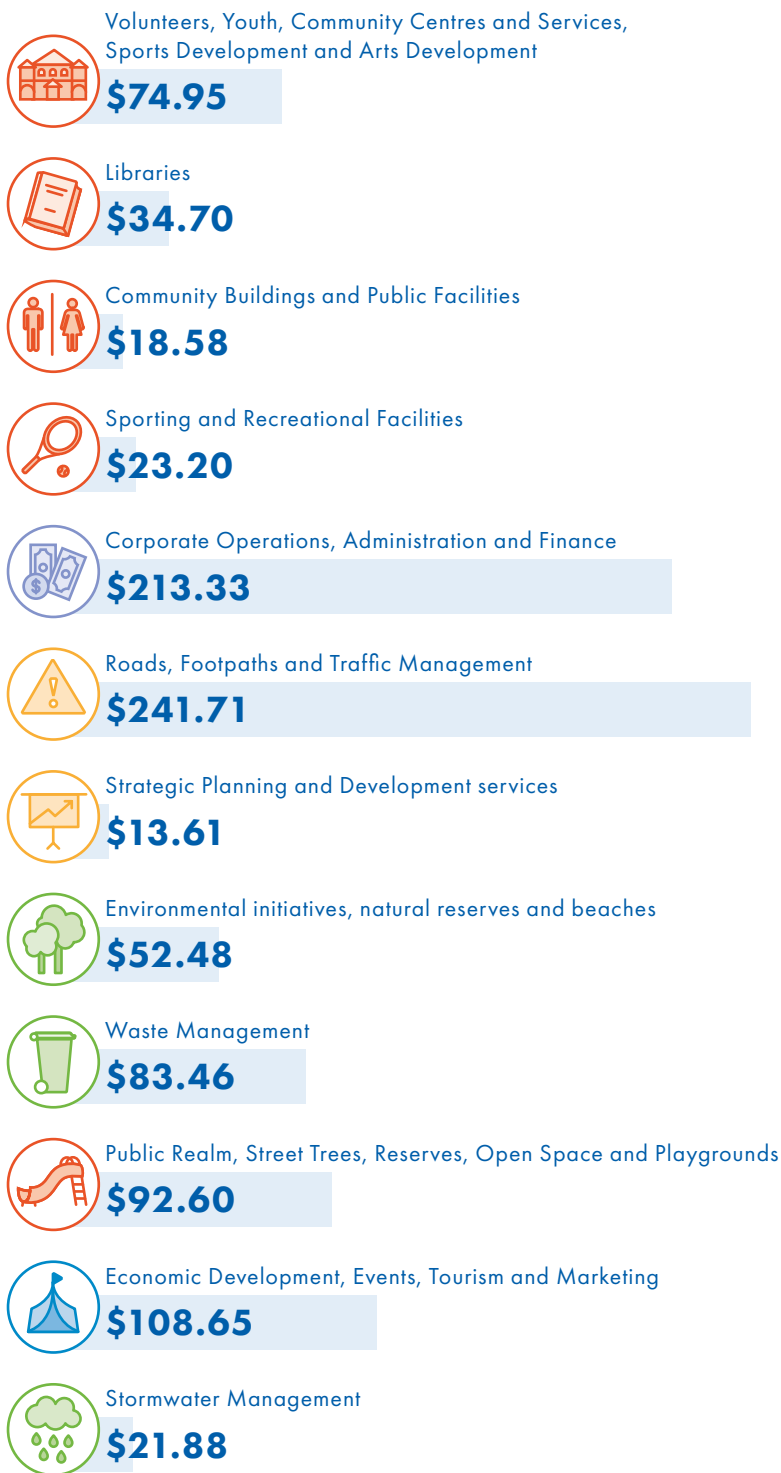
# OUR PLAN FOR OUR PLACE



**ANNUAL BUSINESS PLAN  
2021-22**

# THIS YEAR'S BUDGET

For every \$1,000 of municipal funds spent we will allocate approximately:



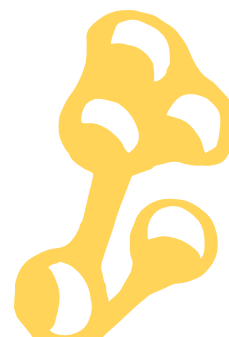
This map includes just a few of the many projects, programs and services we deliver. Further detail on these projects and services is included in this Plan.

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## TRADITIONAL CUSTODIANS

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





# WELCOME

On behalf of the City of Holdfast Bay, I present the 2021–22 Annual Business Plan, outlining our proposed program and budget for the 2021–22 financial year.

We are fortunate to live, work and play in Holdfast Bay for so many reasons—our environment and our natural assets from the coastline to our nature reserves and gullies, our buoyant economy and proud, local business operators and our strong tourism appeal.

As a community we have weathered the storm that was the height of the COVID-19 pandemic in Australia, and have come out the other side with a focussed approach to boost our tourism sector, which will in turn, have flow on effects for our economy.

Our *Tourism Recovery Plan* is now in place and aims to reinvigorate tourism in our region and help businesses and tourism operators recover economically from the impacts of the COVID pandemic.

We want our community and visitors to Holdfast Bay to enjoy our natural assets of which we have so many—from our 91 hectares of coastal land, our three gullies, Minda Dunes and the Kingston Cliff Face which is home to more than 70 native plant species alone.

Protecting both our coastline and nature reserves are among the priorities listed in our new *Environment Strategy*—a detailed roadmap of initiatives, which will guide our decision making until 2025 and beyond.

The document sets out the practical and meaningful actions council will undertake, leading to many positive outcomes for our community and environment.

A number of projects and initiatives from the *Environment Strategy* are included in this Annual Business Plan, including:

- › Stormwater management – \$1 million
- › Implementing the three Gullies Masterplans – \$300,000 (additional grant funding sought)
- › Holdfast Bay Urban Forest Tree Audit – \$80,000

- › Development of a Carbon Neutral Plan for the organisation – \$60,000
- › Weekly household green bin collections as part of the FOGO pilot phase 2 – \$99,760 (including 50% grant funding which has been secured)

Additional resources will be provided to ensure that we can deliver these new and important environmental initiatives.

In addition to our environmental initiatives, there are several major infrastructure projects which are detailed in this 2021–22 Annual Business Plan including:

- › Glenelg Oval redevelopment Stage 3 and 4 – \$2.8 million over three years (including 50% grant funding which has been secured)
- › Kingston Park Kiosk – \$500,000
- › Seacliff Plaza upgrade Stage 1 (subject to grant funding) – an additional \$1.07 million
- › Old Buffalo replica site detailed design (grant funding confirmed) – \$200,000
- › Brighton Beachfront Holiday Park redevelopment Stage 2 – \$1.2 million
- › Implementation of the Jetty Road Brighton Lighting Masterplan – \$160,000
- › Continuing to implement the Jetty Road Glenelg Masterplan – \$400,000

We have balanced the funding of these projects and the high quality of services we provide across the city while keeping rates as low as possible with a rate rise of just 2.4%. Based on the median house value of \$590,000 in Holdfast Bay, this equates to an increase of \$48 for the year.



**Amanda Wilson**

Mayor  
City of Holdfast Bay

# OUR VISION

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

## Our Place: 2030 Strategic Plan

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



### COMMUNITY

A healthy, creative,  
connected community

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



### ENVIRONMENT

A community connected  
to our natural environment

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



### ECONOMY

A diverse and resilient  
local economy

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



### PLACEMAKING

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

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



### CULTURE

An effective, customer-centred  
organisation

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

At the time of publishing, council is undertaking a review of its strategic plan.

# OUR CITY

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

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

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

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

The City of Holdfast Bay was formed in 1997 through the amalgamation of the City Councils of Glenelg and Brighton.

Located just 11 kilometres from the Adelaide city centre and five minutes from Adelaide Airport, our City is now home to more than 37,000 people and one of the most celebrated places to live, work and visit in the Adelaide metropolitan area. It boasts a beautiful natural environment, high quality recreation and community facilities, superior health and education, health options, a vibrant tourism sector, thriving retail precincts and a small light industrial area.

# OUR COMMUNITY

## TOTAL POPULATION



**37,435**

52.5% females  
47.5% males

## MEDIAN AGE

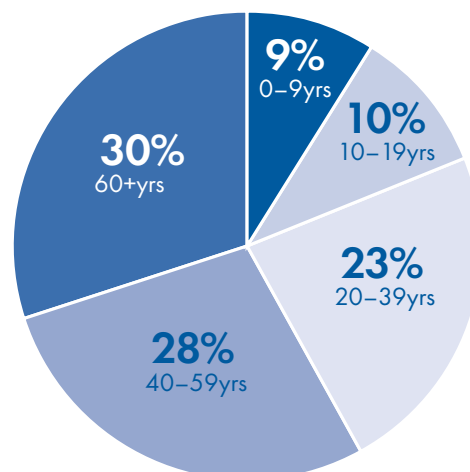


## NEW RESIDENTS

1785 since 2009

**5%**

## AGE SEGMENTATION



Source: City of Holdfast Bay Remplan



## SNAPSHOT



### HIGH

- Average Income
- Education
- Housing Mortgages



### LOW

- Unemployment

## CULTURAL DIVERSITY

28% of residents were born overseas

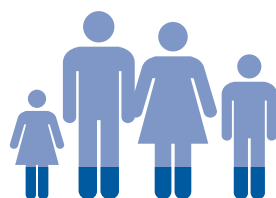


## VEHICLE USAGE

Private car is the most common travel method for journeys to work (82%). Public transport accounts for 11% and active travel (walking and cycling) 5%

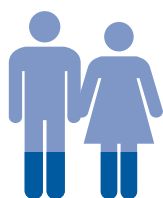


## HOUSEHOLD TYPES



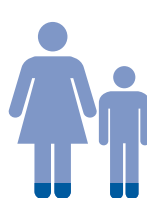
Couples with children

30%



Couples without children

24.8%



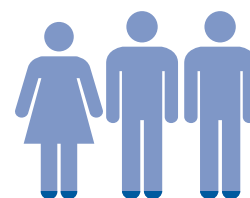
One parent families

10%



Lone person households

23%



Group households

4%

Source: ABS 2016

# QUALITY OF LIFE SURVEY RESULTS (2020–21)

HOW YOU RATED YOUR COUNCIL OUT OF 10

## COMMUNITY



**8.7**

Providing library services



**8.2**

Providing sporting facilities



**7.7**

Delivering services for the elderly and people with a disability



**8.0**

Providing programs and services that encourage an active lifestyle



**7.4**

Providing arts & cultural experiences

## PLACEMAKING



**7.2**

Maintaining roads and kerbing



**7.3**

Maintaining cycle networks



**8.9**

Access to shops, services and open space

## ENVIRONMENT



**8.1**

Maintaining beaches and coastal areas



**8.3**

Providing adequate waste management services



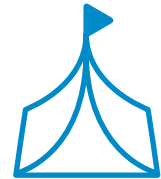
**Overall rating of Holdfast Bay as a place to live**

## ECONOMY



**8.1**

Encouraging a diverse range of businesses and services in the area



**7.6**

Supporting and promoting tourism and events

## CULTURE



**6.75**

Council provides good financial management and value for rates



**7.1**

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



**8.3**

Maintaining well laid out parks and reserves



**7.8**

Providing programs that foster social interaction and community wellbeing



**8.45**

Providing a sense of safety in neighbourhoods

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





# HIGHLIGHTS

## Major projects

In 2021–22, council will fund and undertake a number of major projects to support the vision and objectives outlined in its strategic plan, Our Place 2030.

These include:

### Implementation of the Environment Strategy

Projects for this year include:

- › Stormwater Management – \$1 million
- › Implementation of the three Gullies Masterplans – \$300,000
- › Holdfast Bay Urban Forest Tree Audit – \$80,000
- › Development of a Carbon Neutral Plan – \$60,000
- › Weekly FOGO pilot phase 2 – \$99,760 (including 50% grant funding which has been secured)
- › An environment officer will be funded to allow the new projects to be implemented – \$107,000.

Detailed information on these projects is provided on page 34.

### Glenelg Oval redevelopment Stage 3 and 4 – \$2.8 million over three years including 50% grant funding (confirmed)

In 2021 we will design and commence construction of stages 3 and 4 of the Glenelg Oval redevelopment to relocate and install new cricket club training nets, build a caretakers shed and a new football scoreboard. Council will install a new playspace and rejuvenate Margaret Messenger Reserve, including upgrades to the irrigation, public toilets and landscaping. Car parking along Williams Avenue will be improved. With new amenities being constructed in 2020–21, the old visitor change rooms will be demolished.

### Kingston Park Kiosk – \$500,000

Council will consider construction of a kiosk in Kingston Park to service residents, Beachfront Holiday Park customers and coastal path users. \$300,000 was allocated to this project in the 2020–21 budget, in addition to the proposed \$500,000 project budget for 2021–22.

### Seacliff Plaza upgrade Stage 1 – an additional \$1.07 million further funding sought

We will construct a new amenities block and develop a detailed design of an upgrade to Seacliff Plaza which includes landscaping, new traffic controls and improved pedestrian access.

### Old Buffalo replica site detailed design (grant funding secured) – \$200,000

Having completed a concept design and community engagement for the old Buffalo replica site in 2020, council will work in partnership with traditional owners and community representatives to develop a detailed design for this important heritage area.

### Brighton Beachfront Holiday Park redevelopment Stage 2 – \$1.2 million

As a key income-generating enterprise, the Beachfront Holiday Park helps to offset the rate burden on residents and businesses. This project will replace timeworn facilities with new sites, cabins and an administration building. The upgrades will improve visitor appeal, grow the park's commercial revenue, and enhance the city's tourism offering.



## FINANCIAL OVERVIEW

Projections for the 2021–22 financial year indicate that council will be working with:

- › A consolidated operating deficit of \$185,730 (Alwyndor<sup>1</sup> deficit of (\$293,192) and municipal operations surplus of \$107,462)
- › A consolidated operating income of \$71.83 million to cover operating expenditure of \$72.02 million

In the 2021–22 financial year we will invest \$62.6 in municipal operations to provide services, implement programs and build and maintain essential assets. Our main areas of investment include:

- › \$47.2 million to provide services to our community.
- › \$8.5 million to maintain community assets.
- › \$6.9 million for new capital infrastructure and service improvements.

1. Alwyndor is a self funding operation of the City of Holdfast Bay. For more information about Alwyndor see page 24.

# **MUNICIPAL FINANCIAL SUMMARY**



## 2021–22 REVENUE \$47.77 MILLION

Council will receive \$47.77 million (excluding Alwyndor) to provide services and infrastructure to the community.

### OPERATING REVENUE

#### Rate Revenue

Rates: General	\$37.05 million
Rates: Jetty Road Mainstreet Separate Rate	\$0.60 million
Rates: Patawalonga Marina Separate Rate	\$0.07 million
Rates: Regional Landscape Levy (previously NRM Levy) <sup>2</sup>	\$1.32 million
<b>Total Rate Revenue</b>	<b>\$39.04 million</b>

#### Operational Revenue

Statutory Charges	\$2.21 million
User Charges (including but not limited to revenue from commercial operations)	\$3.15 million
Investment Income	\$0.036 million
Reimbursements	\$0.60 million
Other	\$0.54 million
<b>Total Operational Revenue</b>	<b>\$6.54 million</b>

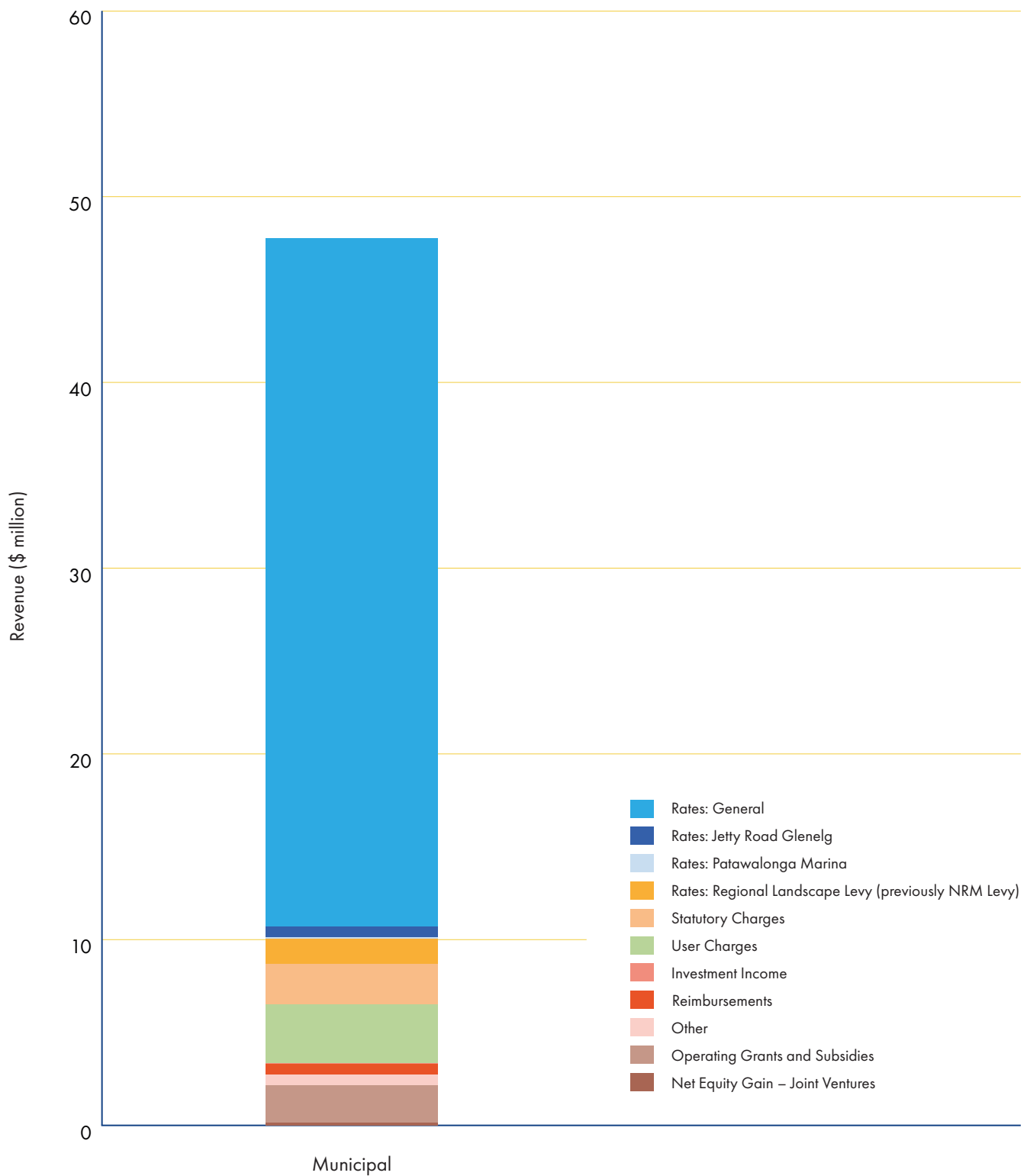
#### External revenue

Operating Grants and Subsidies	\$2.03 million
Net Equity Gain – Joint Ventures	\$0.16 million
<b>Total External Revenue</b>	<b>\$2.19 million</b>

**TOTAL MUNICIPAL REVENUE** **\$47.77 million**

- From 1 July 2020, the *Landscape South Australia Act 2019* replaced the *Natural Resources Management Act 2004*. The *Landscape Levy* is a State Government tax imposed under the *Landscape South Australia Act 2019*. Local Governments are required under this legislation to collect the *Landscape Levy* and provide it directly to State Government who fund the activities of *Green Adelaide* and other regional Landscape Boards.

## 2021–22 REVENUE





## 2021 –22 OPERATIONAL EXPENDITURE \$47.63 MILLION

Council will spend \$47.63 million (excluding Alwyndor) to deliver services to the community.

### MUNICIPAL OPERATIONAL EXPENDITURE

#### Services

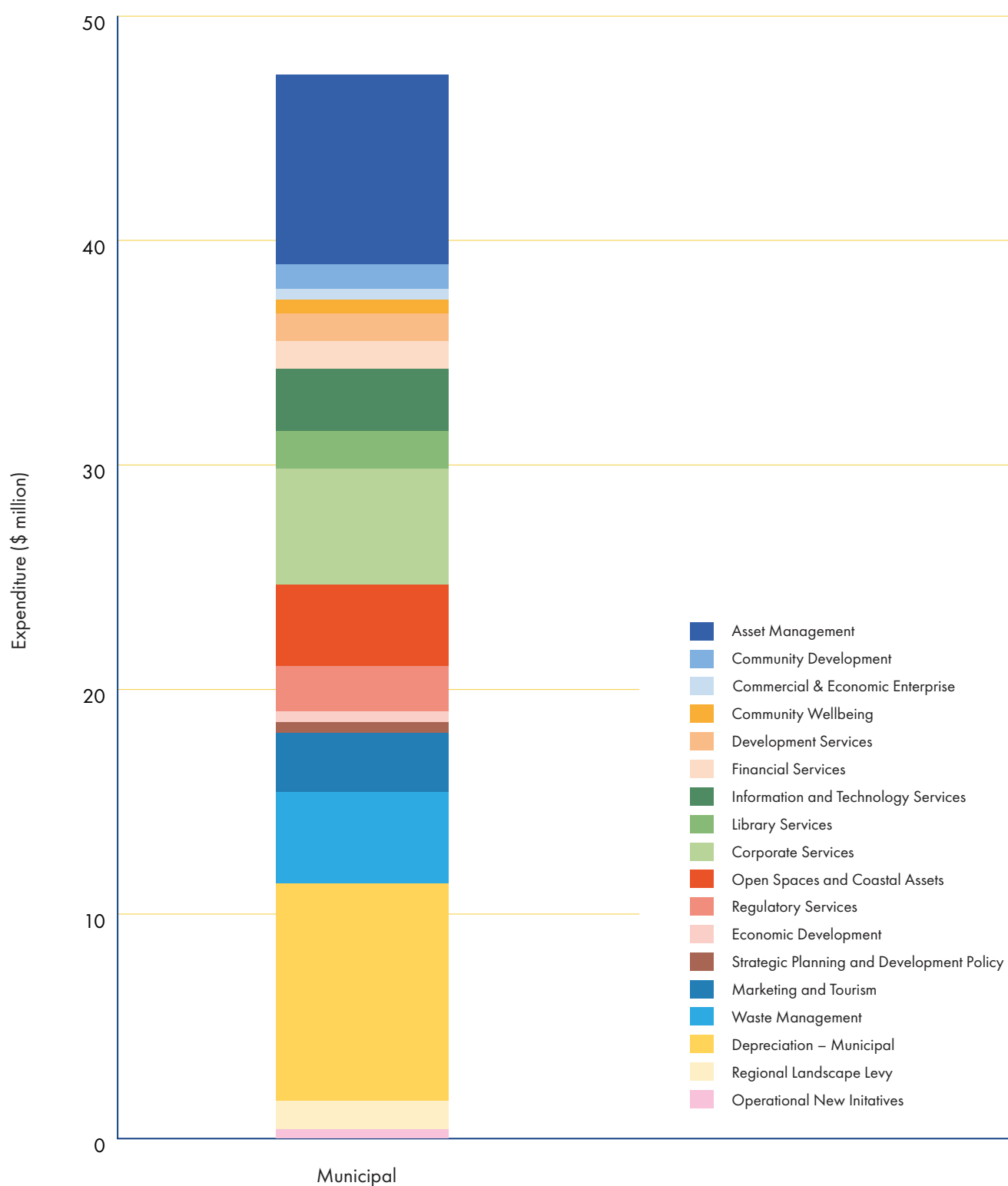
Asset Management	\$8.47 million
Community Development	\$1.11 million
Commercial & Economic Enterprises	\$0.48 million
Community Wellbeing	\$0.6 million
Development Services	\$1.25 million
Financial Services	\$1.25 million
Information and Technology Services	\$2.78 million
Library Services	\$1.66 million
Corporate Services	\$5.22 million
Open Space and Coastal Assets	\$3.61 million
Regulatory Services	\$2.03 million
Economic Development	\$0.51 million
Strategic Planning and Development Policy	\$0.48 million
Marketing and Tourism	\$2.62 million
Waste Management	\$4.09 million
<b>Total expenditure on services</b>	<b>\$36.2 million</b>

#### Other Operational Expenditure

Depreciation – Municipal	\$9.74 million
Regional Landscape Levy	\$1.26 million
Operational New Initiatives	\$0.46 million
<b>Total expenditure on other operational</b>	<b>\$11.43 million</b>

<b>TOTAL MUNICIPAL OPERATIONAL EXPENDITURE</b>	<b>\$47.66 million</b>
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## 2021–22 MUNICIPAL OPERATIONAL EXPENDITURE



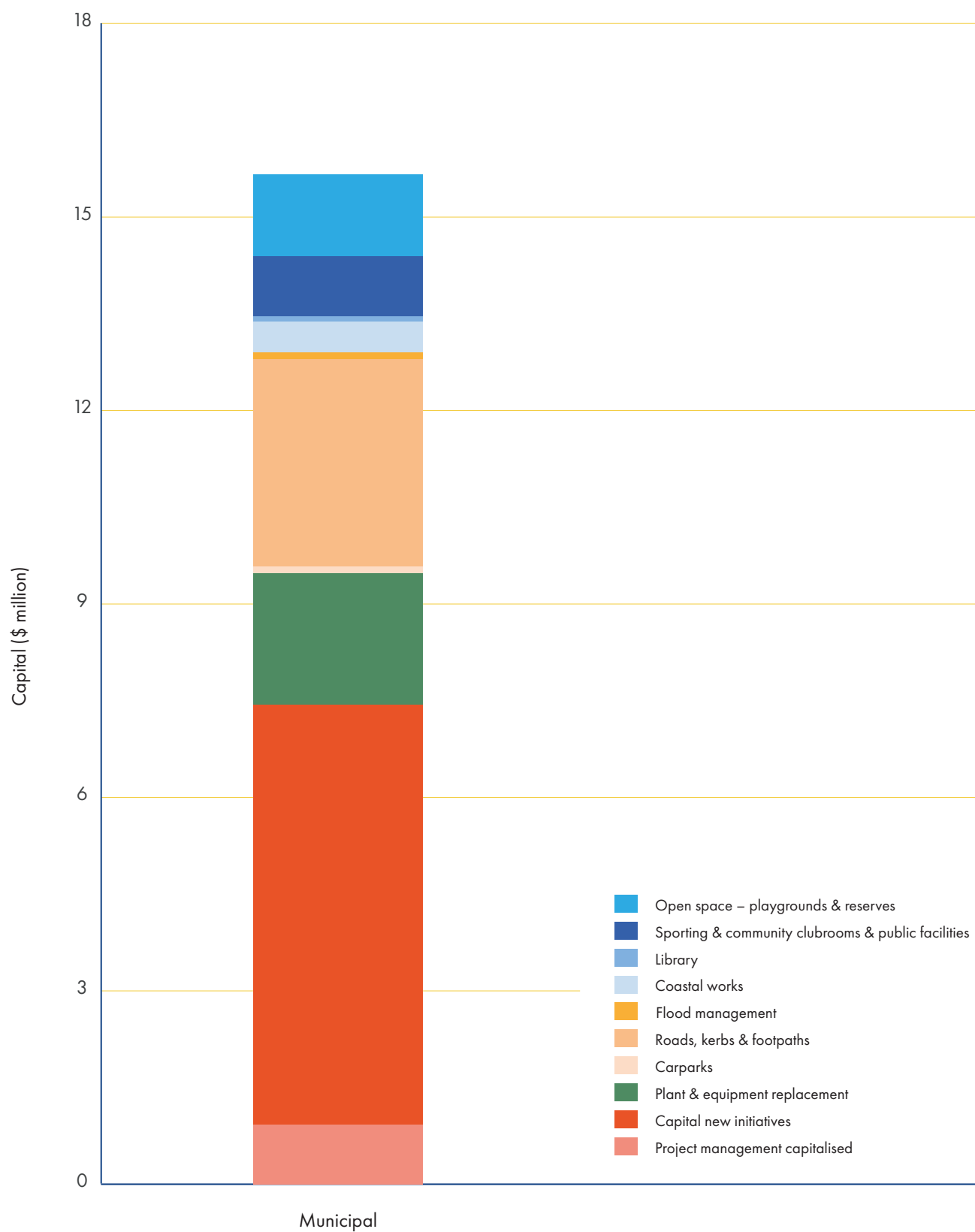
## 2021–22 CAPITAL PROGRAM \$15.93 MILLION

Council will spend \$15.93 million (excluding Alwyndor) on a capital program to update and maintain community assets in 2021–22.

### MUNICIPAL CAPITAL PROGRAM

Open space – playgrounds & reserves	\$1.39 million
Sporting & community clubrooms & public facilities	\$0.93 million
Library	\$0.09 million
Coastal works	\$0.48 million
Stormwater management	\$0.1 million
Roads, kerbs & footpaths	\$3.29 million
Carparks	\$0.18 million
Plant and equipment replacement	\$2.04 million
Capital new initiatives	\$6.43 million
Project management capitalised	\$0.93 million
<b>TOTAL MUNICIPAL CAPITAL EXPENDITURE</b>	<b>\$15.83 million</b>

## 2021–22 MUNICIPAL CAPITAL PROGRAM



# OUR FINANCIAL GOVERNANCE

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

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





## ENSURING FINANCIAL SUSTAINABILITY

### Policies and practices

Council adopts prudent financial governance policies and practices to enable the consistent delivery of cost-effective services to our community. Our policies and practices are based on three goals:

- 1. Program sustainability**  
To ensure the maintenance of our high-priority programs including the renewal and replacement of infrastructure
- 2. Rate stability**  
To ensure a reasonable degree of stability and predictability in the overall rates
- 3. Intergenerational equity**  
To ensure a fair sharing of the distribution of resources and their attendant financial burden between current and future users of services and infrastructure.

## FINANCIAL PRINCIPLES

The following key financial principles were adopted in the preparation of this plan:

- › **Presenting a balanced budget**  
We aim to fully fund the cost of services, including the depreciation of infrastructure and assets (ie wear and tear), in order to share the costs of services fairly between current and future users. This is based on the understanding that insufficient funding would shift the costs burden of today's services on to future users in the form of higher rates or reduced services.
- › **Maintaining infrastructure and managing assets**  
We aim to maintain infrastructure (eg, buildings and bridges) and assets (eg, roads, kerbs, paving, machinery, trees, irrigation systems and playground equipment) to ensure the continued delivery of services to agreed standards. This involves developing and using long-term infrastructure and asset management plans to manage our asset portfolio efficiently, and continuing to invest in renewing and replacing our assets as they wear out.
- › **Providing predictable rates**  
We aim to provide our community with a reasonable degree of predictability for rates over the medium term. We will keep rate payers fully informed about future rates and the corresponding services provided.
- › **Prudent debt management**  
We aim to keep our debt as low as practicable. We borrow funds to invest in new long-term assets or to replace and renew existing assets and thereby spread that cost over the longer term, consistent with the typical long lives of assets.

# SIGNIFICANT INFLUENCES

## BROAD TRENDS AND EMERGING ISSUES

A range of global, national and state trends was considered when developing the 2021–22 Annual Business Plan.

### Economic Vitality

Following a marked decrease in Australia's Gross Domestic Product (GDP) in 2020–21, GDP is forecast to grow by 4.7 per cent in 2021–22, with pent up demand and the easing of restrictions on tourism, hospitality and retail likely to support growth. The creation of 'travel bubble' arrangements with nations free of COVID-19, such as New Zealand, will assist the recovery of the tourism market.

Strong monetary and fiscal stimulus by state and federal governments is also expected to support a rebound in economic activity. The projected increase in state government capital expenditure, particularly through projects to expand transport infrastructure, will also support the economy.

In the second quarter to December 2020, South Australia experienced the first signs of a turn-around, with strong economic and population growth and retail trade increasing by 8.1 per cent.

Locally, visitor spend in the City experienced a 14.3% improvement in December 2020 compared to the same time in the previous year.

Council continues to invest in our city's economic vitality by implementing the Economic Activation Plan, which sets out a range of measures to support and grow local businesses, make it easier to do business, boost our visitor economy and harness emerging technology. However, we face some new challenges as a result of the pandemic.

Tourism – one of the most severely affected sectors – is the second-largest employer and the third-largest contributor to our City's gross regional product, contributing \$302.4 million in 2018–19 according to ABS data. Across Holdfast Bay 982 jobs were lost and 1,247 jobs compensated by JobKeeper payments, predominantly in retail trade, accommodation and food services.

A total of 3,832 tourism bookings were cancelled in the Apr–Jun quarter of 2020, equating to an estimated drop of 40,000 guest arrivals, 90,000 room nights

and \$9 million in accommodation revenue. With the recovery of the international market expected to take two to four years, the sector's income is forecast to reduce by 70–80 per cent, representing an annual loss of \$39.5 million to the Holdfast Bay economy.

In response, council has developed the Tourism Recovery Plan 2023 as a rebuilding strategy for our local economy. Together with the Economic Activation Plan 2023, it aims to reinvigorate the tourism industry in our region, providing a focus and action plan to ensure the City of Holdfast Bay emerges as a thriving and more resilient destination.

### Waste Management

The Australian Government's ban on the export of waste plastic, paper, glass and tyres came into force on 1 July 2020. While the full extent of the impact is still unfolding, it is likely to drive up the cost of recycling glass, tyres, paper and plastics.

COVID-19 impacted Holdfast Bay's landfill diversion rate, perhaps due to the increase in single use plastic wrapping under COVID Safe measures. Whilst the State Government's ban on single use plastic was intended to commence in March 2020, the ban was delayed until March 2021.

During the 2019–20 financial year, 8,155 tonnes were diverted from landfill, and there were also increases in our other waste streams leading to overall domestic diversion rate decrease from 59 to 56 per cent.

Scheduled to commence operations in July 2021, the new Southern Materials Recovery Facility (SMRF), based at Seaford Heights, will be able to process up to 60,000 tonnes of yellow bin recyclables each year. This will allow the facility, Southern Region Waste Resource Authority (SRWRA) to service other regional councils and commercial businesses from the surrounding area, and help to create a more resilient recycling sector for all of South Australia. The new facility was made possible thanks to a \$5.35 million funding boost from the Australian Government, through the Community Development Grant Programme, and a \$3.14 million funding boost from the State Government.

The SMRF is a joint venture of Australian recycling and resource recovery specialist, Re.Group, and the Southern Region Waste Resource Authority (SRWRA), a joint subsidiary of three South Australian local councils – the City of Holdfast Bay, the City of Onkaparinga and the City of Marion.

# THE 2021–22 OPERATING ENVIRONMENT

Council has been phasing-in a range of additional initiatives to reduce the amount of organic waste going to landfill, including providing compostable bags to residents and supermarkets, and kitchen benchtop organics bins.

Almost 800 households in Seacliff, Kingston Park and Somerton Park took part in a trial of a weekly food organics and garden organics (FOGO) bin and fortnightly landfill bin collection, supported by Green Industries. The trial received overwhelmingly positive feedback from the community. November waste from the trial area showed an approximate diversion rate of 86.7 per cent—an improvement of approximately 30 per cent.

In addition, Council continues to provide free waste education sessions to schools and community groups to increase resident's understanding of recycling and use of the three-bin system.

## Health, Wellbeing and Ageing

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

## Environmental Sustainability

In response to climate change, council is taking steps to protect the natural environment, focusing on biodiversity and protecting our unique coastal environs. We are reducing our reliance on fossil fuels by replacing council vehicles with electric and hybrid vehicles where possible and introducing renewable energy solutions in council buildings. We are continuing our water sensitive urban design projects, remediating three gullies and maintaining the City's prized beaches. In this financial year, council commenced implementation of its *Environment Strategy* to improve our resilience to climate change. See page 34 for more information.

## Operating and Utility Costs

Just like households, councils are subject to a range of costs over which they have limited control. We use the Local Government Price Index (LGPI) as a benchmark for monitoring the cost of services we provide. This is similar to the Consumer Price Index (CPI) but monitors price changes in goods and materials specifically relevant to local government. The forecast LGPI for 2021–22 is 1.1 per cent. For the purposes of this annual business plan, the rates have been raised by 2.4 per cent to provide for new strategic operating initiatives and a modest operating surplus.

With the completion of several major new projects, depreciation on new assets has increased by \$300,000. This increase in depreciation is counterbalanced by the benefits that new and improved facilities provide to the community.

## Housing Industry

The housing industry remained buoyant in 2020–21, and further growth of between three and five per cent is projected in 2021–22. This will be driven by federal government stimulus measures, low interest rates, strong consumer sentiment and State Government-led planning reforms that create greater opportunities for unlocking investment potential.

## Local Government Reform

*The Statutes Amendment (Local Government Review) Bill 2021* was passed in June 2021. The Bill amends many aspects of the Local Government Act 1999 and other legislation, including changes to the number and roles of elected members, changes to code of conduct for both elected members and staff, and the introduction of a designated authority to provide advice on a number of council documents. The timing of the implementation of these changes has not been finalised at the time of publication.

## Planning System Reforms

The State Government has now introduced the new planning reforms that transformed the previous planning system into one centralised system with one Planning and Design Code for the whole of South Australia. The introduction of the *Planning, Development and Infrastructure Act 2016* (PDI Act) also includes a centralised lodgement and mapping system.

The final version of the Planning and Design Code was released to Council, and the general public in on the same day the PDI Act went live, in March 2021. While the impact of the reforms will take several years to measure, some of the significant changes include:

- › reduction of minimum allotment sizes with frontages reduced by 25 per cent in the General Neighbourhood Zone
- › requirements for an expanded building and planning inspection program
- › changes to the notification process that require a sign to be placed on the site of the development, and the ability for anyone to make a representation on any notifiable development
- › improvements to information technology systems and shifting to service via a central online planning portal and e-planning system.

Council will continue to monitor the impact of the planning reforms as we gain greater understanding of the overall changes and the impact it will have on the built form in the City.

## Aged Care Industry Transformation

On 1 March 2021, the Australian Government released the final report of the Royal Commission into Aged Care, Quality and Safety. The report *Care, Dignity and Respect* is seen as a catalyst to drive structural and financial reform in care, quality and safety, workforce design, technology and information and operational alignment.

The 148 recommendations are wide-ranging and make the need for transformational change clear. Implementation now awaits response from the Australian Government, the initial response, intent and investment will be a part of the 2021–22 budget announcements and it is expected this will inform the speed, direction and extent of reform and enable aged care providers to commence the transformation needed to realise the vision of the Royal Commission.

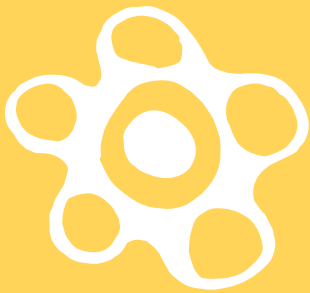
## Digital Transformation

As technology evolves and plays an increasing role in people's lives, service expectations change. Council must respond while protecting residents' privacy and security and meeting their expectations for personalisation, ease, convenience and multi-channel service delivery. To this end, council is implementing a multi-year, user-centred digital transformation program that will transform both the customer experience and our business processes.

## External Funding Sources

Council's 2021–22 budget relies heavily on property rate revenue, forecasting rates to comprise 82 per cent of revenue, excluding Alwyndor and the Landscape Levy. While the City of Holdfast Bay is a leader in South Australia for non-rate revenue, council continues to pursue options to reduce the community's rate burden by increasing revenue from other sources. This includes rent from commercial leases, off-street car parking fees, income from the Brighton Beachfront Holiday Park and Partridge House and grant funding from the Australian Government and State Government.

# **ACHIEVEMENTS, PRIORITIES AND SERVICE DELIVERY**



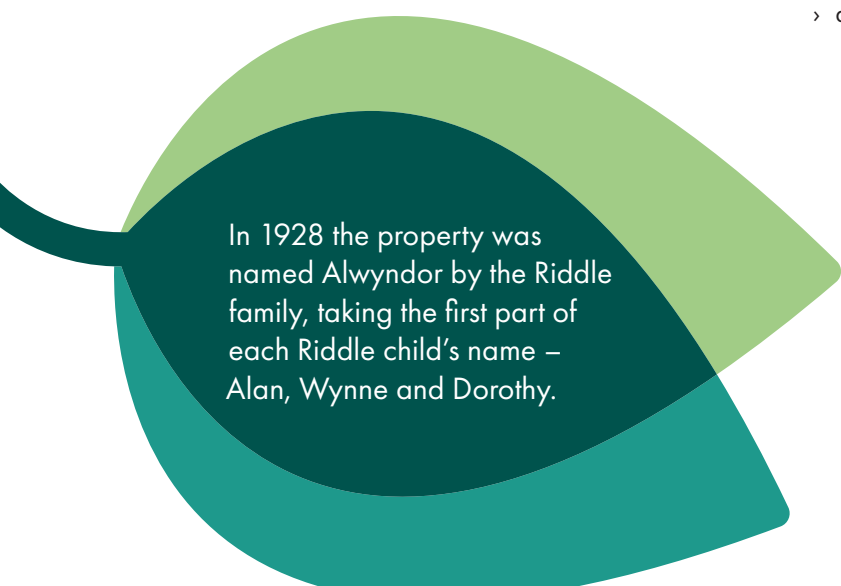


# ALWYNDOR AGED CARE \$24.97 MILLION\*

## ALWYNDOR AND THE CITY OF HOLDFAST BAY

Alwyndor began as the family home of the Riddles built on Dunrobin Rd, Hove in 1901. Dorothy Cheater (nee Riddle), the youngest Riddle child, cared for her parents at Alwyndor until their deaths in 1942 and then converted Alwyndor into a convalescent and rest home for returning World War II servicemen and the aged. Dorothy married Stephen Cheater who created a beautiful garden for her at Alwyndor. In 1976 the then Brighton Council purchased part of the land holding to build a hostel, nursing home and rehabilitation centre. Dorothy later donated the remaining land and created the Dorothy Cheater Trust. The Trust binds the council to the ongoing provision of aged care accommodation and services in perpetuity on the parcel of land.

Alwyndor is a financially self-sustaining organisation which does not draw on any City of Holdfast Bay funds in the management of its business.



In 1928 the property was named Alwyndor by the Riddle family, taking the first part of each Riddle child's name – Alan, Wynne and Dorothy.

## ACHIEVEMENTS 2020–21

In 2020–21 Alwyndor delivered many achievements and introduced initiatives including:

- › continued in home services throughout the challenges of COVID-19 and developed online in home classes and one on one consultations with our therapists, iPads are loaned to customer for these sessions
- › found new ways of engaging residents during COVID-19 and 'enabled window visits' and e-communications with families and friends, introduced correspondence with local schools linking residents with local children and e-activity packs
- › expanded wellness classes to include yoga, fit ball drumming, pilates in addition to gym circuit and weights classes as well as one on one personal fitness
- › installation of solar panels to meet our energy needs and contribute to the council's *Environmental Strategy*
- › extended café hours to complement Saturday opening (new café management)
- › a day respite service commenced in June 2020.

\*Alwyndor is a self funding operation of the City of Holdfast Bay.

## SERVICE DELIVERY

### Alwyndor Aged Care – \$24.34 million

Alwyndor provides integrated care and wellness services—offering a continuum of care in an inclusive and vibrant community. It has 134 residential care beds for permanent care and 10 beds for respite and transitional care. Services at Dunrobin Road include a café, hairdresser and gym as well as access to a range of health and wellness services including yoga, weights, circuit, podiatry, speech therapy, occupational therapy and physiotherapy—these services are available for all residents as well as community clients and any community members.

The Support at Home team works with people in their own homes, offering a range of services including gardening, maintenance, cleaning, shopping and laundry through to complex personal and clinical care.

Alwyndor is funded through a variety of sources in addition to individual private funds including:

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

In 2021–22, Alwyndor will continue to promote and enable independence, health and wellbeing for older people in the City of Holdfast Bay and surrounding areas.

### Alwyndor Asset Renewal and Replacement – \$632,500

Alwyndor will allocate \$632,500 to fund asset renewal and replacement works, including plant and equipment replacement.

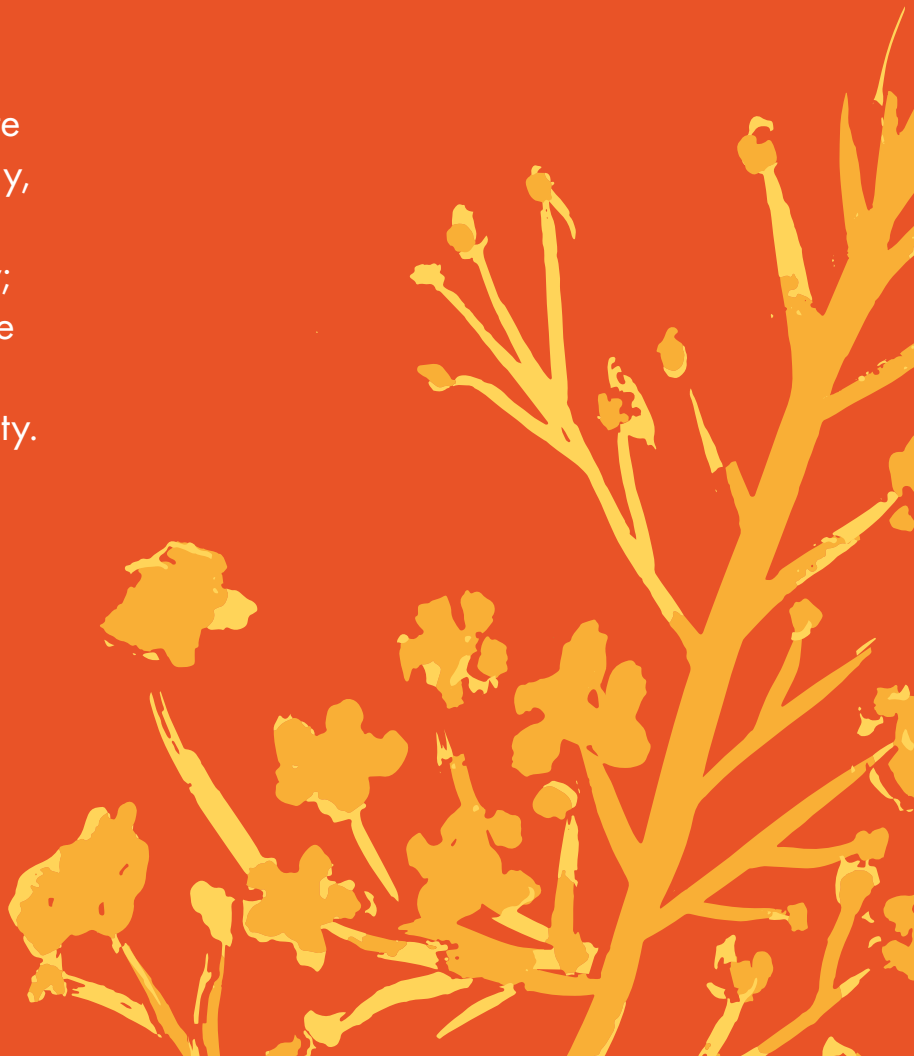




## COMMUNITY

A healthy, creative, connected community.

In 2021–22, council will allocate \$8.9 million to building a healthy, active and resilient community; celebrating culture and diversity; providing welcoming, accessible facilities; and fostering an engaged, contributing community.



## ACHIEVEMENTS

In 2020–21 a broad range of projects and services were delivered that supported the goal of building a strong community. Achievements included:

- › Progressing the Glenelg Oval Masterplan with four new unisex change rooms, umpire change rooms and medical rooms.
- › Renovations to the Glenelg District Cricket Club changerooms making them unisex compliant.
- › Completing the upgrade of the Wigley playspace and fitness hub.
- › Continuing restoration work at the Glenelg Town Hall.
- › Continuing to implement the Disability Access and Inclusion Strategy with audits of council facilities in line with the *Disability Discrimination Act 1992*.
- › Installing new Christmas decorations in Glenelg and Brighton.
- › Supporting community organisations to host a range of activities and events, navigating the constraints of COVID-19; These included but were not limited to facilitating South Australia's largest ANZAC Day service in a COVID-Safe manner, assisting Glenelg football club to get their supporters back to games, introducing the Outdoor Cinema and Rendezvous markets.
- › Creating new and welcoming spaces for the community and visitors such as Jetty Road Glenelg upgrade stage 1 (Hindmarsh Lane and Chapel St Plaza).

During the height of the COVID-19 pandemic, council provided additional services to keep the community safe and support vulnerable residents, including:

- › Expanded library services such as contactless and home-delivered library resources.
- › Additional cleaning by field services staff and contractors.
- › Support for customer-facing local businesses to understand and implement COVID-19 requirements.
- › Support for vulnerable residents, including regular welfare checks, a contactless shopping service, and development and delivery of over 8,000 activity packs containing various quizzes, puzzles, brain training, physical exercise, historical facts, armchair travel and arts and crafts.

Please visit [www.holdfast.sa.gov.au](http://www.holdfast.sa.gov.au) for a full list of achievements.

## PRIORITIES

In 2021–22, we will continue to deliver projects that build a healthy, creative, connected community, including:

- › Glenelg Oval redevelopment stage 3 and 4 (Year 1 of 3) (grant funding secured)
- › Reserve improvements program for north east Brighton
- › Maintaining our open spaces, playgrounds and community buildings.

## SERVICE DELIVERY

### \$5.4 MILLION

#### Community Wellbeing – \$0.6 million

In addition to the services delivered by Alwyndor's Support at home team, our organisation provides activities that promote wellbeing and resilience and enable people to remain at home with an enhanced quality of life, including social support and a kerb community transport service.

#### Community Development – \$1.13 million

Our community development programs, services and events aim to promote interaction and minimise social isolation and disadvantage. This includes providing places, infrastructure and funding for people of all ages and abilities to meet, mix and build constructive connections by participating in a wide range of sporting, recreational and cultural activities. This year, council will continue to support:

- › Sports and recreation, including local sporting clubs and recreational and open space planning and development.
- › Community development programs, including community gardens and community and youth sponsorship grants.
- › Arts, youth and cultural activities.
- › Volunteer services.
- › Community centres, including the Holdfast Bay Community Centre, Glenelg Community Centre, Glenelg North Community Centre and Brighton Community Centre.
- › Aboriginal reconciliation through partnerships and engagement.

#### Library Services – \$1.66 million

The City of Holdfast Bay provides accessible and progressive library services that meet our community's information and recreational reading needs while fostering a love of lifelong learning. In 2021–22, we will continue to deliver events, programs, services and activities through our two branches at Brighton and Glenelg.

#### Community Safety – \$2.03 million

Council recognises that the community's health and safety are affected by many fields of regulatory activity. We will use contemporary approaches to respond to public health and safety threats to deal with a range of existing and emerging issues, including:

- › Supporting our community to minimise their environmental and local nuisance impacts.
- › Encouraging responsible dog and cat ownership.
- › Supporting food businesses to achieve high standards of food safety and hygiene.
- › Working collaboratively with supported residential care facilities to ensure that they meet the required standards of care and accommodation and that residents' rights are protected.
- › Effective delivery of an immunisation program.
- › Responding to and mitigating public health risks.
- › Delivering education and compliance activities and responding to customer requests.
- › Encouraging and supporting businesses to provide outdoor dining and display goods to support the economy and improve the ambience of our streetscapes.
- › Monitoring public safety and security to ensure that our community can safely move around the city's public places and spaces.
- › Improving road safety and access to adequate parking for residents and visitors.









## **CAPITAL PROJECTS**

### **\$2.56 MILLION**

#### **Open Space, Playground and Infrastructure Renewal – \$1.39 million**

\$1.39 million has been provided for infrastructure in our open spaces including Bowker Street Oval Playspace, Dover Square, Fordham Reserve, John Miller Reserve and Seaforth Park, as well as a range of park and picnic benches, pathways, planters and signage across the City.

#### **Community Buildings – \$0.9 million**

In 2021–22, council will repair and maintain the Glenelg Community Centre, the Holdfast Bay Community Centre, Kingston House and St Jude's Cemetery, the Vets Shed, the Brighton Oval Rotary Club Shed, the Brighton Surf Club, Glenelg Oval toilets, Sutherland Reserve, the Broadway toilets and Ringwood House.

Council will also continue renewal works at the Glenelg Town Hall and Brighton Civic Centre.

#### **Car Parking – \$0.18 million**

An allocation has been provided to maintain and renew car parking infrastructure and traffic control devices.

#### **Library Collection and Improvements – \$0.09 million**

In 2021–22, \$0.09 million has been allocated to maintain our library collection to ensure that materials are current, accessible, and meet the community's cultural and informational needs.

## **NEW PROJECTS**

### **\$0.93 MILLION**

#### **Glenelg Oval Stage 3 and 4 (includes grant funding already received) – \$866,666**

In 2021 we will design and construct stages 3 and 4 of the Glenelg Oval redevelopment to relocate and install new cricket club training nets, build a caretakers shed and a new football scoreboard. Council will install a new playspace and rejuvenate Margaret Messenger Reserve, including upgrades to the irrigation, public toilets, and enhance spectator viewing areas. Car parking along Williams Avenue will be improved. With new amenities being constructed in 2020–21, the old visitor change rooms will be demolished.

#### **Reserve improvements program for north east Brighton – \$64,500**

This project includes amenity improvements to complement renewal works in the reserves within the north east part of Brighton.



## ENVIRONMENT

A community connected to our natural environment.

In 2021–22, council will allocate \$9.97 million to protecting biodiversity; building an environmentally resilient city; using resources efficiently; and fostering an environmentally connected community.



## ACHIEVEMENTS

In 2020–21, council delivered projects and services that supported the goal of creating a place that values its natural environment and manages its environmental impacts. Activities included:

- › Endorsement of a holistic Environment Strategy.
- › Continued improvement and conservation of our natural gullies.
- › Further upgrades of stormwater infrastructure, including key sites at Hove, Somerton Park and Glenelg.
- › Commencement of the food organics/green organics (FOGO) weekly trial with 800 households.

## PRIORITIES

In 2021–22, we will continue to foster a community connected to our natural environment by implementing our ambitious *Environment Strategy*. Details of this year's projects are included on the following page.

## SERVICE DELIVERY \$7.7 MILLION

### Environment and Coastal Assets – \$3.61 million

Council will manage and maintain the community's natural assets in an environmentally and financially sustainable manner for the benefit of residents and the wider community.

We will achieve this by:

- › Planning and implementing environmental management programs.
- › Planting and caring for trees in our streets and reserves.
- › Cleaning our streets and foreshore.
- › Managing and maintaining our coastal zones and foreshore.
- › Maintaining gross pollutant traps to ensure that pollutants do not enter our waterways.

### Waste Management – \$4.09 million

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



## CAPITAL PROJECTS

### \$0.58 million

#### Stormwater – \$100,000

Maintaining the city's stormwater drainage improves our capacity to protect against flooding. In 2021–22, we have allocated \$100,000 to renew stormwater infrastructure in line with our Stormwater Management Plan. Major stormwater management projects are listed under new projects.

#### Coastal Works – \$476,000

To ensure a premium coastal experience, we are replacing showers, fencing, drinking fountains and dog bowls along the coast. We will also renew essential infrastructure at the Patawaalonga.

## NEW PROJECTS

### \$1.69 million

In 2020, council endorsed an Environment Strategy as a critical focus for our community. Implementation of this strategy commenced in 2020 and continues in 2021–22 with the following projects:

#### Environment Strategy Implementation – \$107,000

The Environment Strategy identified a large number of priority actions. Resources will be provided to implement these, focussing on climate change, coastal management and biodiversity projects.

#### Holdfast Bay Urban Forest – Tree Audit (Year 1 of 2) – \$80,000

This two-year project is a city-wide audit, capturing data from 16,000+ trees and plantable spaces. The information gathered will inform the development of a comprehensive tree management strategy to help us achieve increased planting and canopy coverage.

#### Carbon Neutral Plan – \$60,000

Council has committed to becoming carbon neutral by 2030. To reach that target in the next nine years, council needs a carbon neutral implementation plan. The carbon neutral plan will identify emission sources, detail opportunities to reduce them, provide indicative costs and impacts, and provide a timeline.

#### Gullies Masterplans – Implementation (Year 4 of 5) – \$300,000 (further grant funding being sought)

Work continues on implementing the masterplans for Gilbertson, Pine and Barton Gullies to re-establish these small gullies as examples of local remnant vegetation with high biodiversity value. Several local friends groups are involved, providing valuable leadership and assistance in managing the gullies.

#### Weekly FOGO Pilot – Phase 2 – \$99,760 (includes grant funding already secured)

In 2020, council commenced a pilot program to test a weekly collection of food organic/green organic (FOGO) waste and a fortnightly collection of mixed waste. The second phase of this pilot will be implemented in 2021–22.

#### Stormwater Management – \$1 million

We will continue work in line with our Stormwater Implementation Plan, including water sensitive urban design improvements, College Avenue flood management, stormwater works in the gullies, and other minor projects to reduce flooding and stormwater runoff and improve water quality.

#### Additional Community Safety Officer – Summer Season – \$40,000

From August to February, council has provided additional patrols to educate and enforce local laws to protect native wildlife (Hooded Plovers), improve responsible dog ownership and maintain general compliance. This allocation funds a third year of the increased service level.







## ECONOMY

### A diverse and resilient local economy.

In 2021–2022, council will allocate \$5.46 million to supporting and growing local business; making it easier to do business; harnessing emerging technology; and boosting our visitor economy.



## ACHIEVEMENTS

In 2020–21, council delivered projects and services that supported the goal of delivering economic prosperity—creating a place to do business, that welcomes visitors and provides value for money. Activities included:

- › The establishment of an Economic Recovery Taskforce and a COVID-19 Economic Stimulus Fund. The Taskforce included notable business representatives from across the City to advise Council on where best to invest the Fund to support local businesses. The Taskforce recommended a number of initiatives, including the highly successful Spend and Win campaign, which contributed to attracting an additional 14.3% in local spending, compared to the December spend in the previous year.
- › Businesses initiatives such as a business concierge, small business advisory service and the development of an online business directory.
- › Progression of the Economic Activation Plan to support economic development and encourage investment in future growth industries.
- › Provision of digital training and support to small businesses.
- › Installing What's on Down the Bay signage.
- › Continuing the Brighton Beachfront Holiday Park upgrade.
- › Staging events that attracted over 380,000 attendees, contributing approximately \$38 million to the economy.

## PRIORITIES

In 2021–22, we will continue implementing the *Economic Activation Plan 2018–2023* to support the Holdfast Bay economy, welcome tourism and attract a variety of events to our city. Our focus for the coming financial year includes:

- › Continuing the business start-up support scheme, which provides support to small businesses and start-ups to locate or expand in our city, to increase job opportunities or invest in export opportunities.
- › Continuing to offer a business concierge service supporting local businesses with a single point of contact for Council services; as well as an ongoing commitment to reducing red tape for business.
- › Stage two of the Brighton Beachfront Holiday Park redevelopment.
- › Increasing occupancy and income from the Brighton Beachfront Holiday Park to offset the rate burden for our community.
- › Increasing weddings and events at Partridge House.
- › Hosting events as such as COVID-Safe requirements allow in order to attract attendees to the City.
- › Ensuring continued access to mentoring through the Southern Adelaide Business Advisory Service.
- › Implementing recommendations from the circular economy program.
- › Implementing the Jetty Road Brighton lighting masterplan.
- › Continuing to support and facilitate the Jetty Road Mainstreet Committee.
- › Implementing the Tourism Recovery Plan to help regenerate the local tourism economy.

## SERVICE DELIVERY

### \$3.6 MILLION

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

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

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

#### Tourism and Business Marketing Services – \$2.61 million

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

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

#### Commercial and Economic Enterprises – \$484,000

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

#### Economic Development – \$507,000

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

## NEW PROJECTS

### \$1.86 MILLION

#### Implementation of the Jetty Road Brighton Lighting Masterplan – \$160,000

To improve visual amenity and pedestrian safety, we will install solar bollards and bespoke hanging tree lights and upgrade pedestrian and street lighting along Jetty Road, Brighton.

#### Brighton Beachfront Holiday Park – Stage 2 Redevelopment (Year 2 of 2) – \$1.2 million

As a key income-generating enterprise, the Beachfront Holiday Park helps to offset the rate burden on residents and businesses. This project will replace timeworn facilities with new sites, cabins and administration building. The upgrades will improve visitor appeal, grow the park's commercial revenue, and enhance the city's tourism offering.

#### Kingston Park Kiosk – \$500,000

Council will consider construction of a kiosk in Kingston Park to service residents, holiday park customers and coastal path users.







# ECONOMIC ACTIVATION PLAN 2018–2023

Progress 2018–2020:



**75%**

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



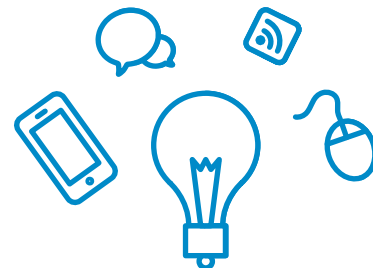
**800**

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



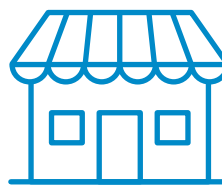
**87**

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



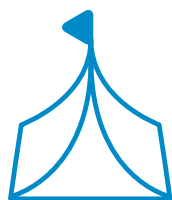
In 2019, Brighton Jetty Road precinct became one of the first

**single use plastic free precincts**



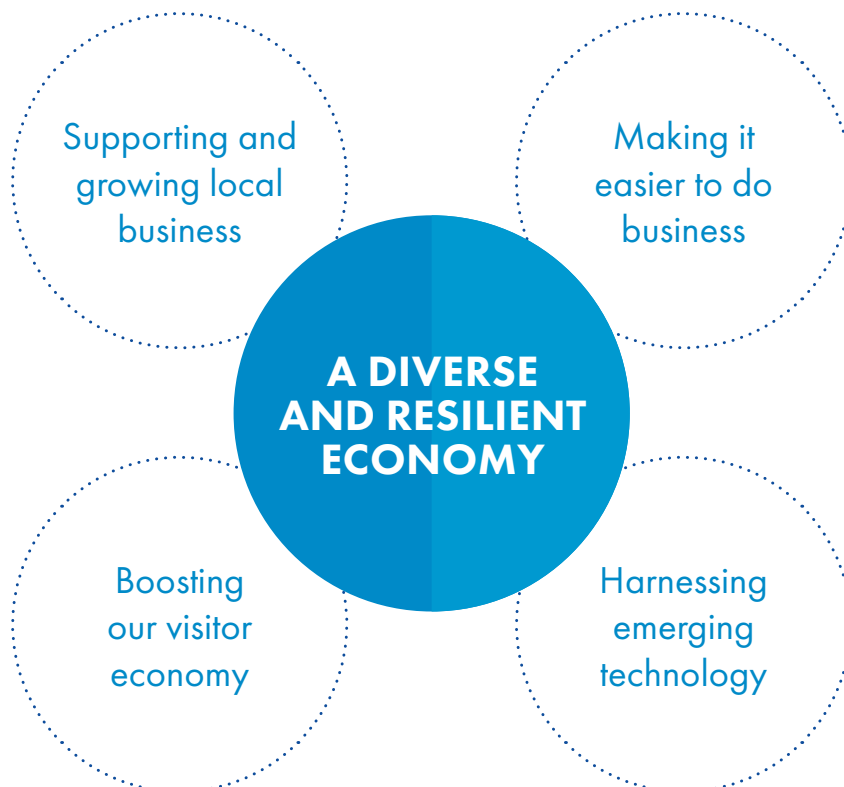
**827,000**

visitors to Holdfast Bay in 2020



**384,000**

people attended Holdfast Bay events in 2020–21







## PLACEMAKING

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

In 2021–22, \$15.7 million will be allocated to create vibrant and safe places; developing walkable, connected neighbourhoods; building character and celebrating history; and housing a diverse population.



## ACHIEVEMENTS

In 2020–21, a broad range of products and services were delivered to support the goal of enhancing city design and function, creating a place that is well planned, providing choice and enhancing life. Activities included:

- › Commencing construction of the Jetty Road Glenelg and Environs Masterplan with the construction of Chapel Street Plaza and Hindmarsh Lane. The state government contributed \$1.77million in funding for this project.
- › Developing a concept design for the Buffalo site.
- › Continuing the accelerated footpath improvement and *Disability Discrimination Act* (DDA) compliant kerbing programs.
- › Continuing the development of an Integrated Transport Strategy.

## PRIORITIES

In 2021–22, we will continue to build a well-planned, accessible and safe City with priorities including:

- › Continue to repair and replace the City's roads, footpaths and kerbs in accordance with our *Asset Management Plan*
- › Accelerate our bus stop and kerb ramp improvement program in accordance with *Disability Discrimination Act* (DDA) standards
- › Develop a detailed design for Seacliff Plaza (further funding sought) and construct an improved amenities block
- › Investigate options to reduce the effect of powerlines on our street trees and improve amenity
- › Investigate a 40kph precinct west of Brighton Rd
- › Continue the Jetty Road Glenelg Masterplan with detailed designs for the Coast section
- › Develop a detailed design for the Old Buffalo replica site (grant funding secured).

## SERVICE DELIVERY \$10.2 MILLION

### Asset Management – \$9.39 million

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

### Development Services – \$1.25 million

Council's development assessment, development advice and building compliance services work to recognise opportunities while protecting the character and amenity of our suburbs. We provide advice and make decisions about achieving an attractive and sustainable environment through well-planned buildings and places that reflect how residents like to live. This includes support for heritage property owners through our Heritage and Shopfront Character Grant Scheme to assist with maintenance and restoration.

### Strategic Planning and Policy – \$481,000

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



## CAPITAL PROJECTS \$3.42 MILLION

### Roads, kerbs and footpaths – \$3.3 million

Council's Asset Management Plan allows for the systematic repair and replacement of the city's streets, kerbs and water table. In 2021–22, we have allocated \$3.3 million to renew and upgrade roads and kerbs. We have included additional funding to accelerate the *Disability Discrimination Act* (DDA) compliant kerbing outlined in the new projects below.

### CCTV – \$65,750

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

### Lighting – \$45,000

We will continue to maintain road and reserve lighting infrastructure.

## NEW PROJECTS

### \$1.94 MILLION

#### **Old Buffalo Replica Site Rejuvenation – Detailed Design – \$200,000 (includes grant funding already secured)**

Having completed a concept design and community engagement for the old Buffalo replica site in 2020, a detailed design will be developed in partnership with community representatives for this important heritage area.

#### **Jimmy Melrose Park – Artwork – \$30,000**

A new artwork for installation along the Jimmy Melrose Reserve, Glenelg. The artwork will commemorate James (Jimmy) Melrose who was one of Australia's first celebrities, best known for his aviation exploits.

#### **Disability Discrimination Act (DDA) Bus Stop and Kerb Ramp Improvements (DAIP initiative – Year 2 of 5) – \$70,000**

Our Disability Access and Inclusion Plan (DAIP) identified pedestrian access as a priority issue. Councils must also upgrade bus stops to meet *Disability Discrimination Act* (DDA) standards. This work commenced in 2020 with an audit and upgrades of priority bus stops based on condition and patronage. This year, work will continue to improve kerb ramps and bus stops for improved disability and pram access.

#### **Seacliff Plaza Upgrade Stage 1 (grant funding will be sought) – an additional \$1.07 million**

We will construct a new amenities block and develop a detailed design of an upgrade to Seacliff Plaza which includes landscaping, new traffic controls and improved pedestrian access.

#### **Sturt Creek Linear Park Design (Year 1 of 2) – \$50,000**

A detailed design will be developed for the final section of the proposed shared use path. This incorporates the biodiversity corridor between Pine Ave, Glenelg North and Tapley's Hill Rd.

#### **Art Deco Heritage Review – \$30,000**

A review to identify any undocumented or unprotected Art Deco style heritage buildings within the City of Holdfast Bay.

#### **Power Line Undergrounding and Aerial Bundled Cable Investigations – \$30,000**

This project investigates priorities for undergrounding the overhead power lines or converting to them aerial bundled cables. Both options improve visual amenity and will reduce the need for street tree trimming by SA Power Networks.

#### **Integrated Transport Strategy Priorities – \$90,000**

The adoption of the Integrated Transport Strategy will require the progressive implementation of a range of initiatives.

#### **Jetty Road Stage 2 Detailed Design – \$400,000**

A detailed design will be prepared for Stage 2 of the Jetty Road Glenelg Masterplan—the Coast Zone, including Moseley Square, Moseley and Durham Street intersections and the Colley Terrace connection.

#### **Beach Access Signage (Year 2 of 3) – \$50,000**

Beach access signage will be upgraded to satisfy the recommendations provided by Surf Life Saving SA.

#### **Traffic safety improvements (Year 1 of 3) – \$50,000**

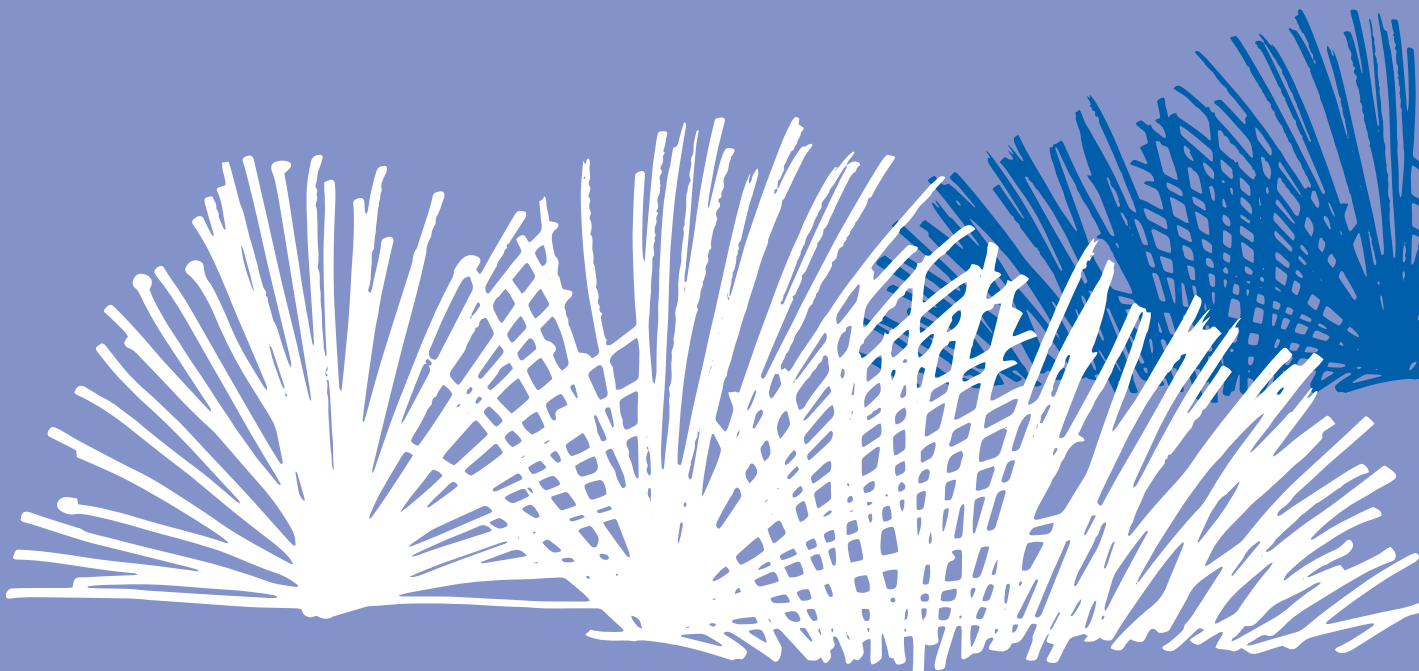
Traffic safety improvements including as kerb protuberances, line marking, signage improvements and/or relocation of pedestrian ramps.



## CULTURE

An effective, customer-centred organisation.

In 2021–22, council will allocate \$12.2 million to providing customer-centred services; being financially accountable; enabling high performance; and supporting excellent, efficient operations.



## ACHIEVEMENTS

In 2020–21 we continued to implement our multi-year business transformation program to improve service delivery to the community by making it easier to access information, interact with council and lodge requests and documents. In 2020–21, we completed the implementation of document management system and the development of a request management system to improve the efficiency of service delivery.

- › As part of a multi year business transformation we are implementing digital solutions to improve the efficiency, governance and cyber security of the organisation.
- › Undertaking a representation review, to consider council's composition and the division of the council area into wards, in consultation with the community and in accordance with the *Local Government Act 1999*.
- › A review of council's strategic plan in consultation with the community and in accordance with the *Local Government Act 1999*.

## SERVICE DELIVERY \$9.7 MILLION

### Corporate Services – \$5.6 million

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

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

### Financial and Rating Services – \$1.3 million

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

### Information and Technology Services – \$2.9 million

Up-to-date information and technology services enable the delivery of effective and efficient services to the community and provide a range of easy options for customers to contact and do business with council.





**TOWN HALL.**

## **CAPITAL PROJECTS \$2.0 MILLION**

### **Plant and Equipment Replacement – \$1.5 million**

To meet our operational needs and enable the safe, effective delivery of services, we have allocated \$1.5 million to maintain and replace major plant and equipment. We will replace one car with an electric vehicle as a part of our efforts to reduce the organisation's carbon footprint.

### **Information Technology Equipment Replacement – \$0.5 million**

An allocation of \$0.5 million will be used to replace back-up infrastructure and continue our transition to a mobile workforce.

## **NEW PROJECTS \$0.5 MILLION**

### **City of Holdfast Bay Enterprise Technology Roadmap Implementation – \$0.5 million**

We will continue implementing our Enterprise Technology Roadmap, which identifies projects to deliver people, process and technology improvements to enable the realisation of key business objectives for council.



# DEVELOPING OUR ORGANISATION

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

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







## ARISE

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

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

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

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

### Finance

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

### Assets

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

### People

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

### Systems and Processes

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

### Service Delivery

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

# FUNDING OUR CITY

## OPERATING RESULT

In 2021–22, an extensive program of services and projects is proposed. To achieve this, we expect to raise \$47.8 million in operating income and spend \$47.7 million in operating expenditure (excluding Alwyndor). The funds come from a variety of sources. While our income is predominantly from rates, it also includes grants from the state and Commonwealth governments and income from statutory and user charges. In 2021–22, 82 per cent of the revenue to fund municipal operations will come from rates.

Council has budgeted for a consolidated operating deficit of \$185,730 composed of an operating deficit for Alwyndor of \$293,192 and an operating surplus of \$107,462 for municipal operations.

Alwyndor is a self funded operation of the City of Holdfast Bay.

## OUR FINANCIAL STATEMENTS

We have included a summary of our projected financial statements for the 2021–22 financial year in this document. The consolidated financial statements incorporate our municipal operations and Alwyndor Aged Care—a self-funded component of our service delivery.

A net sum of \$37.7 million (excluding the Landscape Levy) will be raised from rates in 2021–22.

Council owns infrastructure and assets (such as roads, drains, footpaths and buildings) with a current value of approximately \$362 million (excluding land). These assets deteriorate over time through wear and tear and must be replaced or renewed at appropriate intervals to prolong their useful lives and continue delivering services to the community. We are mindful of the impact on ratepayers and committed to developing options that ease the rate burden by increasing other revenue sources.

## FINANCIAL MANAGEMENT

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

The Holdfast Bay community has high service expectations because of its coastal proximity and tourism focus, amongst other factors. The 2021–22 Annual Business Plan forecasts a projected borrowing requirement of \$5.5 million to finance the proposed program of capital works and projects. The current financial environment allows borrowing at low, fixed, long-term interest rates. We believe it is prudent to borrow to renew and replace infrastructure and assets for the community's benefit as outlined in our Long-Term Financial Plan and Asset Management Plan, which aim to deliver high service levels at low overall life-cycle cost. Running down the value of assets or not replacing them is short-sighted and can lead to a lack of community and business confidence and increased expenditure in future years.

Council's risk management framework and audit committee provide strategic and operational risk management guidance. This is done holistically, having regard for all aspects of financial and risk management. Guided by our Long-Term Financial Plan, our financial management takes a long-term view that ensures we maintain a sustainable financial and asset management position.



## Rate Comparisons

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

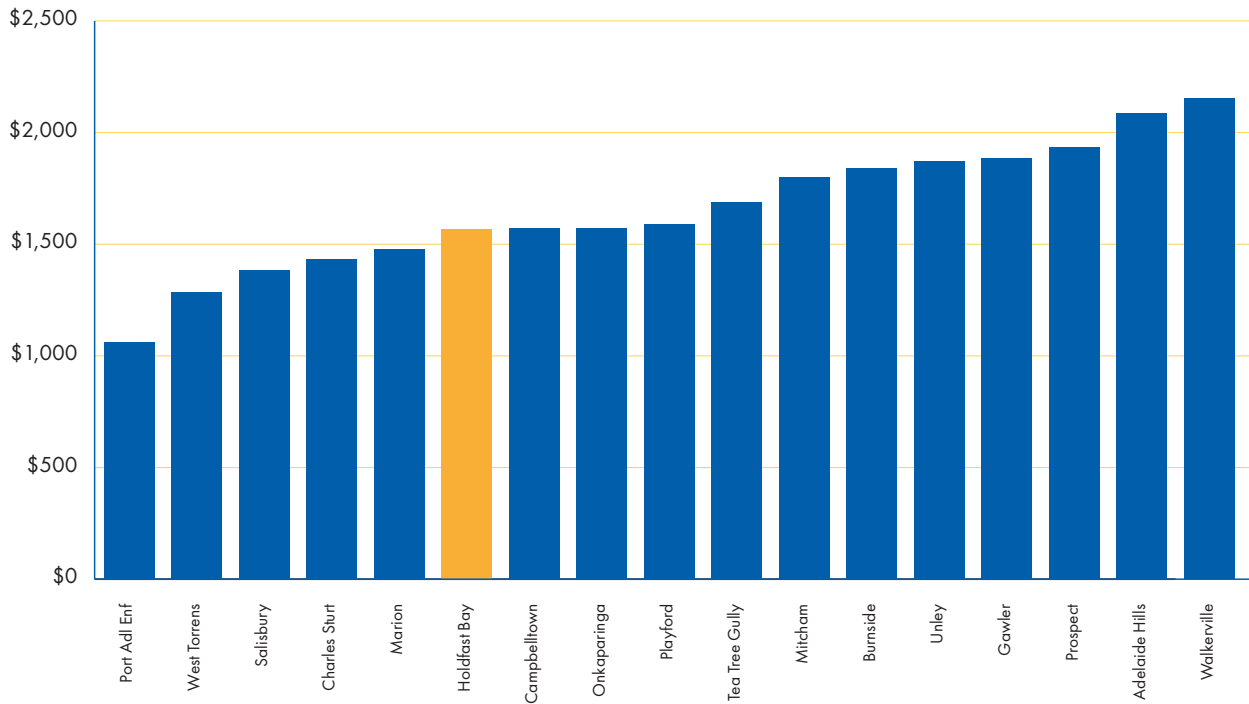
The amount of rates that property owners pay is determined by multiplying a property's value by the rate in the dollar. For example, if the property value is \$500,000, and the rate in the dollar is 0.002448 cents, the rates payable will be \$1,224.

The charts on the following page show a comparison of the average residential rate for Adelaide metropolitan councils for 2020–21. The average (mean) residential rate for the City of Holdfast Bay in 2020–21 was \$1,565. This represented a rate of 0.002475 cents in the dollar. We delivered the program of services and projects outlined in the 2020–21 Annual Business Plan, with a residential rate that compared favourably to other South Australian council areas.

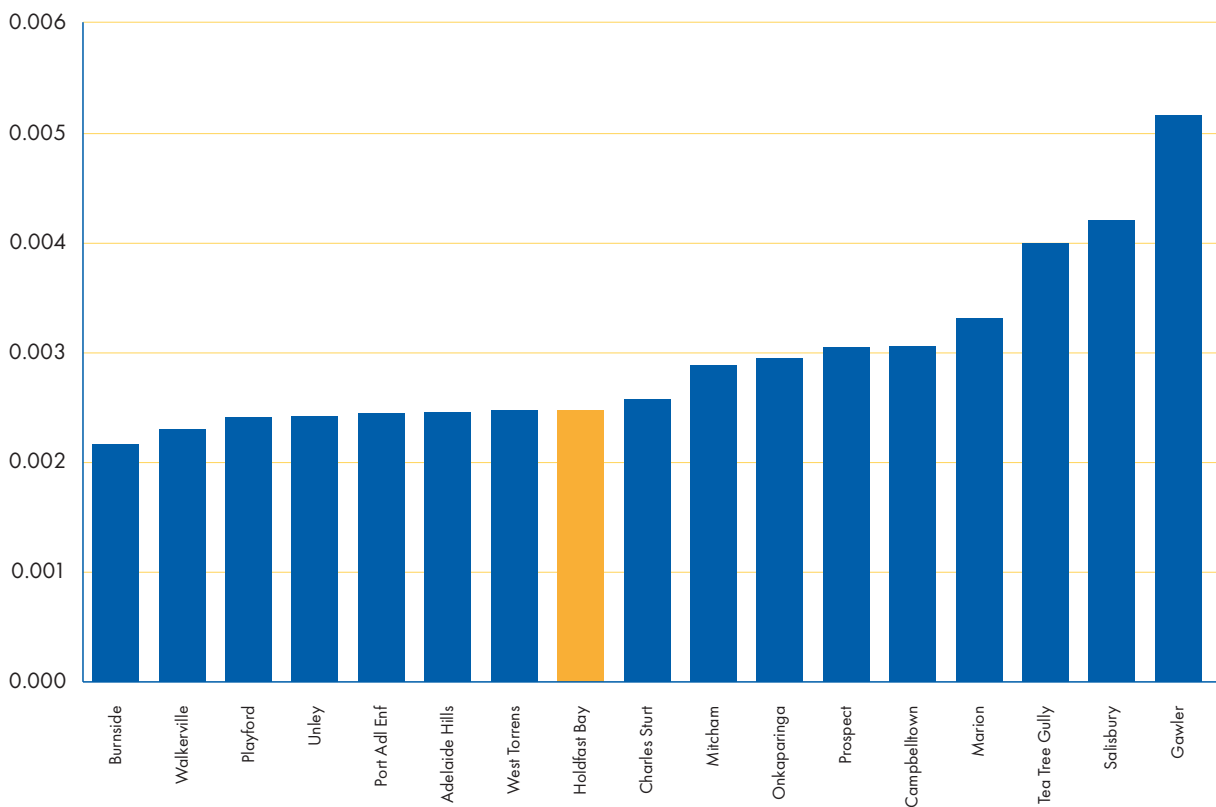




### 2020–21 Average (mean) residential rate comparison (\$)



### 2020–21 Residential rate-in-the-dollar comparison (cents)



## What Will You Pay in Rates?

The amount you pay is determined by your property's valuation and how we apportion rates across the community. We endeavour to apportion rates across the community in an equitable fashion. Based on the median 2021–22 residential property value, the rate increase for the median residential premises will be approximately \$48 or \$12 per quarter. This is 92 cents per week.

## Rating Policy

Section 147 of the *Local Government Act 1999* provides council with the power to rate all land within the City of Holdfast Bay—except for land specifically exempted, such as Crown land and land occupied by council. We continually review our rating policy to ensure that it is fair and equitable. Our current rating policy, adopted in July 2020, is available at the Brighton Civic Centre and can be downloaded at [holdfast.sa.gov.au](http://holdfast.sa.gov.au)

## Land Valuation Method

Recently the Valuer-General of South Australia undertook a project called the Revaluation Initiative, undertaken to improve the accuracy of the General Valuation. The General Valuation is used by the Council as the basis for valuing land and calculating rates. The outcomes of Revaluation Initiative come into force in our City with the 2021–22 rates. The valuation for many residential and commercial properties has increased. If you are dissatisfied with your valuation, you can object to the State Valuation Office in writing within 60 days of receiving the notice of valuation, explaining why you object. The Valuer General may extend the 60-day objection period where it is shown there is reasonable cause to do so.

The residential rate cap will continue to be 6 per cent. In addition, Council has introduced a one-off discretionary rebate to commercial and industrial properties if an increase in their annual rate bill is in excess of 6 per cent. This is in response to substantial valuation changes due to the Valuer-General's initiative to improve valuation data accuracy.

## Residential Rates

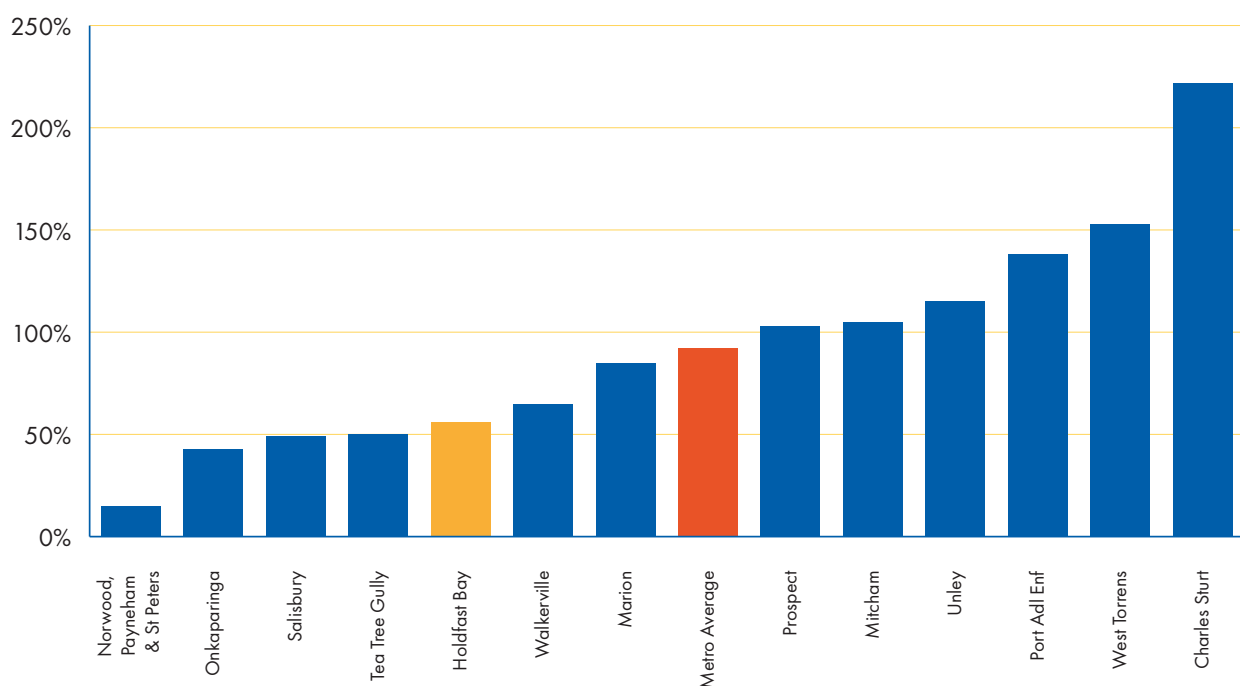
Our 2021–22 Annual Business Plan and financial statements are based on a rate revenue increase of 2.4 per cent, excluding new building construction and separate rates. The median value of residential properties in the City of Holdfast Bay in 2021–22 is \$590,000, with a median rate of \$1,434.

## Industrial, Commercial Property and Vacant Land Rates

Council applies a differential rate to industrial, commercial properties and vacant land. This applies a premium based on the principle that industrial and commercial properties place a greater burden on infrastructure and achieve direct benefits from council parking and health regulations, events, tourism, etc. For vacant land, the differential rate provides an incentive to encourage property development.

In 2021–22 a differential premium of 63 per cent above the residential rate has been applied, equating to 13.1 per cent of total rate revenue (\$4.98 million) being paid by this sector. This premium compares favourably with the 2020–21 metropolitan average of 92 per cent, as shown on the following page.

## 2020–21 Metropolitan differential rate premium comparison



### Separate Rate

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

1. The Jetty Road Mainstreet Separate Rate is applied to properties within the Jetty Road Mainstreet precinct to promote and enhance business viability and trade. Revenue from this separate rate is expected to raise \$598,480 in 2021–22, representing an increase of 2.4 per cent on the rate levied in 2020–21.
2. The Patawalonga Marina Separate Rate is applied to properties within the basin of the Patawalonga, bounded by the high-water mark and comprised of marina berths. This separate rate provides funding for the ongoing maintenance of the Patawalonga lock. Because the lock is also widely used by the general public, this rate is adjusted by 50 per cent. The Patawalonga Marina Separate Rate for 2021–22 is expected to raise \$74,750. We will continue to calculate this rate using this method, adjusting slightly to account for the actual maintenance costs incurred each year because it offers the greatest level of certainty for ratepayers.

3.

## Landscape Levy

Formerly called the Natural Resource Management (NRM) Levy, councils are required under the *Landscape South Australia Act 2019* to collect the Landscape Levy on behalf of the state government. For 2021–22 the Levy for properties in the City of Holdfast Bay has increased by 1 per cent to \$1.3 million.

## Rebates

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

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

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

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

- › The rebate is considered by council to be appropriate to provide relief against what would otherwise amount to a substantial charge in rates payable due to a change in the basis of valuation.

## Minimum rate

We impose a minimum amount payable by way of rates. In 2021–22 the minimum rate is \$1,046 which is an increase of \$25.

## Rate relief

Support is available for people experiencing difficulty in paying their rates. For further information, please contact our Customer Service team on 8229 9999. A residential rate cap is applied to provide relief to ratepayers who own properties that have been subject to increases in valuations that are deemed excessive. In 2020–21, council determined that residential ratepayers could apply for a reduction in their rates where they could demonstrate an increase in their annual rate bill in excess of 6 per cent. It is anticipated that the residential rate cap will continue to be 6 per cent. In addition, a one-off discretionary rebate is being applied to commercial and industrial properties where the increase in their annual rate bill is in excess of 6 per cent. This is in response to substantial valuation changes due to the SA Valuer-Generals initiative to improve valuation data accuracy. Council offers a range of hardship provisions. Visit [holdfast.sa.gov.au](http://holdfast.sa.gov.au) or contact us on 8229 9999 to find out more.

# FINANCIAL TARGETS

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

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

In 2021–22, council will raise \$37.7 million in rate revenue (including separate rates but excluding the Landscape Levy), and this will yield an operating surplus ratio of 0.22 per cent. Currently, our operating ratio measure over the five years from 2015–2016 to mid-2020 is 3 per cent. The operating ratio is the operating result expressed as a percentage of total operating revenue. The operating result is the difference between recurrent income and recurrent operating expenditure.

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

While we strive to maintain a balanced budget or small surplus each year, we recognise that current cost movements, particularly in areas where we have little control, will increase the possibility of an operational deficit being forecast in future years. An operating deficit indicates that the cost of services provided is not being adequately funded, and current users are not paying enough for the use of services and infrastructure. Continued operational deficits would indicate that we were not able to maintain a financially sustainable outcome into the

future. As a result, we continue to review our revenue and expenditure to supply services that are efficient and effective in meeting the needs of the community.

Council is committed to a balanced budget or modest operating surplus. To achieve this, we continuously review the services provided to the community and our business processes to provide the most cost-effective and efficient service delivery. In 2021–22, we will continue to monitor and review council's operations to ensure that we can continue to meet the community's expectations in a financially sustainable way.

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

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

However, it is acceptable to exceed this ceiling from time to time, particularly when low interest rates offer the opportunity to develop infrastructure and facilities that will provide long-term benefit to the community. In 2021–22, the net financial liabilities ratio is forecast to increase from 65 per cent to 75 per cent (excluding Alwyndor Aged Care). The ratio is expected to decline in the short term before increasing in the mid to long term in order to fund future new capital initiatives.

An additional, and arguably more relevant, indicator of council's ability to manage and service debt is its interest cover ratio which is measured by calculating our net financial interest as a percentage of the overall operating revenue. Council has set a ceiling of five per cent for this ratio. A ratio of five per cent indicates that, for every \$100 of revenue, \$5 is spent on net interest payments. In 2021–22, our interest cover ratio is forecast to be 1.7 per cent (excluding Alwyndor Aged Care). Our net financial liabilities and interest cover ratio indicate that council remains in a strong and sustainable financial position to manage its debt levels.





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

The asset sustainability ratio measures the level of capital expenditure on the renewal and replacement of existing infrastructure and assets. It is measured against the level proposed in the Asset Management Plan. For 2021–22 this is forecast to be 100 per cent.



# MEASURING OUR PERFORMANCE

Council appoints an audit committee, which includes three independent members with relevant qualifications and experience, to provide advice and recommendations on financial and governance matters.

Performance is measured using:

- › A range of financial reports, including monthly financial statements, budget updates, four annual comprehensive budget reviews and the presentation of audited financial statements as required under the *Local Government Act 1999*.
- › Strategic plan measures, which gauge how we are working towards achieving the strategic objectives outlined in Our Place 2030. \*Note council's strategic plan is currently under review.
- › Corporate measures, which track internal operations that aim to improve the way we deliver services.

## STRATEGIC PLAN MEASURES

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

## CORPORATE MEASURES

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

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

## REPORTING CURRENT PERFORMANCE

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

Note: at the time of publication, council is undertaking a review of its strategic plan.

### Table of measures and targets



#### COMMUNITY

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



## ENVIRONMENT

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



## ECONOMY

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

Note: at the time of publication, council is undertaking a review of its strategic plan.



## PLACEMAKING

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



## CULTURE

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

The background of the entire page is a solid yellow color. Overlaid on this are several sets of white, hand-drawn style wavy lines. These lines form organic, flowing shapes that resemble topographical map contour lines or perhaps stylized waves. One large, elongated shape runs vertically down the left side of the page. Another set of concentric, roughly circular lines is located in the upper right corner. In the bottom right corner, there are more wavy lines that appear to be part of a larger, partially cut-off shape. The overall effect is a modern, abstract, and textured background.

# **FINANCIAL STATEMENTS – MUNICIPAL**

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

<b>Municipal 20/21 Original BUDGET</b>		<b>Municipal 2021/22 BUDGET</b>
\$		\$
36,016,000	Rates - General	37,049,400
584,450	Rates - Jetty Road Glenelg	598,480
73,000	Rates - Patawalonga Marina	74,750
1,308,600	Rates - Regional landscape levy (previously NRM Levy)	1,321,600
2,021,930	Statutory Charges	2,210,235
3,732,712	User Charges	3,150,444
2,859,564	Operating Grants & Subsidies	2,029,238
84,400	Investment Income	35,800
677,670	Reimbursements	598,970
606,642	Other	542,407
124,000	Net Equity Gain - Joint Ventures	160,000
<u>48,088,968</u>	<b>Operating Revenue</b>	<u>47,771,324</u>
18,654,485	Employee Costs	18,437,099
20,322,909	Materials, contracts and other expenses	19,111,960
866,750	Finance Charges	839,520
9,437,000	Depreciation	9,743,000
( 909,463)	Less full cost attribution - % admin costs capitalised	( 928,097)
377,500	New Initiatives - Operating	460,380
<u>48,749,181</u>	<b>Less Operating Expenditure</b>	<u>47,663,862</u>
<u>(660,213)</u>	<b>= Operating Surplus/(Deficit)</b>	<u>107,462</u>
9,437,000	Depreciation	9,743,000
133,000	Other non-cash provisions	102,374
<u>9,570,000</u>	<b>Plus Non-Cash items in Operating Surplus/Deficit</b>	<u>9,845,374</u>
<u>8,909,787</u>	<b>= Funds Generated from Operating Activities</b>	<u>9,952,836</u>
-	Capital (External Contributions)	878,828
294,400	Proceeds from disposal of assets	528,000
<u>294,400</u>	<b>Plus funds sourced from Capital Activities</b>	<u>1,406,828</u>
( 5,752,900)	Capital Expenditure-Asset Renewal and Replacement	( 8,493,810)
( 909,463)	Capital Expenditure-Full Cost Attribution	( 928,097)
( 7,050,900)	New Initiatives - Capital (Gross Expenditure)	( 6,431,166)
<u>(13,713,263)</u>	<b>Less total capital expenditure</b>	<u>( 15,853,073)</u>
212,300	Plus: Repayments of loan principal by sporting groups	247,000
<u>212,300</u>	<b>Plus/(less) funds provided (used) by Investing Activities</b>	<u>247,000</u>
<u>(4,296,776)</u>	<b>= FUNDING SURPLUS/(REQUIREMENT)</b>	<u>( 4,246,409)</u>
<b>Funded by:</b>		
( 5,439,576)	Less: Proceeds from new borrowings	( 5,584,449)
1,142,800	Plus: Principal repayments of borrowings	1,338,040
<u>(4,296,776)</u>		<u>( 4,246,409)</u>



**CITY OF HOLDFAST BAY**  
**PROJECTED INCOME STATEMENT- MUNICIPAL FUNDS**  
**FOR THE YEAR ENDED 30TH JUNE 2022**

<b><u>Municipal</u></b> <b><u>20/21 Original</u></b> <b><u>BUDGET</u></b>		<b><u>Municipal</u></b> <b><u>21/22</u></b> <b><u>BUDGET</u></b>
\$	<b>REVENUES</b>	\$
36,016,000	Rates - General	37,049,400
584,450	Rates - Jetty Road Glenelg	598,480
73,000	Rates - Patawalonga Marina	74,750
1,308,600	Rates - NRM Levy	1,321,600
2,021,930	Statutory Charges	2,210,235
3,732,712	User Charges	3,150,444
2,859,564	Operating Grants & Subsidies	2,029,238
84,400	Investment Income	35,800
677,670	Reimbursements	598,970
606,642	Other	542,407
124,000	Net Equity Gain - Joint Ventures	160,000
<u>48,088,968</u>	<b>TOTAL REVENUES</b>	<u>47,771,324</u>
	<b>EXPENSES</b>	
18,654,485	Employee Costs	18,437,099
20,322,909	Materials, contracts and other expenses	19,111,960
866,750	Finance Charges	839,520
9,437,000	Depreciation	9,743,000
(909,463)	Less full cost attribution	( 928,097)
377,500	New Initiatives - Operating	460,380
<u>48,749,181</u>	<b>TOTAL EXPENSES</b>	<u>47,663,862</u>
<u>(660,213)</u>	Operating Surplus/(Deficit) - Before Capital Revenue	<u>107,462</u>
	- Amounts specifically for new or upgraded assets	878,828
<u>(660,213)</u>	<b>NET SURPLUS/(DEFICIT)</b>	<u>986,290</u>

**CITY OF HOLDFAST BAY**  
**PROJECTED BALANCE SHEET - MUNICIPAL FUNDS**  
**AS AT 30TH JUNE 2022**

<u>Municipal</u> <u>20/21 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>21/22</u> <u>BUDGET</u>
\$		\$
	<b>CURRENT ASSETS</b>	
629,701	Cash and cash equivalents	865,000
2,281,000	Trade and Other Receivables	3,039,000
9,000	Inventory	10,000
2,919,701	<b>TOTAL CURRENT ASSETS</b>	3,914,000
	<b>NON-CURRENT ASSETS</b>	
885,734	Financial Assets	706,700
3,069,000	Equity accounted investments-Council businesses	3,387,000
706,543,086	Land, Infrastructure, Property, Plant & Equipment	708,858,814
710,497,820	<b>TOTAL NON-CURRENT ASSETS</b>	712,952,514
713,417,521	<b>TOTAL ASSETS</b>	716,866,514
	<b>CURRENT LIABILITIES</b>	
3,709,000	Trade and Other Payables	5,431,374
1,142,800	Borrowings	1,338,040
2,836,185	Short-term Provisions	3,134,000
7,687,985	<b>TOTAL CURRENT LIABILITIES</b>	9,903,414
	<b>NON-CURRENT LIABILITIES</b>	
27,879,853	Long-term Borrowings	30,316,534
310,000	Long-term Provisions	313,000
28,189,853	<b>TOTAL NON-CURRENT LIABILITIES</b>	30,629,534
35,877,838	<b>TOTAL LIABILITIES</b>	40,532,948
677,539,683	<b>NET ASSETS</b>	676,333,566
	<b>EQUITY</b>	
181,726,683	Accumulated Surplus	181,330,566
495,713,000	Asset Revaluation Reserve	495,003,000
677,439,683	<b>TOTAL EQUITY</b>	676,333,566

**CITY OF HOLDFAST BAY**  
**PROJECTED STATEMENT OF CHANGES IN EQUITY - MUNICIPAL FUNDS**  
**FOR THE YEAR ENDED 30TH JUNE 2022**

<u>Municipal</u> <u>20/21 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>21/22</u> <u>BUDGET</u>
\$		\$
	<b>ACCUMULATED SURPLUS</b>	
182,386,896	Balance at beginning of period	180,344,276
(660,213)	Net Surplus/(Deficit)	986,290
181,726,683	Balance at end of period	181,330,566
495,713,000	<b>ASSET REVALUATION RESERVE</b>	495,003,000
495,713,000	<b>TOTAL RESERVES CLOSING BALANCE</b>	495,003,000
677,439,683	<b>TOTAL EQUITY</b>	676,333,566

**CITY OF HOLDFAST BAY**  
**PROJECTED BUDGETED STATEMENT OF CASH FLOWS - MUNICIPAL FUNDS**  
**FOR THE YEAR ENDED 30TH JUNE 2022**

<u>Municipal</u> <u>20/21 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>21/22</u> <u>BUDGET</u>
\$		\$
(OUTFLOWS)		(OUTFLOWS)
	<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	
	<u>Receipts</u>	
47,967,858	Operating Receipts	47,611,324
	<u>Payments</u>	
(38,191,321)	Operating payments to suppliers and employees	( 36,818,968)
(866,750)	Finance Payments	( 839,520)
8,909,787	<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	9,952,836
	<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	
	<u>Receipts</u>	
-	Grants specifically for new or upgraded assets	878,828
294,400	Sale of replaced assets	528,000
-	Sale of surplus assets	-
212,300	Repayments of loans (principal) by community groups	247,000
	<u>Payments</u>	
( 6,662,363)	Expenditure on renewal/replacement of assets	( 9,421,907)
( 7,050,900)	Expenditure on new/upgraded assets	( 6,431,166)
(13,206,563)	<b>NET CASH (USED IN) INVESTING ACTIVITIES</b>	( 14,199,245)
	<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>	
	<u>Receipts</u>	
5,439,576	Proceeds from Borrowings - External	5,584,449
	<u>Payments</u>	
(1,142,800)	Repayments of Borrowings - External	( 1,338,040)
4,296,776	<b>NET CASH PROVIDED BY FINANCING ACTIVITIES</b>	4,246,409
-	<b>NET INCREASE (DECREASE) IN CASH HELD</b>	-
629,701	<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF</b>	865,000
	<b>REPORTING PERIOD</b>	
629,701	<b>CASH AND CASH EQUIVALENTS AT END OF</b>	865,000
	<b>REPORTING PERIOD</b>	

**RECONCILIATION OF INCOME STATEMENT TO BUDGETED STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 30TH JUNE 2022**

(660,213)	<b>SURPLUS FROM INCOME STATEMENT</b>	986,290
	<b>NON-CASH ITEMS IN INCOME STATEMENT</b>	
9,437,000	Depreciation	9,743,000
133,000	Movements in provisions	102,374
9,570,000	<b>TOTAL NON-CASH ITEMS</b>	9,845,374
	<b>CASH ITEMS NOT IN INCOME STATEMENT</b>	
(13,713,263)	Capital Expenditure	( 15,853,073)
(1,142,800)	Loan Repayments - External	( 1,338,040)
5,439,576	Proceeds from Borrowings - External	5,584,449
212,300	Repayments of loans (principal) by community groups	247,000
294,400	Proceeds from Disposal of Assets	528,000
(8,909,787)	<b>TOTAL CASH ITEMS</b>	( 10,831,664)
	<b>NET INCREASE/(DECREASE)</b>	
-	<b>IN CASH AND CASH EQUIVALENTS</b>	-

**CITY OF HOLDFAST BAY**  
**PROJECTED SUMMARY OF OPERATING AND CAPITAL INVESTMENT ACTIVITIES**  
**FOR THE YEAR ENDED 30TH JUNE 2022**

<b><u>Municipal</u> <u>20/21 Original</u> <u>BUDGET</u></b>		<b><u>Municipal</u> <u>21/22</u> <u>BUDGET</u></b>
\$		\$
48,088,968	Operating Revenues	47,771,324
(48,749,181)	less Operating Expenses	( 47,663,862)
<u>(660,213)</u>	Operating Surplus/(Deficit) before Capital Amounts	<u>107,462</u>
	<b>Less net outlays on Existing Assets</b>	
6,662,363	Capital Expenditure on renewal & replacement of existing assets	9,421,907
(9,437,000)	Less Depreciation	( 9,743,000)
<u>(2,774,637)</u>		<u>( 321,093)</u>
	<b>Less outlays on New and Upgraded Assets</b>	
7,050,900	Capital Expenditure on new & upgraded assets	6,431,166
-	Less amounts received for new & upgraded assets	( 878,828)
<u>7,050,900</u>		<u>5,552,338</u>
<u>(4,936,476)</u>	<b>Net lending/(borrowing) for financial year</b>	<u>( 5,123,783)</u>

**PROJECTED FINANCIAL INDICATORS - MUNICIPAL FUNDS**  
**FOR THE YEAR ENDED 30TH JUNE 2022**

<b><u>Municipal</u> <u>20/21 Original</u> <u>BUDGET</u></b>		<b><u>Municipal</u> <u>21/22</u> <u>BUDGET</u></b>
\$		\$
(\$660,213)	<b>OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS</b>	\$107,462
	<b>OPERATING SURPLUS RATIO</b>	
	(Operating surplus/(deficit) before capital amounts as % of total operating revenue)	
-1.4%		0.22%
\$32,081,403	<b>NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)</b>	\$35,922,248
	<b>NET FINANCIAL LIABILITIES RATIO</b>	
	(Total liabilities less financial assets as % of total operating revenue)	
67%		75%
	<b>INTEREST COVER RATIO</b>	
	(Net interest expense as % of total operating revenue less investment income)	
1.6%		1.7%
	<b>ASSET SUSTAINABILITY RATIO</b>	
	(Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of asset management plan)	
100%		100%



# **FINANCIAL STATEMENTS – ALWYNDOR**



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

<b>Alwyndor</b> <b>20/21 Original</b> <b>BUDGET</b>		<b>Alwyndor</b> <b>21/22</b> <b>BUDGET</b>
\$		\$
5,107,000	User Charges	5,434,677
10,968,000	Operating Grants & Subsidies	12,471,644
178,000	Investment Income	165,389
3,508,000	Reimbursements	3,268,337
3,007,000	Other	2,722,190
<u>22,768,000</u>	<b>Operating Revenue</b>	<u>24,062,237</u>
15,738,000	Employee Costs - Salaries & Wages	16,551,105
6,077,000	Materials, contracts and other expenses	6,512,201
90,000	Finance Charges	60,000
1,242,000	Depreciation	1,232,123
<u>23,147,000</u>	<b>Less Operating Expenditure</b>	<u>24,355,429</u>
<u>( 379,000)</u>	<b>= Operating Surplus/(Deficit)</b>	<u>( 293,192)</u>
1,242,000	Depreciation	1,232,123
166,000	Other non-cash provisions	170,739
<u>1,408,000</u>	<b>Plus Non-Cash items in Operating Surplus/Deficit</b>	<u>1,402,862</u>
<u>1,029,000</u>	<b>= Funds Generated from Operating Activities</b>	<u>1,109,670</u>
( 586,000)	Capital Expenditure-Asset Renewal and Replacement	( 632,500)
<u>( 586,000)</u>	<b>Less total capital expenditure</b>	<u>( 632,500)</u>
<u>443,000</u>	<b>= FUNDING SURPLUS</b>	<u>477,170</u>
<b>Funded by:</b>		
443,000	Increase/(Decrease) in cash and cash equivalents	477,170
<u>443,000</u>		<u>477,170</u>

**CITY OF HOLDFAST BAY**  
**PROJECTED INCOME STATEMENT - ALWYNDOR FUNDS**  
**FOR THE YEAR ENDED 30TH JUNE 2022**

<b>Alwyndor</b> <b>20/21 Original</b> <b>BUDGET</b>		<b>Alwyndor</b> <b>21/22</b> <b>BUDGET</b>
\$	<b>REVENUES</b>	\$
5,107,000	User Charges	5,434,677
10,968,000	Operating Grants & Subsidies	12,471,644
178,000	Investment Income	165,389
3,508,000	Reimbursements	3,268,337
3,007,000	Other	2,722,190
<u>22,768,000</u>	<b>TOTAL REVENUES</b>	<u>24,062,237</u>
	<b>EXPENSES</b>	
15,738,000	Employee Costs	16,551,105
6,077,000	Materials, contracts and other expenses	6,512,201
90,000	Finance Charges	60,000
1,242,000	Depreciation	1,232,123
<u>23,147,000</u>	<b>TOTAL EXPENSES</b>	<u>24,355,429</u>
<u>( 379,000)</u>	Operating Surplus/(Deficit) - Before Capital Revenue	<u>( 293,192)</u>
<u>( 379,000)</u>	<b>NET SURPLUS/(DEFICIT)</b>	<u>( 293,192)</u>

**CITY OF HOLDFAST BAY**  
**PROJECTED BALANCE SHEET - ALWYNDOR FUNDS**  
**FOR THE YEAR ENDED 30TH JUNE 2022**

<u>Alwyndor</u> <u>20/21 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>21/22</u> <u>BUDGET</u>
\$		\$
	<b>CURRENT ASSETS</b>	
20,233,175	Cash and cash equivalents	3,000,000
962,876	Trade and Other Receivables	1,437,425
-	Other Financial Assets	12,786
21,196,051	<b>TOTAL CURRENT ASSETS</b>	4,450,211
	<b>NON-CURRENT ASSETS</b>	
-	Financial Assets	19,650,508
38,437,254	Land, Infrastructure, Property, Plant & Equipment	37,645,528
38,437,254	<b>TOTAL NON-CURRENT ASSETS</b>	57,296,036
59,633,305	<b>TOTAL ASSETS</b>	61,746,248
	<b>CURRENT LIABILITIES</b>	
34,458,517	Trade and Other Payables	37,680,492
1,704,419	Short-term Provisions	1,641,089
36,162,936	<b>TOTAL CURRENT LIABILITIES</b>	39,321,581
	<b>NON-CURRENT LIABILITIES</b>	
121,912	Long-term Provisions	131,911
121,912	<b>TOTAL NON-CURRENT LIABILITIES</b>	131,911
36,284,848	<b>TOTAL LIABILITIES</b>	39,453,492
23,348,457	<b>NET ASSETS</b>	22,292,756
	<b>EQUITY</b>	
7,863,446	Accumulated Surplus	6,807,745
9,070,657	Asset Revaluation Reserve	9,070,657
6,414,354	Other Reserves	6,414,354
23,348,457	<b>TOTAL EQUITY</b>	22,292,756

**CITY OF HOLDFAST BAY**  
**PROJECTED STATEMENT OF CHANGES IN EQUITY - ALWYNDOR FUNDS**  
**FOR THE YEAR ENDED 30TH JUNE 2022**

<u>Alwyndor</u> <u>20/21 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>21/22</u> <u>BUDGET</u>
\$		\$
	<b>ACCUMULATED SURPLUS</b>	
8,242,446	Balance at beginning of period	7,100,937
( 379,000)	Net Surplus/(Deficit)	( 293,192)
-	Transfers from reserves	-
7,863,446	Balance at end of period	6,807,745
9,070,657	<b>ASSET REVALUATION RESERVE</b>	9,070,657
6,414,354	<b>ALWYNDOR RESERVES</b>	6,414,354
15,485,011	<b>TOTAL RESERVES CLOSING BALANCE</b>	15,485,011
23,348,457	<b>TOTAL EQUITY</b>	22,292,756

**CITY OF HOLDFAST BAY**  
**PROJECTED BUDGETED STATEMENT OF CASH FLOWS - ALWYNDOR FUNDS**  
**FOR THE YEAR ENDED 30TH JUNE 2022**

<u>Alwyndor</u> <u>20/21 Original</u> <u>BUDGET</u> \$ (OUTFLOWS)		<u>Alwyndor</u> <u>21/22</u> <u>BUDGET</u> \$ (OUTFLOWS)
	<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	
	<u>Receipts</u>	
22,768,000	Operating Receipts	24,043,397
	<u>Payments</u>	
( 21,649,000)	Operating payments to suppliers and employees	( 22,971,059)
( 90,000)	Finance Payments	( 60,000)
<u>1,029,000</u>	<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	<u>1,012,338</u>
	<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	
	<u>Receipts</u>	
-	Net Purchase of Investment Securities	( 17,304,284)
	<u>Payments</u>	
( 568,000)	Expenditure on renewal/replacement of assets	( 480,000)
-	Expenditure on new/upgraded assets	( 152,500)
<u>( 568,000)</u>	<b>NET CASH (USED IN) INVESTING ACTIVITIES</b>	<u>( 17,936,784)</u>
	<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>	
	<u>Receipts</u>	
-	Proceeds from Aged Care Facility Deposits	1,223,774
<u>-</u>	<b>NET CASH PROVIDED BY FINANCING ACTIVITIES</b>	<u>1,223,774</u>
443,000	<b>NET INCREASE (DECREASE) IN CASH HELD</b>	( 15,700,672)
19,790,175	<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF</b>	18,700,672
	<b>REPORTING PERIOD</b>	
	<b>CASH AND CASH EQUIVALENTS AT END OF</b>	
<u>20,233,175</u>	<b>REPORTING PERIOD</b>	<u>3,000,000</u>

**RECONCILIATION OF INCOME STATEMENT TO BUDGETED STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 30TH JUNE 2022**

( 379,000)	<b>SURPLUS/(DEFICIT) FROM INCOME STATEMENT</b>	( 293,192)
	<b>NON-CASH ITEMS IN INCOME STATEMENT</b>	
1,242,000	Depreciation	1,232,123
166,000	Increase (decrease) in provisions - nett	73,407
<u>1,408,000</u>	<b>TOTAL NON-CASH ITEMS</b>	<u>1,305,530</u>
	<b>CASH ITEMS NOT IN INCOME STATEMENT</b>	
( 586,000)	Capital Expenditure	( 632,500)
-	Proceeds from Borrowings - External	1,223,774
-	Repayments of loans (principal) by community groups	( 17,304,284)
<u>( 586,000)</u>	<b>TOTAL CASH ITEMS</b>	<u>( 16,713,010)</u>
	<b>NET INCREASE/(DECREASE)</b>	
<u>443,000</u>	<b>IN CASH AND CASH EQUIVALENTS</b>	<u>( 15,700,672)</u>

**CITY OF HOLDFAST BAY**  
**PROJECTED SUMMARY OF OPERATING AND CAPITAL INVESTMENT ACTIVITIES**  
**FOR THE YEAR ENDED 30TH JUNE 2022**

<u>Alwyndor</u> <u>20/21 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>21/22</u> <u>BUDGET</u>
\$		\$
22,768,000	Operating Revenues	24,062,237
( 23,147,000)	less Operating Expenses	( 24,355,429)
( 379,000)	Operating Surplus/(Deficit) before Capital Amounts	( 293,192)
	<b>Less net outlays on Existing Assets</b>	
586,000	Capital Expenditure on renewal & replacement of existing assets	480,000
( 1,242,000)	Less Depreciation	( 1,232,123)
( 656,000)		( 752,123)
	<b>Less outlays on New and Upgraded Assets</b>	
-	Capital Expenditure on new & upgraded assets	152,500
<u>277,000</u>	<b>Net lending/(borrowing) for financial year</b>	<u>306,431</u>

**PROJECTED FINANCIAL INDICATORS - ALWYNDOR FUNDS**  
**FOR THE YEAR ENDED 30TH JUNE 2022**

<u>Alwyndor</u> <u>20/21 Original</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>21/22</u> <u>BUDGET</u>
\$		\$
	<b>OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS</b>	
(\$379,000)		(\$293,192)
	<b>OPERATING SURPLUS RATIO</b>	
	(Operating surplus/(deficit) before capital amounts as % of general revenue)	
-1.7%		-1.2%
	<b>NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)</b>	
\$15,088,797		\$15,365,559
	<b>NET FINANCIAL LIABILITIES RATIO</b>	
	(Total liabilities less financial assets as % of total operating revenue)	
66%		64%
	<b>INTEREST COVER RATIO</b>	
	(Net interest expense as % of total operating revenue less investment income)	
0.4%		0.3%
	<b>ASSET SUSTAINABILITY RATIO</b>	
	(Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of depreciation expense)	
47%		39%







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