

OUR PLAN FOR OUR PLACE

**2018-19
ANNUAL BUSINESS PLAN**

THIS YEAR'S BUDGET

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



Volunteers, Youth, Community Centre and Engagement

\$14.04



Commercial and Economic Enterprises

\$23.79



Community Buildings and Public Facilities

\$43.60



Sporting and Recreation Facilities

\$83.93



Corporate Operations, Administration and Finance

\$136.76



Information Technology and Business Innovation

\$36.83



Stormwater Drainage

\$48.82



Public Safety

\$41.85



Roads, Footpaths and Traffic Management

\$192.77



Strategic Planning and Development

\$34.55



Home and Community Services

\$25.03



Natural Reserves, Foreshore, Beaches and Coastal

\$13.40



Waste Management

\$58.61



Public Realm, Street Trees, Reserves, Open Spaces and Playgrounds

\$145.92



Visitor Attractions, Events, Tourism and Marketing

\$42.99



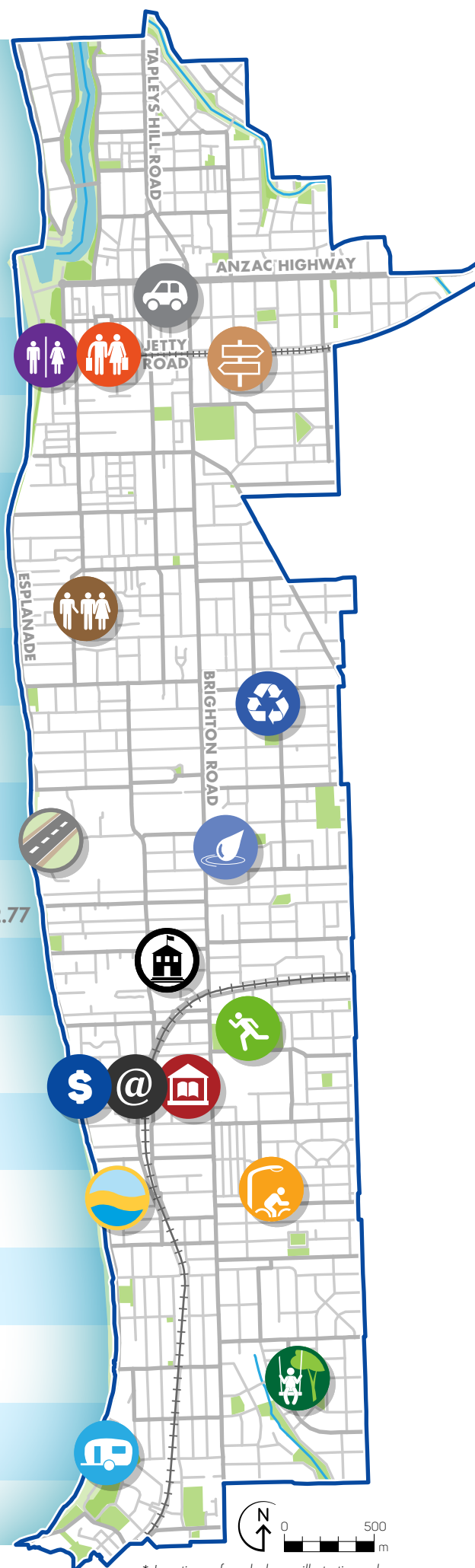
Carparks and Parking Regulation

\$15.68



Libraries, Culture and Heritage

\$41.43



* Locations of symbols are illustrative only

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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.



OUR PLAN FOR OUR PLACE

Our Annual Business Plans draw on various corporate plans to determine what we will do each year to achieve the specific outcomes set by Council and the community.

In 2016–17 we reviewed the *'Our Place' Strategic Plan*, *Long-Term Financial Plan* and *Asset Management Plan* to assess our direction and ensure that our plans for our city reflect the vision, expectations and wishes of the people who live, work and play in Holdfast Bay.

In September 2016 we undertook a community engagement campaign, 'Say September'. During the campaign we set up stalls and held events across the city, offering our community the opportunity to meet with staff and elected members to discuss their views on Holdfast Bay.

We have drawn on this community feedback and other investigations to develop the *Our Place: 2030 Strategic Plan (Our Place)*. *Our Place* establishes our vision for the city, defining five key outcome areas to map our direction and provide objectives for maintaining, progressing and celebrating our city into the future.

This *2018–19 Annual Business Plan* draws on the refreshed *Our Place*, and on our revised *Long-Term Financial Plan* and our *Asset Management Plan* to inform and guide us through the coming year.

WELCOME

On behalf of the City of Holdfast Bay, it gives me great pleasure to present our *2018–19 Annual Business Plan*.

The City of Holdfast Bay remains committed to keeping rates as low as possible, whilst taking into account the requirements of maintaining a city, and funding services and projects that help make it great.

Over the last three years, we have carefully made financial plans for the construction of a number of major projects. This *Business Plan* is the culmination of that process, with projects such as Coast Park now reaching completion.

The Coast Park provides a multiple use path that, for the first time, links more than 11 kilometres of beachside. The City of Holdfast Bay has contributed approximately \$1 million to this project, and secured more than \$4.35 million in State government funding for the latest section connecting the path through the private grounds of Minda.

The *2018–19 Annual Business Plan* contains further capital initiatives including:

- › progressing the Jetty Road and Environs Masterplan;
- › construction of the Chapel Street Plaza;
- › the redevelopment of the Holdfast Tennis Club; and
- › commencement of the long awaited rebuild of the Brighton Sporting Precinct.

All of our new capital projects have been calculated on a three year rolling budget which will ensure that our rates remain reasonable. We are very pleased to announce that this year we have managed to plan a comprehensive program with a low **2.7 per cent rate increase**. This rate rise is lower than last year and lower than the Local Government Price Index to December 2017. All of our key financial indicators are positive.

We also have a commitment from the new State Government for \$20 million to begin the process of planning for a new multipurpose Glenelg Jetty. We look forward to working with the State Government to progress this project.

The *Annual Business Plan* also outlines the costs for the necessary services we undertake to maintain our physical assets and services including:

- › Open space and coastal - manage and maintain the community's natural assets in an environmentally and financially sustainable manner for the benefit of our residents and the wider community. Including managing our open spaces and reserves, cleaning our streets and foreshore, managing and maintaining our coastal zones and foreshore.
- › Waste management - safe, efficient and sustainable service for removing, recycling and disposing of our city's waste.

We will also be continuing our environmental works with improving our stormwater system, installing more sand retention groynes and beginning our street light conversion to LED. The cost of the LED rollout will pay for itself after 8 years.



Amanda Wilson

Acting Mayor
City of Holdfast Bay

OUR CITY

The town of Glenelg was named on 28 December 1836 when Governor John Hindmarsh presented the Proclamation of South Australia to settlers assembled at the historic Old Gum Tree, at what is now Macfarlane Street in Glenelg North. The town, the first mainland settlement of South Australia, was named after Lord Glenelg.

In 1838, the Brighton district was surveyed by Colonel William Light. The area became a rural farming area but, because of its sand hills and long sandy beaches, it also became a place for holiday houses built by wealthy professionals and notable people of the day.

In 1855, Glenelg became a municipality, the City of Glenelg. The City of Brighton followed in 1858.

The City of Holdfast Bay was proclaimed in 1997 as a result of the amalgamation of the former cities of Glenelg and Brighton. It comprises 14 square kilometres and is home to over 35,000 people who all reside within 2.5 kilometres of our nine kilometre stretch of famous coastline.

Ideally located just 11 kilometres from the Adelaide city centre and five minutes from the Adelaide Airport, our place is one of the most celebrated places to live, work, visit and invest in the Adelaide metropolitan area. It boasts a rich heritage; beautiful natural environment; high-quality recreational and community facilities; superior education, health and retail options; a vibrant tourism sector; thriving retail precincts and a small light industrial area.

OUR COMMUNITY

In 2016 (according to latest Census information) our City's population was 35,360, of which 52 per cent was over 45 years of age. (This compares with 45 per cent for the greater Adelaide metropolitan area.)

In 2016, our city had a 94 per cent employment rate, with the majority of the workforce holding positions as professionals, managerial or clerical and administrative roles. The key industries of employment within the area are health care and social assistance (15.9 per cent), accommodation and food services (7.5 per cent), education and Training (10.7 per cent) and retail trade (9.3 per cent).

Our city had approximately 17,000 private dwellings, 36 per cent of which were owned outright, and 28 per cent owned with a mortgage. The median mortgage payment for the area was \$1,772 per month. Of these households:

- › 36 per cent are single-person households
- › 36 per cent are two-person households
- › 12 per cent are three-person households
- › 16 per cent are four-or-more-person households.

Thirty per cent of our population rent their homes, with a median weekly rent of \$300. Property within the city is of high value, with a median value of \$356,000 for apartments, \$535,000 for townhouses and \$685,000 for detached dwellings.

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



CULTURE

An effective, customer-centred
organisation

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

QUALITY OF LIFE SURVEY RESULTS (2017)

HOW YOU RATED YOUR COUNCIL OUT OF 10



COMMUNITY



8.5

Providing library services



8.25

Providing sporting facilities



7.6

Delivering services for the elderly and people with a disability



8.6

Promoting programs and services that encourage an active lifestyle



PLACEMAKING



7.35

Maintaining roads and kerbing



8.2

Maintaining cycle networks



8.3

Providing a sense of safety in neighbourhoods



ENVIRONMENT



8.35

Maintaining beaches and coastal areas



8.1

Providing adequate waste management services



ECONOMY



8.6

Encouraging a diverse range of business and services in the area



8.5

Supporting and promoting tourism and events



CULTURE



7.2

Quality of service provided by Council staff



7.1

Overall satisfaction with the performance of the Council



Overall rating of Holdfast Bay as a place to live



8.3

Maintaining well laid out parks and reserve



8.0

Providing programs that foster social interaction and community wellbeing



8.3

Likelihood to recommend Holdfast Bay as a place to live



HIGHLIGHTS

Major Projects

In 2018–19 we will fund and undertake a number of services, capital works and projects to support the vision and objectives outlined in our strategic plan, *Our Place 2030*. Some of these highlights include:

- › Commencing the construction of the Minda Dunes section of Coast Park. The Coast Park is a shared pathway for pedestrians and cyclists that will eventually provide unbroken foreshore access from North Haven to Sellicks Beach. The Minda Dunes section runs across the secondary dunes of the Minda site at North Brighton and extends from the Somerton Surf Life Saving club to the Gladstone Road car park. This section is the final section of our City's Coast Park walkway. We have allocated \$1 million as well as receiving \$4.35 million of funding from the Department of Planning, Transport and Infrastructure to undertake the project.
- › Commencing the construction of the Brighton Oval Sports Complex masterplan. In 2018–19 we will undertake stage 1 of the masterplan which includes three new buildings for the tenant clubs to use, including additional unisex change rooms, additional public amenities (accessible public toilets) and enhanced spectator facilities, meeting the needs of the clubs into the future. The masterplan was endorsed in November 2016, with external funding sought in the 2017–18 financial year. We were successful in securing \$2 million from the Government of South Australia and have allocated a further \$2 million for the first year of the multi-year implementation of the masterplan.
- › Undertaking the construction of stage 1 of the Glenelg Oval Sporting masterplan. The Glenelg Oval Sporting masterplan was endorsed in July 2017. This stage focuses on the Holdfast Tennis Club, located on Williams Avenue, Glenelg East, which includes the demolition and development of the clubroom on site, installation of new lighting and fencing around eight courts. We have allocated \$274,000 of funding and are seeking match funding from the Office of Recreation and Sport. The scope of the project is subject to successfully securing external funding. Further to this we are also seeking full funding from the Office of Recreation and Sport to resize and resurface the tennis courts, to comply with Tennis Australia standards.
- › Continuing to improve our stormwater systems across the city as part of our Stormwater Management Plan, to reduce the risk of flooding in our city. In 2018–19 we will undertake \$2.35 million of improvements to our stormwater infrastructure across the City. As part of our capital program we have allocated \$350,000 for renewal works in Glenelg East and pits at a number of sites across the City. For new projects we have allocated \$1 million to undertake important stormwater works at key sites in Somerton Park, Brighton and North Brighton. This work is subject to obtaining external match funding from the Government of South Australia's Department of Environment, Water and Natural Resources' Stormwater Management Authority.
- › Beginning important repair work on the Glenelg Town Hall. In 2017–18 we engaged specialised heritage architects to undertake an assessment of the Glenelg Town Hall. The results of this assessment has identified a range of restoration works required to be undertaken to this important, historic State Heritage listed building over a multi-year program. In 2018–19 we have allocated \$1.13 million to commence these repair works to ensure the building can be enjoyed for many years to come.
- › Progressing the implementation of the Jetty Road Glenelg and Environs masterplan, which was adopted in February 2018. In 2018–19 we will undertake detailed designs and commence construction on aspects of the masterplan. We have allocated \$748,000 to develop designs for the Chapel Street section, which will transform this area into a new civic plaza and Coast stages 1 & 2, which includes the public open space along Colley Terrace from Hope Street to Jetty Road, as well as the entrances of both Durham Road and Moseley Street. Further to detailed design, we will commence the construction of the Chapel Street and Coast stage 1 (corner of Colley Terrace and Jetty Road). The construction will be a two year project, with a total budget of \$3.49 million. In 2018–19 we will allocate \$833,000 of Council funding and seek approximately \$1.75 million of external funding from the Department of Planning, Transport and Infrastructure. The construction is subject to successfully receiving external funding.



FINANCIAL OVERVIEW

In the 2018–19 financial year we predict we will be working with:

- › a consolidated operating surplus of \$458,000 (Alwyndor surplus of \$186,000 and Municipal operations surplus of \$272,000)
- › a consolidated operating income of \$66.30 million to cover our operating expenditure of \$65.84 million
- › a 2.7 per cent increase in rate revenue (excluding separate rates and the Natural Resource Management Levy).

In the 2018–19 financial year we will invest \$78.12 million to provide services, implement programs and build or maintain essential assets. Our main areas of investment will include:

- › \$53.51 million to provide services to our community
- › \$6.49 million to upgrade and maintain our community assets
- › \$18.12 million for new capital infrastructure and service improvements.

The funding for these activities will come from rates, grants from the Commonwealth and State Governments, revenue from asset sales, rental from community club and commercial leases, revenue from the Brighton Caravan Park, contributions from community associations and income derived from statutory and user charges.

FINANCIAL SUMMARY



2018–19 REVENUE \$77.09 MILLION

We will receive \$77.09 million to provide services and infrastructure to the community.

MUNICIPAL REVENUE

Rate Revenue

Rates General	\$34.20 million
Rates: Jetty Road Mainstreet Separate Rate	\$0.57 million
Rates: Patawalonga Marina Separate Rate	\$0.07 million
Rates: NRM Levy	\$1.25 million
Total rate revenue	\$36.09 million

Operational Revenue

Statutory charges	\$2.25 million
User charges	\$4.04 million
Investment income	\$0.04 million
Reimbursements	\$0.68 million
Other	\$0.51 million
Total operational revenue	\$7.52 million

External Revenue

Proceeds from the disposal of assets	\$1.20 million
Operating grants and subsidies	\$3.01 million
Capital grants, subsidies and contributions	\$9.59 million
Share of profit - joint ventures	\$0.23 million
Total external revenue	\$14.03 million

TOTAL MUNICIPAL REVENUE \$57.64 million

ALWYNDOR REVENUE

Operational Revenue

User charges	\$3.72 million
Investment income	\$0.42 million
Reimbursements	\$3.15 million
Other	\$1.94 million
Total operational revenue	\$9.23 million

External Revenue

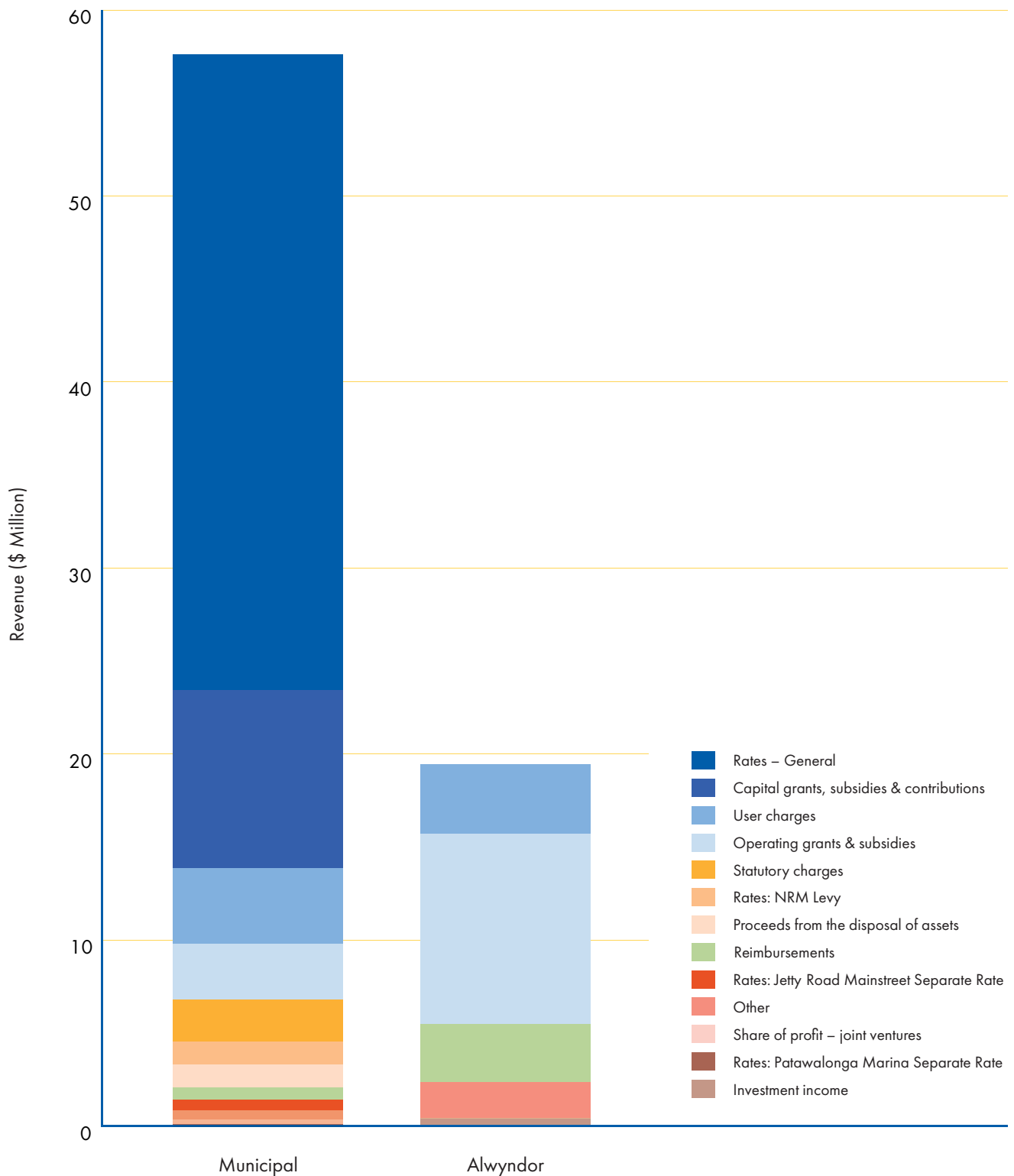
Operational grants and subsidies	\$10.22 million
Total external revenue	\$10.22 million

TOTAL ALWYNDOR REVENUE \$19.45 million

CONSOLIDATED REVENUE

TOTAL CONSOLIDATED REVENUE (INCLUDING CAPITAL & OPERATING REVENUE) \$77.09 million

2018–19 REVENUE



2018–19 OPERATIONAL EXPENDITURE \$65.84 MILLION

We will spend \$65.84 million to deliver services to the community.

MUNICIPAL OPERATIONAL EXPENDITURE

Services

Asset management	\$6.67 million
Corporate services	\$4.93 million
Open spaces & coastal assets	\$4.83 million
Waste management	\$3.52 million
Marketing & tourism	\$2.15 million
Regulatory services	\$2.04 million
Information & technology services	\$1.88 million
Library services	\$1.56 million
Community wellbeing	\$1.50 million
Development services	\$1.39 million
Commercial & economic enterprise	\$1.33 million
Community development	\$1.28 million
Financial services	\$1.23 million
Strategic planning & development policy	\$0.85 million
Total expenditure on services	\$35.16 million

Other operational expenditure

Depreciation - municipal	\$9.03 million
NRM Levy	\$1.23 million
Operational new initiatives	\$1.16 million
Total expenditure on other operational	\$11.42 million

TOTAL MUNICIPAL OPERATIONAL EXPENDITURE **\$46.58 million**

ALWYNDOR OPERATING EXPENDITURE

Alwyndor services	\$18.35 million
Total expenditure on services	\$18.35 million

Other operational expenditure

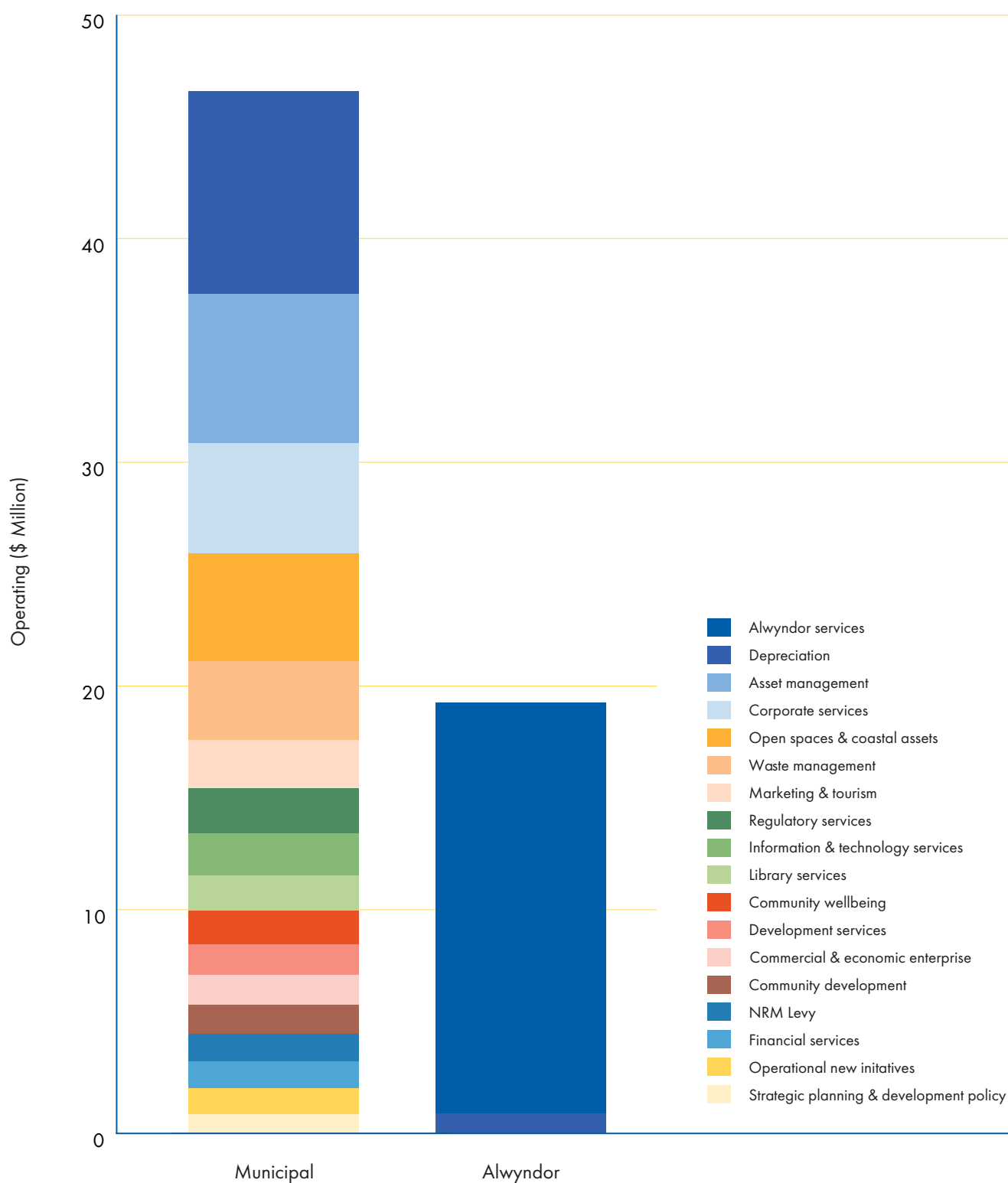
Depreciation - Alwyndor	\$0.91 million
Total expenditure on other operational	\$0.91 million

TOTAL ALWYNDOR OPERATIONAL EXPENDITURE **\$19.26 million**

CONSOLIDATED OPERATIONAL EXPENDITURE

TOTAL CONSOLIDATED OPERATIONAL EXPENDITURE **\$65.84 million**

2018–19 OPERATIONAL EXPENDITURE



2018–19 CAPITAL PROGRAM \$23.45 MILLION

We will spend \$23.45 million on our capital program to update and maintain our community's assets in 2018–19.

MUNICIPAL CAPITAL PROGRAM

Capital new initiatives	\$16.96 million
Transport & access ¹	\$1.69 million
Buildings	\$1.66 million
Project management capitalised ²	\$0.82 million
Major plant & equipment replacement	\$0.59 million
Open space	\$0.35 million
Stormwater drainage	\$0.35 million
Library collection	\$0.09 million
Coastal	\$0.05 million
TOTAL MUNICIPAL CAPITAL EXPENDITURE	\$22.56 million

ALWYNDOR CAPITAL PROGRAM

Alwyndor asset renewal and replacement	\$0.89 million
TOTAL ALWYNDOR CAPITAL EXPENDITURE	\$0.89 million

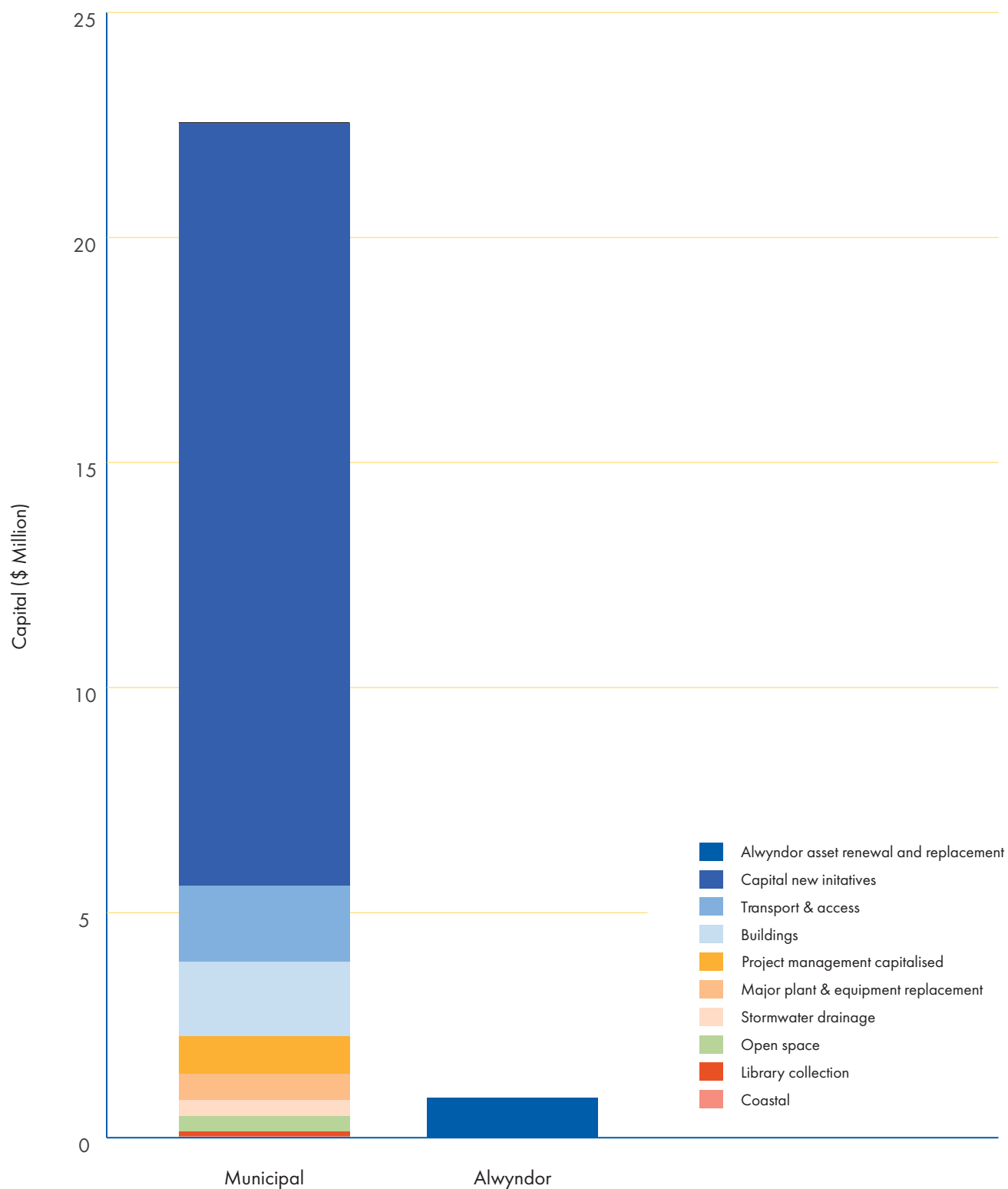
CONSOLIDATED CAPITAL PROGRAM

TOTAL CONSOLIDATED CAPITAL EXPENDITURE	\$23.45 million
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¹ to be subsidised by \$300,000 Commonwealth Government Funding through the Roads To Recovery Grant Program

² Project management capitalised is the amount of operational funding for design and project management work that is capitalised, and therefore attributed to the capital budget.

2018–19 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

We adopt prudent financial governance policies and practices to enable us to consistently deliver 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 our services and infrastructure.



OUR 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 our services fairly between our current and future users. This is based on the understanding that insufficient funding would shift the cost 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 aim to keep you 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

We considered the impact of a number of global, national and state trends when developing our 2018–19 *Annual Business Plan*. They include:

Communications and technology

Rapid advances in technology and communication such as the rollout of the National Broadband Network (NBN), increased mobility of technology and ongoing development of new apps and software continuously change environments. These developments can alter how people interact and undertake business, and influence customer expectations for flexible service delivery. This challenges us to keep abreast of, and capitalise on these changes so that we can maintain our high standards of customer service, based on the evolving expectations of our customers. In addition, advances in 'smart' technologies are changing the way we undertake strategic planning, designs and address problems, as well as providing valuable data for more informed and better decision making.

Economic vitality

The closure of car manufacturing in Australia coupled with uncertainty in the mining industries is presenting a number of challenges in our manufacturing sectors. We are faced with transitioning to a more diverse, knowledge-based economy.

The State and Commonwealth Governments have brought forward a number of transport and infrastructure related capital projects so as to provide employment opportunities whilst the economy is in transition.

The lower Australian dollar has made our products more competitive in international markets, and continued low interest rates are providing a favourable environment for construction and domestic development projects.

Health, wellbeing and aging

Today's modern society reportedly results in a number of lifestyle challenges for individuals, including an increasingly sedentary lifestyle, longer working hours and higher obesity rates, which are associated with a number of chronic health conditions and increasing social isolation. South Australia has a higher population of people aged over 55 than the rest of Australia, and the median age of City of Holdfast Bay residents is 46, which is significantly older than surrounding Council areas. As time passes, our portion of those aged over 65 will increase. To address these issues, we commit to providing facilities and services that promote healthy, active lifestyles, community wellbeing, opportunities for social engagement and healthy aging.

Environment

We are committed to protecting our valuable natural environment, identifying and responding to the potential impacts of climate change, reducing our reliance on fossil fuels, reducing energy consumption and addressing water security across all operations.

THE 2018–19 BUSINESS ENVIRONMENT

The following factors are expected to influence our business environment in 2018–19:

Operating and utility costs

Just like households, all Councils are subject to a number of costs, and we have a limited ability to control these. In 2018–19 we expect the Environment Protection Authority Landfill Levy to rise by 14.9 per cent from \$87 per tonne to \$100 per tonne.

Depreciation on new assets has increased by \$410,000. This increase in depreciation is offset by the benefits that new and improved facilities provide to our community.

While the costs of providing assets and services differs from Council to Council according to the needs and expectations of their individual communities, we use the Local Government Price Index (LGPI) as a benchmark for monitoring the cost of service we provide. This is similar to the Consumer Price Index (CPI), but monitors price changes in goods and materials that are specifically relevant to local government. The annual LGPI for the 2017 (December 2016 to December 2017) was 2.9 per cent. Adelaide's annual CPI change was 2.3 per cent, for the same period.

Housing industry

The housing industry has remained steady over the past few years. Housing building approvals were up from the previous year and this growth is expected to continue into 2018–19. For this reason, we have prepared our Draft 2018–19 Annual Business Plan based on an estimated growth of 0.5 per cent.

Economic and planning system reforms

The Government of South Australia has continued to progress a range of reforms to South Australia's planning and development system, to implement the Planning, Development and Infrastructure Act 2016 and modernise the system.

While the details of a new Government's broader reforms package are still unfolding, they are likely to impact on Council's business and financial operations in the area of local planning. Likely impacts may include:

- › a reduction in Council's influence in the assessment of development applications, particularly for larger-scale or high-value projects with an investment value of over \$5 million and all development exceeding 4-storeys in height within areas of Glenelg, combined with further deregulation of planning assessment through Private Certification
- › increased costs to Council to fund infrastructure that is currently provided by the government or private sector, and the potential for reduced infrastructure funding at the local metropolitan level in favour of regional projects
- › shared arrangements with the Government of South Australia and neighbouring Councils to fund and service regional planning boards and assessment panels
- › improvements to our information technology systems and cost-shifting from the Government of South Australia to service a central online planning portal and e-planning system.

We will monitor the impact of the Government of South Australia's reforms package on our business operations as details emerge.

Aged care industry transformation

Alwyndor Aged Care

With the average age of the South Australian population rising, the demand for aged care services is increasing at a rapid rate. Not only is the overall demand for services increasing but, due to the 'baby boomer' generation beginning to enter the aged care market, the expectations of the variety and levels of service are also increasing. Correspondingly the cost of funding aged care services is also rising at what the Federal Government has described as an unsustainable rate. This is increasing pressure on all levels of government to provide and fund appropriate services and infrastructure. As a result, the Government has made significant changes to the funding arrangements associated with aged care targeted at promoting greater consumer choice, income testing so those that can afford it contribute to the cost of their care and encouraging providers to become more efficient and innovative.

One of the most significant changes in the past 18 months is funding for Home Care Packages now being provided directly to consumers, giving greater choice and control of the type of care received and of the provider delivering the care. Home Care Packages have therefore become portable, allowing consumers to change their service provider whenever they wish and retain their package if they relocate. This has resulted in a more competitive and open market for services and requires providers to become more focused on the specific needs to each consumer.

The Aged Care Funding Instrument (ACFI) is the classification instrument the Australian Government applies to fund Residential Accommodation aged care services. On 1 July 2016, a range of changes were implemented to the ACFI and further changes are expected, with a proposed new tool, the R-ACFI, currently under review. This new tool combined with the absence of any CPI increase in 2017, and potentially again in 2018, is designed to slow the 'unsustainable' growth in the costs of providing aged care which will challenge many current service providers as they will be required to deliver the same levels of care with a reduced (in real terms) level of funding.

The current government 'cost control' activity combined with the increased expectations of new Aged Care consumers indicates that it will be an extremely challenging transition in the Aged Care Industry over the next few years but also one with many opportunities to prosper.

Council Community Wellbeing Service

Council continues to administer the grant-funded Commonwealth Home Support Program (CHSP), which offers older people basic maintenance and support services to continue living independently at home. Council continues to remain abreast of the changes brought about by the National Aged Care Reforms and respond accordingly, with as little disruption to service delivery as possible. Residents aged 65 years and older who are currently receiving CHSP funded services will continue to be kept informed of the impact of the changes as they occur.

The roll out of the National Disability Insurance Scheme (NDIS) (the new way of providing individualised support for people with disability, their families and carers) commenced in July 2017. The scheme will be progressively rolled out across South Australia over a number of years. People currently receiving support services through Disability SA will transition into the scheme as the changes are rolled out across each region of South Australia. Holdfast Bay residents receiving this support will convert to the new scheme from June 2018. We remain committed to continuity of care for all residents currently receiving support services through the SA-HACC program until the NDIS is fully in place.

State Government election

The South Australian State election held in March has resulted in a Liberal Government being elected. This will change the State's policy direction and will have implications for all local government jurisdictions. We look forward to working with the newly elected government as they implement their policy program. Council can not speculate on the exact nature of the impacts on our City of policies at this stage.

Local Government election

Local Government elections are held every four years with an upcoming election to be held in November 2018 by all South Australian Councils. This will potentially change the elected body who are the decision makers of each Council. These elections will be conducted and overseen by the Electoral Commission of South Australia. We have allocated \$292,000 to fund the election for our City.

Nominations for the Local Government election commences on Tuesday 4 September 2018 and closes Tuesday 18 September 2018. The election will be conducted by postal voting, with electoral materials posted out to the community beginning the week of 22 October 2018, with voting closing at 5pm on Friday 9 November 2018.

Some eligible voters will need to enrol to vote, as Local Government elections allow a broader range of people to vote. This includes non-Australian citizens over 18 and living in the city for longer than a month, landlords of rateable properties and business owners. Those fitting in this criteria must complete an enrolment form to vote by 5pm on Friday 10 August 2018. For more information visit holdfast.sa.gov.au/elections.

Whilst it is not compulsory to vote in Local Government elections, it is strongly encouraged that all eligible people take up their democratic right in this election.

External funding sources

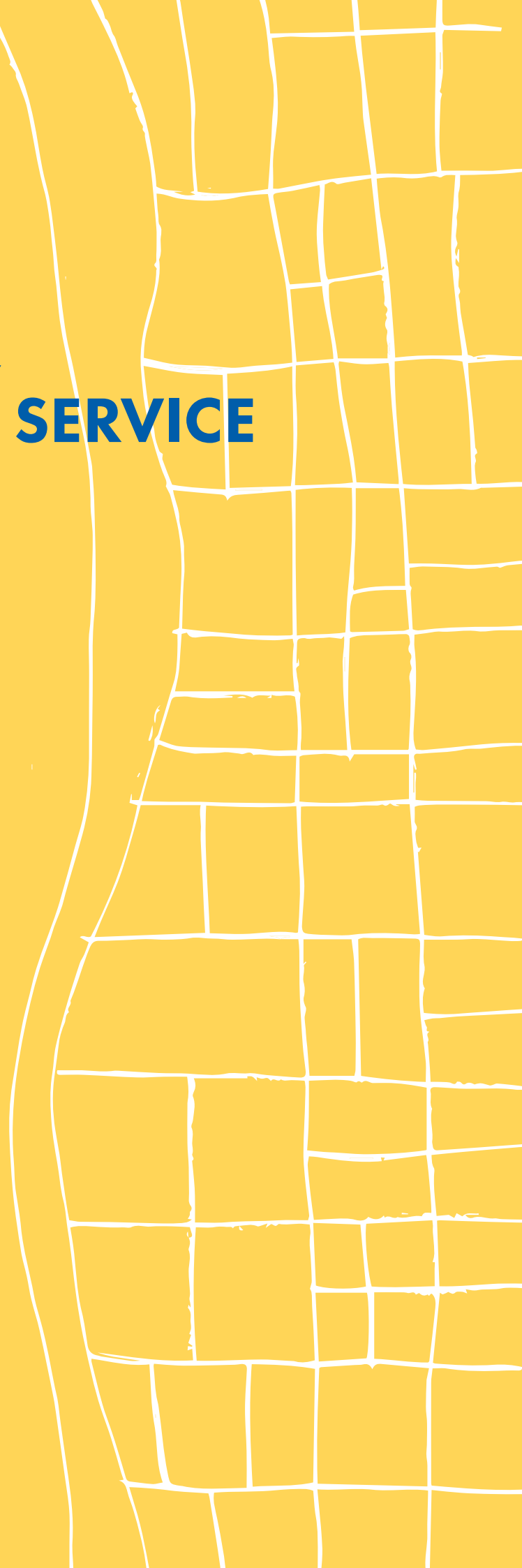
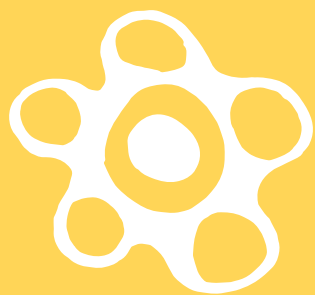
Our 2018–19 budget relies significantly on property rate revenue for our operations. Rates make up 76 per cent of our revenue, excluding Alwyndor and the NRM Levy. Whilst we are a leader in South Australia for non-rate revenue, we are still seeking to reduce this rate burden by increasing our revenue from other sources, such as rent from commercial leases, off-street car parks, income from the Brighton Caravan Park and Partridge House and grant funding from the Commonwealth and State Governments.

Reductions in Commonwealth and State Government funding levels have had a flow-on effect, reducing the grants available to local government. This affects our ability to undertake certain projects within our desired timeframes, and may influence our ability to commence this year. In 2018–19 these projects include:

- › Stormwater Management Plan implementation
- › Jetty Road Glenelg and Environs masterplan – phase 1 construction
- › Glenelg Oval Sporting Complex masterplan implementation – stage 1 (Holdfast Tennis Club)
- › water sensitive urban design installations
- › improvements to Barton Gully, Gilbertson Gully and Pine Gully
- › establish a biodiversity corridor.

In addition to external cost increases, State and Commonwealth grant funding has decreased, with fewer opportunities and reductions of funds available to Councils. The Australian Government's Roads to Recovery fund has reduced the funds for 2018–19, with a reduction of \$236,000 compared to the original budgeted amount in 2017–18. The Roads to Recovery funds allow us to undertake significant repairs and make improvements to our local roads, kerbing and stormwater system. This reduction is partially subsidised by the Supplementary Roads Grant, with an anticipated \$188,000 to be received. The Federal Assistance Grant had a freeze on indexation between 2013–14 and mid 2017, resulting in approximately \$103,000 in funding not received over this period (based on CPI indexation). In 2017–18 this grant was indexed by 2.5 per cent. In 2018–19 we have budgeted for an indexation of 2.4 per cent.

ACHIEVEMENTS, PRIORITIES AND SERVICE DELIVERY





COMMUNITY

A healthy, creative, connected community.

In 2018–19 we will allocate \$31.74 million to building a healthy, active and resilient community; celebrating culture and diversity; providing welcoming, accessible facilities; and fostering an engaged, contributing community.



OUR ACHIEVEMENTS

In 2017–18 we delivered many projects and services that supported our goal of building a strong community, creating a place with a quality lifestyle, for every generation, that celebrates culture and is safe and secure. Our activities included:

- › Completion of the Kauri Community and Sporting Complex project. This multi-year major project includes a new hockey pitch, 12 tennis courts, purpose built facility for sporting and community clubs and surrounding landscaping and additional car parking
- › developed partnerships with Flinders University and SAHMRI focusing on health and well-being of the community for healthy aging
- › introducing five new volunteering opportunities including the dog walking program, bike pump track maintenance program and Green Thumbs, community gardens program
- › securing \$2 million of funding from the Government of South Australia to commence the construction of the Brighton Oval Sporting Complex masterplan
- › commencing works at the HY Sparks Grandstand at the Glenelg Oval. After being severely damaged in December 2016, we have commenced works to convert this space to a grassed mound.

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

OUR PRIORITIES

In 2018–19 we will continue to deliver projects that build a healthy, creative, connected community, including:

- › Undertaking important restoration work at the Glenelg Town Hall
- › commence stage 1 construction of the Brighton Oval Sporting Complex masterplan
- › undertake construction of stage 1 of the Glenelg Oval Sporting Complex masterplan, focusing on the Holdfast Tennis Club.

OUR SERVICE DELIVERY \$24.73 MILLION

Alwyndor Aged Care – \$18.35 million

We will accommodate the needs of the state's ageing community by providing appropriate assets, services and programs including the high-quality residential and out-patient services offered by Alwyndor Aged Care. Operated by Council, Alwyndor is fully funded by the Commonwealth and State Governments and Alwyndor resident and client contributions.

Alwyndor Aged Care's services include 134 residential accommodation beds, respite care, 10 transitional care beds, hospitality services, rehabilitation and support services, plus various community service in home packages (including consumer directed care and community options program).

Community development – \$1.28 million

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

- › sports and recreation, including local sporting clubs and recreational planning and development
- › community development programs, including community gardens and community and youth sponsorship grants.
- › arts, youth and cultural activities
- › volunteer services
- › community centres, including the Holdfast Bay Community Centre, Glenelg Community Centre, Glenelg North Community Centre, Brighton Community Centre and Partridge House
- › Aboriginal reconciliation, through consultation and engagement.

Community wellbeing – \$1.50 million

We will foster and support community programs and activities that promote wellbeing and resilience, help people to remain in their homes, and provide choices that enhance people's quality of life and keep them connected to their communities. We will deliver this aim through:

- › **Commonwealth Home Support Program (CHSP)**
a range of services including, but not limited to social support, domestic assistance and basic home maintenance for eligible residents who are frail and elderly or have a disability, and their carers
- › **Life Links**
a program to engage residents from pension-only Supported Residential Facilities (SRFs) in social and recreational opportunities
- › **Community transport**
a door-to-door community bus service with routes from home to local shopping centres and facilities for eligible residents.

Library services – \$1.56 million

We will provide accessible and progressive library services that meet our community's informational and recreational reading needs while fostering a love of lifelong learning. This year, we will continue to develop our range of events, programs, services and activities through our two branches at Brighton and Glenelg.

Regulatory services – \$2.04 million

We will keep our community safe with an emphasis on equity, fairness and compliance with local, state and national regulations, laws and standards. We will achieve this by:

- › providing environmental health services, including inspecting premises where food is prepared and sold, and investigating public health risks
- › monitoring public safety and security
- › ensuring compliance with our animal management laws and local by-laws

- › monitoring and enforcing parking laws
- › educating our residents, visitors and business owners about our laws and local by-laws
- › providing immunisation services to assist in preventing the spread of infectious diseases.

OUR CAPITAL PROJECTS \$1.86 MILLION

Playgrounds – \$260,000

This year to expand on opportunities for healthy, active, outdoor play, we will upgrade playground equipment at Bindarra Reserve, Dulcie Perry Park, Susan Grace Benny Reserve and other various replacements as per our playground audit. We will also be undertaking the final stages of the replacements of playgrounds at Alf Smedley/Mel Baker Reserve and Angus Neill Reserve, which was successful in obtaining \$100,000 of the South Australian Government's Fund My Neighbourhood funding in 2017 towards the delivery of the improved playground.

Open space capital renewal – \$15,000

As part of our open space management plans, we have allocated \$15,000 to repairing or upgrading infrastructure in our reserves, including drinking fountain and barbeque facilities.

Sporting and community clubrooms and facilities – \$173,000

In 2018–19, we will repair and upgrade a number of sporting and community facilities. This includes \$9,000 to resurface the tennis courts at Sutherland Park, Glenelg South, \$32,000 for works at the Brighton Surf Life Saving Club and \$132,000 to undertake works at the Glenelg Oval Complex on electrical mains work on a change room and installation of shade sails over the site of the previous HY Sparks grandstand at the Glenelg Oval, which is currently being converted to a grassed mound after sustaining significant damage in December 2016.

Glenelg Town Hall – \$1.13 million

In 2017–18 we engaged specialised heritage architects to undertake an assessment of the Glenelg Town Hall. The results of this assessment has identified a range of restoration works are required. In 2018–19 we have allocated \$1.13 million to commence these important works at the State Heritage listed building. For more information see Highlights, page 9.

Library collection and improvements – \$261,000

In 2018–19 we will allocate \$86,000 to continue to maintain our library collection to ensure that materials are current, accessible and meet the cultural and informational needs of our community. We will also allocate \$20,000 to undertake sewer mains work at the Brighton Library and \$155,000 to replace the air-conditioning units at the Glenelg Library.

Public art – \$20,000

We will continue to support local arts initiatives while adding to our public art collection by purchasing sculptures from local artists and festivals, such as the Brighton Jetty Classic Sculpture Competition, and installing them in our public spaces.

OUR NEW PROJECTS \$5.15 MILLION

Brighton Library Wednesday opening – \$47,000

We will increase the number of operating days of the Brighton Library to six, with the inclusion of library operations on a Wednesday. With this, the Brighton Library will now operate Monday to Saturday.

Art and culture strategy – \$25,000

We will undertake an Art & Culture Strategy to guide the future philosophy, coordination, promotion and management of arts and culture across the city.

Holdfast Bay Community Centre masterplan – \$30,000

Our community centres play a vital role in strengthening local communities by offering a range of activities, programs and services that support social inclusion. In 2018–19 we will undertake a masterplan of the Holdfast Bay Community Centre. The masterplan will provide a strategic vision on the redevelopment of the site.



Purchase of Automated External Defibrillators – \$8,000

We will purchase four AED (Automated External Defibrillators) to be installed into council buildings.

Cemetery improvements – \$50,000

We have two Council owned cemeteries in our City, St Jude's Cemetery (Brighton) and the North Brighton Cemetery. We will design and develop new ashes memorial sites and design extension of burial areas. A full audit of the cemeteries will also be completed, allowing updated cemetery maps and cemetery records to be made available online.

Kauri Community and Sporting Complex management – \$46,000

To manage the day-to-day operations and the ongoing promotion and coordination of the new Kauri Community and Sporting complex, we will employ a part-time facility manager.

Brighton Oval Sporting Complex masterplan implementation – stage 1 – \$4 million

We will commence the construction of the Brighton Oval Sports Complex masterplan. Stage 1 of the multi-year implementation of the masterplan includes three new buildings for the tenant clubs to use, including additional unisex change rooms, additional public amenities (accessible public toilets) and enhanced spectator facilities, meeting the needs of the clubs into the future. To undertake this project we will allocate \$2 million of funding. We have also been successful in securing an additional \$2 million from the Government of South Australia for this stage of the implementation. For more information see Highlights, page 9.

Glenelg Oval Sporting Complex masterplan implementation – stage 1 (Holdfast Tennis Club) – \$547,000

In 2018–19 we will undertake the construction of stage 1 of the Glenelg Oval Sporting masterplan. Stage 1 of this multi-year project focuses on the Holdfast Tennis Club, which includes the demolition and development of the clubroom on site, installation of new lighting and fencing around 8 courts. We have allocated \$274,000 of funding and are seeking match funding from the

Office of Recreation and Sport. The scope of the project is subject to successfully securing external funding. In addition to this we are also seeking full funding from the Office of Recreation and Sport to resize and resurface the tennis courts. For more information see Highlights, page 9.

Wigley Reserve playspace detailed designs – \$30,000

In 2018–19 we will undertake detailed designs and costings for the redevelopment of the Wigley Reserve Playspace to create a destination playspace that is a unique; including recreation infrastructure such as renewed outdoor exercise equipment, playspace structure, shade sails and amenities.

Kauri Parade playspace – \$150,000

As a result of community feedback and review of playground provision in the city, the Kauri Community and Sporting Complex site has been identified for the inclusion of a playground. We have allocated \$150,000 to construct a playground on the site.

Lockers for homeless people – \$20,000

St Andrews church is the primary provider of support for homeless people in our city. To support their program we will install locker facilities at Glenelg, which has been identified as a priority by St Andrews. The lockers would provide secure storage for personal belongings which otherwise would be unsecured.

Glenelg Town Hall Museum and Gallery upgrade – \$170,000

We will undertake concept plans and design options for the interior redevelopment of the Glenelg Town Hall Museum and Gallery, to align with international museum and gallery standards and incorporate indigenous heritage within the museum.

Disability Access & Inclusion Strategy and Action Plan – \$30,000

Introduced in 2017, The Disability Bill 2017 requires that a disability access and inclusion plan must be prepared by all state authorities and Councils. The development of Disability Access & Inclusion Strategy & Action Plan will include an audit of Council's facilities, events and aspects of its operations to provide a strategy to address access and inclusion requirements, as per the bill.



ENVIRONMENT

A community connected to our natural environment.

In 2018–19 we will allocate \$11.91 million to protecting biodiversity; building an environmentally resilient city; using resources efficiently; and fostering an environmentally connected community.



OUR ACHIEVEMENTS

In 2017–18 we delivered many projects and services that supported our goal of creating a place that values its natural environment and manages its environmental impacts. Our activities included:

- › Continuing to upgrade our stormwater drainage system to improve capacity and mitigate the risk of flooding. This includes the completion of the Tarlton Street stormwater project in Somerton Park, which was a multi-year, major stormwater project
- › Implementing water sensitive urban design (WSUD) garden beds at Blackburn Avenue, Glenelg Avenue, to improve public amenity and better manage stormwater
- › undertaking an investigation in reducing stormwater discharge. The aim of this investigation is to develop an action plan to reduce the amount of discharge which flows into the ocean and reduce flood risk
- › completing the installation of five rain gauges to provide better data collection and monitoring of rain events and potential flash flooding.

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

OUR PRIORITIES

In 2018–19 we will continue to deliver projects that support a more sustainable environment and an environmentally connected community, including:

- › Commence a multi-year LED streetlight conversion program
- › deliver improvements to and conservation of our natural gullies
- › upgrading stormwater infrastructure in our city, including key sites in Somerton Park, Brighton and North Brighton.

OUR SERVICE DELIVERY \$8.35 MILLION

Open space and coastal assets – \$4.83 million

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

We will support this aim by:

- › Managing our open spaces and reserves
- › planning and implementing environmental management programs
- › planting and caring for trees in our streets and reserves
- › cleaning our streets and foreshore
- › maintaining our cemeteries (North Brighton Cemetery and St Jude's Cemetery)
- › providing well-planned, well-maintained and appropriate street lighting
- › managing and maintaining our coastal zones and foreshore.

Waste management – \$3.52 million

We will provide a safe, efficient and sustainable service for removing, recycling and disposing of our city's waste. We will achieve this by collecting and disposing of domestic rubbish, litter and e-waste and collecting and processing recyclables, hard rubbish and green waste.

OUR CAPITAL PROJECTS \$395,000

Coastal fencing – \$45,000

To improve public safety and conservation of our coastal dunes, we have allocated \$45,000 to install coastal fencing at Glenelg and Seacliff.

Flood management – \$350,000

Upgrading our stormwater drainage throughout the area improves our capacity to protect against flooding. In 2018–19 we have allocated \$350,000 to continue with stormwater improvements across our city in line with our Stormwater Management Plan. This includes works in Glenelg East, at the intersection of Augusta Street and Miller Street, and at a number of stormwater pits across the city.

OUR NEW PROJECTS \$3.16 MILLION

Street light conversion to LED – \$400,000

To reduce our environmental impact and operating costs we will convert our street lights from fluorescent lighting to more energy efficient LED lighting. In 2018–19 we will allocate \$400,000 to commence the first stage of the multi-year rollout.

Sand bag groyne installation at Brighton beach – stage 2 – \$50,000

Through community engagement it is evident that coastal protection is of great interest to our community. In conjunction with the Coastal Protection Board, we will install a further two sandbag groynes at Brighton to reduce sand erosion.

Stormwater Management Plan implementation – \$2 million

Continuing to improve our stormwater systems across the city as part of our Stormwater Management Plan, to reduce the risk of flooding in our city. We have allocated \$1 million in 2018–19 to improvements to our stormwater infrastructure across the city. This includes key sites in Somerton Park, Brighton and North Brighton. This work is subject to obtaining external funding of \$1 million from the Government of South Australia's Department of Environment, Water and Natural Resources' Stormwater Management Authority. For more information see Highlights, page 9.

Water sensitive urban design installations – \$400,000

Water sensitive urban design (WSUD) is a landscape design approach to integrating stormwater into urban design to mitigate against flooding, improve amenity, replenish groundwater and improve the quality of stormwater entering the marine environment. In 2018–19 we will allocate \$250,000 to implement WSUD into four streets; Partridge Street, Glenelg, Durham Street, Glenelg, Portland Street, Seacliff and Weewanda Street, Glenelg South. This project is subject to receiving external funding as we will seek a further \$150,000 of funding from the Natural Resources Management Board.

Irrigation software and control upgrade – \$88,000

Water usage is a significant expense in the maintenance of reserves and open space. To improve our monitoring, control and efficiency of our irrigation systems we will upgrade of central control software and flow sensor devices, to reduce water usage.

Improvements to Barton Gully, Gilbertson Gully and Pine Gully – \$150,000

In 2018–19 we will allocate \$100,000 to implement the first stage of the Gully masterplans, which includes formalising paths and walkways, and install interpretative and wayfinding signage. This project is subject to receiving external funding as we will seek a further \$50,000 of funding from the Natural Resources Management Board.

Establish a biodiversity corridor – \$70,000

We will formally establish a bio-diversity corridor based on the baseline biodiversity data being collected in 2017–18. The project will establish connectivity between fragmented habitats along the corridor, and include design and installation of interpretive signs in a trail format throughout the city's conservation sites. We will allocate \$50,000 of Council funds to undertake the works. This project is subject to receiving external funding as we will seek a further \$20,000 of funding from the Natural Resources Management Board.



ECONOMY

A diverse and resilient local economy.

In 2018–19, we will allocate \$4.13 million to supporting and growing local business; making it easier to do business; harnessing emerging technology; and boosting our visitor economy.



OUR ACHIEVEMENTS

In 2017–18, we delivered many projects and services that supported our goal of delivering economic prosperity – creating a place to do business, that welcomes visitors and provides value for money. Our activities included:

- › Increasing support to local businesses in our area with a number of initiatives, including a business concierge, visiting business advisory service and improved interface for businesses on our website
- › progressing the Economic Activation Plan, setting a five year horizon in supporting local economic development and investing in future growth industries
- › holding 200 events, attracting over 445,000 event attendees. These events included, the Glenelg Christmas Pageant, New Year's Eve, Tour Down Under Street Party and the Queens Baton Relay
- › commencing the Business Start-Up Support Scheme, which provides support to small businesses and start-ups to locate and/or expand in our city to increase job opportunities or invest in export opportunities
- › continuing to increase the income and occupancy of the Brighton Caravan Park. As a key business asset, the park's income reduces the rate burden for our community.

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

OUR PRIORITIES

In 2018–19 we will continue to support our local economy, welcome tourism and attract a variety of events to our city. Our focus for 2018–19 includes:

- › Provide a digital support program for local businesses to support and assist businesses entering or expanding an online presence
- › attracting a broad range of events to our city, in 2018–19 this will include the 2018 Life Saving World Championships
- › progressing our economic objectives by dedicating a resource to economic development and business support in Holdfast Bay.

OUR SERVICE DELIVERY \$3.48 MILLION

Tourism and business marketing services – \$2.15 million

We 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 within our city
- › actively consulting and communicating with our community through our community engagement program
- › preserving and stabilising the Holdfast History collection while developing opportunities to make it more accessible to the community
- › providing targeted tourism and marketing services aligned with community desires and needs
- › developing city-wide commercial and economic opportunities
- › providing a voice for the business and property owners in the Glenelg precinct through the Jetty Road Mainstreet Committee.

Commercial and economic enterprises – \$1.33 million

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

OUR CAPITAL PROJECTS \$140,000

Car parking – \$60,000

We will continue to upgrade car-parking facilities in our City. In 2018–19 we have allocated \$60,000 to renew the existing car park at Lipson Avenue, Seacliff, servicing the Kauri Community and Sporting Complex.

Parking ticket machines – \$80,000

In 2018–19 we have allocated \$80,000 to replace nine ticket machines at Glenelg. The new ticket machines will be credit card payment compatible to provide more convenient options.

OUR NEW PROJECTS \$288,000

International events (Life Saving Championships) – \$150,000

We host over 200 diverse events each year in our city to attract visitors to our city, boost the local economy and showcase Holdfast Bay to the world. In 2017–18 we were part of the Queens Baton relay and commenced preparations to host the 2018 Life Saving World Championships. In 2018–19 we will continue to provide operational support for Life Saving World Championships through a dedicated events officer, sponsorship and marketing support.

Digital training and support for small business – \$20,000

The Digital Training and Support program for small businesses aims to provide support and assistance to businesses entering or expanding an online presence, align online activities with their business goals and increase their knowledge and capabilities to enable businesses in a constantly changing environment.

Business Development Partner position – \$103,000

To support our aims in creating a diverse and resilient income, we will continue the Business Development Partner position. This role was created in 2017–18 to champion our business and economic development strategic objectives and to facilitate a thriving and sustainable local economy by fostering economic growth. The objectives of this role will continue in 2018–19 and is critical to the implementation of our strategic objectives in the Economy Pillar (see page 6).

Brighton Caravan Park internet – \$100,000

In 2018–19 we will install Wi-Fi internet infrastructure at the Brighton Caravan Park for access by guests of the park.

Small Business Development Grant – \$50,000

To foster vibrant business precincts and support new businesses in creating employment opportunities in the City of Holdfast Bay, we will continue to provide the Small Business Development Grant. This grant provides support to small businesses and start-ups to locate or expand in our city to increase local jobs, invest in export opportunities or increased participation by the local community ensuring a vibrant and sustainable community.

Parking management system – \$90,000

In 2018–19 we will purchase a parking management system to monitor timed parking areas in our city. This system will increase the efficiency of checking parked vehicles which will provide our regulatory officers more time for other activities such as beach patrols and animal management.



PLACEMAKING

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

In 2018–19, we will allocate \$19.42 million to creating vibrant and safe places; developing walkable, connected neighbourhoods; building character and celebrating history; and housing a diverse population.



OUR ACHIEVEMENTS

In 2017–18, we delivered a broad range of projects and services that supported our goal of enhancing city design and function, creating a place that is well planned, and providing choice and enhancing life. Our activities included:

- › Continuing our Heritage and Shopfront Character Grant Scheme to restore and maintain the character of our retail precincts and heritage-listed properties. In 2018–19 we will be expanding the shopfront component of this grant to also include the Jetty Road, Brighton business precincts. See page 45 for more details
- › completing the Jetty Road Glenelg and Environs masterplan. The masterplan will drive investment in infrastructure and streetscape improvements for the precinct. We are now progressing to the implementation phase of the masterplan, seeking funding from the Government of South Australia
- › commencing the open space and public realm strategy review which will reassess priorities for creating, upgrading or developing public open space projects as well as a set of design guidelines to guide these projects
- › completing the Kingston Park section of Coast Park, running from the Seacliff Surf Life Saving Club to our city's southern boundary
- › securing \$4.35 million of funding from the Government of South Australia to commence the construction of the Minda Dunes section of Coast Park.

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

OUR PRIORITIES

In 2018–19 we will continue to build a well-planned, accessible and safe city by:

- › Progressing the Jetty Road Glenelg and Environs masterplan with detailed design and construction
- › undertake an intergraded transport and movement strategy
- › constructing the Minda Dunes section of our coastal walking trail, the last section of the Coast Park walking trail for our city.

OUR SERVICE DELIVERY \$8.91 MILLION

Asset management – \$6.67 million

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

Development services – \$1.39 million

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

Strategic planning and policy – \$846,000

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

OUR CAPITAL PROJECTS \$1.74 MILLION

Roads (including kerb and water table reconstruction) – \$1.30 million

Our *Asset Management Plan* allows for the systematic repair and replacement of our city's streets, kerbs and water table. In 2018–19, we have allocated \$642,000 to renewing and upgrading roads; and \$661,000 to renewing our kerb and water table.

Footpaths – \$246,000

We have allocated \$246,000 to maintaining our city's footpaths to ensure they are safe.

Bus stops – \$30,000

As part of our three-year program, we will continue with upgrading bus shelters this year to comply with the requirements of the *Disability Discrimination Act 1992*.

Public toilets – \$59,000

The development of easily accessible and well-located public toilet facilities in our open spaces is an important aspect of providing a liveable city. In 2017–18 we will allocate \$59,000 to undertaking works at a number of public toilets across the city.

Street lighting – \$50,000

By improving night visibility in our public places and streets, we help people to feel safe and enjoy living, doing business in, and visiting Holdfast Bay. We have allocated \$50,000 for lighting on Marlborough Street, Brighton and Old Beach Road, Brighton.

Signage – \$55,000

To support our goal of providing an attractive city that welcomes visitors and encourages tourism, we have allocated funding to improving our signage in reserves and throughout our suburbs. In 2017–18 we have allocated \$55,000 for signage in reserves throughout the City.

OUR NEW PROJECTS \$8.77 MILLION

Minda Dunes Coast Park – \$5.35 million

We have been successful in securing \$4.35 million of funding from the Department of Planning, Transport and Infrastructure to undertake the construction for the final section of Cast Park in Holdfast Bay. We have allocated an additional \$1 million to fund this project. The Minda Dunes section runs across the secondary dunes of the Minda site and extends from the Somerton Surf Life Saving club to the Gladstone Road car park. For more information see Highlights, page 9.

Jetty Road Glenelg and Environs masterplan – stages 1 and 2 detailed design – \$748,000

In 2018–19 we have allocated \$748,000 to develop detailed designs for the Chapel Street plaza section, which will transform this area into a civic plaza, and Coast stages 1 & 2, which includes the public open space along Colley terrace from Hope Street to Jetty Road, as well as the entrances of both Durham Road and Moseley Street. For more information see Highlights, page 9.

Jetty Road Glenelg and Environs masterplan – stages 1 and 2 construction – \$2.58 million

In addition to detailed design work, we will commence the construction of the Chapel Street and Coast stage 1 (corner of Colley Terrace and Jetty Road). The development will be a two year project. In 2018–19 we will allocate \$833,000 of Council funding and seek \$1,746,000 of external funding from the Department of Planning, Transport and Infrastructure. This project is subject to receiving external funding. For more information see Highlights, page 9.

Integrated transport and movement strategy – \$90,000

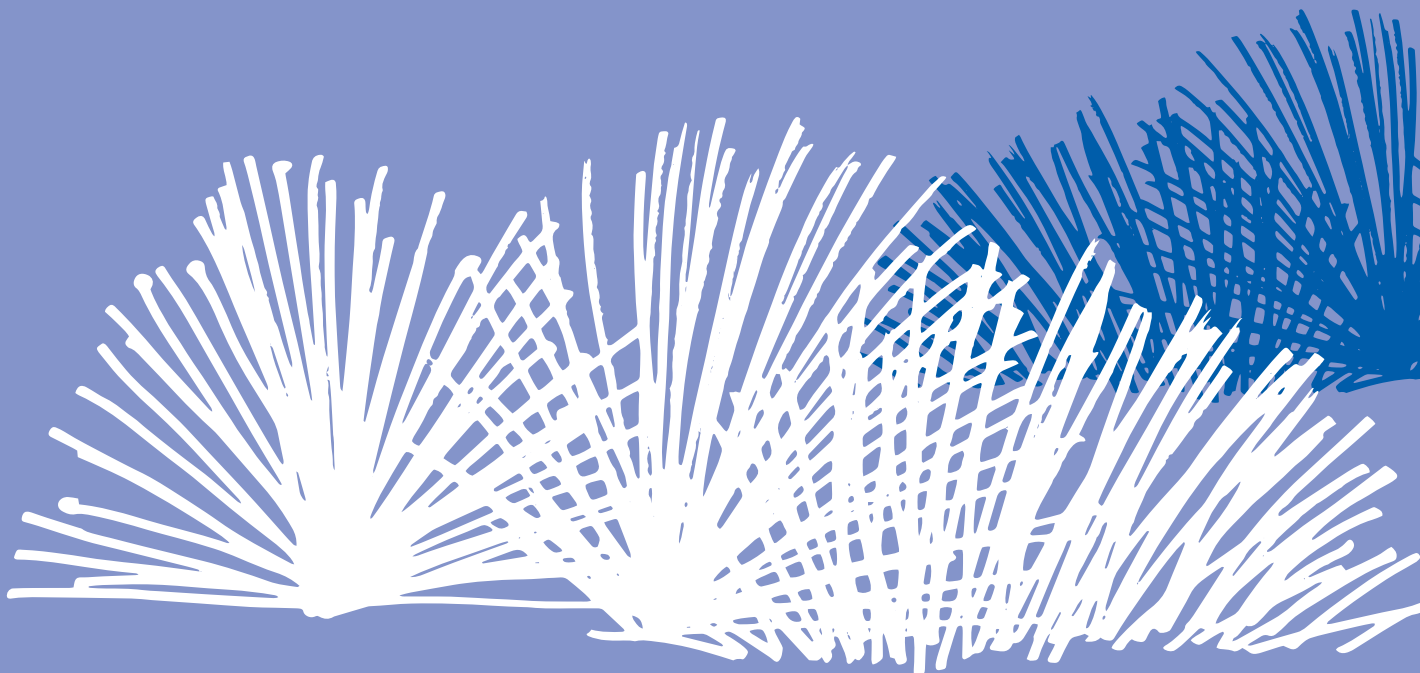
The integrated transport and movement strategy will analyse the movement of private vehicles, public transport, walking and cycling in our City and future trends to gain a better understanding of the existing and future capacities of our transport network. This strategy will be undertaken over two years, with \$90,000 to be allocated for 2018–19. This work will assist in our future planning and development of our transport network in our City.



CULTURE

An effective, customer-centred organisation.

In 2018–19, we will allocate \$10.93 million to providing customer-centred services; being financially accountable; enabling high performance; and supporting excellent, efficient operations.



OUR ACHIEVEMENTS

In 2017–18, we progressed a number of projects to improve our service delivery and efficiency, including:

- › Progressing our multi-year Business Transformation program to provide more intuitive, innovative and efficient operations. This will make it easier for our community to access information, interact with Council and lodge documents. In 2017–18 we completed the implementation of new payment software, development application software and budgeting software, for improved efficiency and convenience
- › continuing the responsible management our operational and capital expenditure, allowing us to reduce our debts
- › resolving over 48,000 incoming calls via our customer service team
- › commencing a school based trainee program, which gives the opportunity to local students to get support in gaining a qualification as well as workplace experience
- › being selected as a finalists for a Local Government Excellence award for our work on our internal cultures and WHS branding.

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

OUR PRIORITIES

In 2018–19 we will continue to provide an effective customer-centred, responsible organisation by:

- › Continuing the transformation of our information technology system to provide a more intuitive and effective operating environment. This will also make it easier for our community to access information and transact with us
- › holding the Local Government Election for Holdfast Bay in November.

OUR SERVICE DELIVERY \$8.04 MILLION

Corporate services – \$4.93 million

We will continue to provide an organisation that enables us to deliver our services to the community in an accountable, transparent way that meets legislative requirements and provides the best value for money. The broad business areas delivering our corporate services include:

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

Financial and rating services – \$1.23 million

We will 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 – \$1.88 million

We will provide up-to-date information and technology services that support us in delivering effective and efficient services and offer a range of easy options for our customers to contact, and do business with us.

OUR CAPITAL PROJECTS \$2.36 MILLION

Plant and equipment replacement – \$513,000

To meet our operational needs and enable safe, effective delivery of services, we have allocated \$513,000 to maintaining and replacing our major plant and equipment.

Alwyndor asset renewal and replacement – \$889,000

Alwyndor will allocate \$889,000 to fund asset renewal and replacement works, including plant and equipment replacement.

Capital building works – \$138,000

In 2018–19, we have allocated \$138,000 to renewing our buildings to ensure that they continue to provide safe and comfortable facilities.

Capital project management – \$816,000

Project management reflects the costs incurred (including staff salaries) on developing capital projects and, will be attributed to the cost of each project.

OUR NEW PROJECTS \$530,000

Information technology innovations – \$180,000

We will continue to improve our technology systems and progress our business transformation program to support us in providing efficient and effective services. In 2018–19 we will continue the implementation of our reporting and data analytics software, information and data management systems and improvements to our asset management system.

Local Government elections – \$292,000

Local Government elections are held every four years with an upcoming election to be held in November 2018 by all South Australian Councils. We have allocated \$292,000 to fund the election for our City.

Online grant application and assessment software – \$13,000

We provide a variety of funding opportunities to our residents and community groups. In 2018–19 we will implement a cloud-based grants software which will improve the efficiency and management of our Council grant processes and make it easier for people or groups to make grant submissions.

Condition assessment of Council buildings – \$45,000

In 2018–19 we will undertake a comprehensive condition assessment of our building to ensure our asset information is kept up-to-date, assist in strategic asset planning and allow for the development of more proactive maintenance schedules.



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**



We are committed to our core values (ARISE):

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

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

Finance

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

Assets

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

People

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

Systems and processes

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

Service delivery

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



FUNDING OUR CITY

OPERATING RESULT

In 2018–19 we are proposing an extensive program of services and projects. To achieve this we expect to raise \$46.85 million in operating income and expend \$46.58 million in operating expenditure (excluding Alwyndor). The funds come from a variety of sources; while our income is predominantly from rates, it also includes grants from the State and Commonwealth Governments, as well as income from statutory and user charges. In 2018–19, 76 per cent of the revenue to fund municipal operations will come from rates.

We have budgeted for a consolidated operating surplus of \$458,000 in 2018–19, composed of an operating surplus for Alwyndor of \$186,000 to be reinvested back into its operations, and an operating surplus of \$272,000 for our municipal activities.

OUR FINANCIAL STATEMENTS

We have included a summary of our projected financial statements for the 2018–19 financial year in the *2018–19 Annual Business Plan*. The plan's consolidated financial statements incorporate both our municipal operations and Alwyndor Aged Care, which is a self-funded component of our service delivery.

We intend to raise a net sum of \$34.83 million (excluding NRM Levy) from rates in 2018–19.

We own infrastructure and assets (such as roads, drains, footpaths and buildings etc) with a current value of approximately \$375 million (excluding land). These assets deteriorate over time through wear and tear, and must be replaced or renewed at appropriate intervals in order to prolong their useful lives and continue delivering services to our community. We are mindful of the impact on ratepayers and we are committed to developing options to ease the rate burden through increasing other sources of revenue.



FINANCIAL MANAGEMENT

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

We understand that our community has high service expectations because of our coastal proximity and our high tourism focus, amongst other factors. The *2018–19 Annual Business Plan* is forecasting a projected requirement to borrow \$3.38 million to fund our program of capital works and projects. The current financial environment allows borrowing at low, fixed, long-term interest rates. We believe it is prudent to borrow to renew and replace infrastructure and assets for the benefit of the community as outlined within our *Long-Term Financial Plan* and *Asset Management Plan*, which aim to deliver service levels at lowest overall life-cycle cost. Running down the value of assets or not replacing them is very short-sighted and can lead to a lack of community and business confidence, and increased expenditure in future years.

We have a risk management framework, and an Audit Committee that comments on strategic and operational risk management. This is done holistically, having regard for all aspects of financial and overall 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.

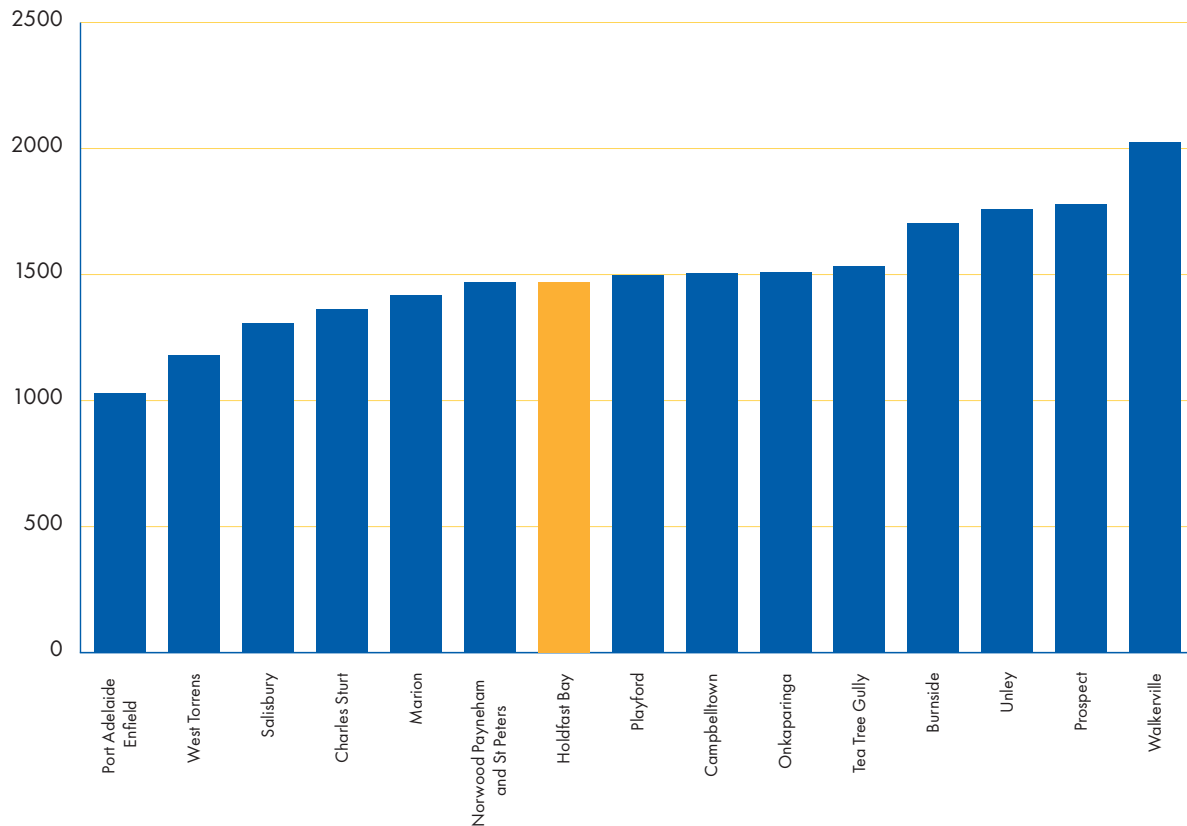
Rate comparisons

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 etc) and provides either different services or similar services at different standards. Councils provide a broad range and level of services to our communities and, although some of these are statutory requirements, the majority are determined by the expectations of our specific communities. The cost of providing and maintaining these services is spread across the community in the form of rates. We determine a rate in the dollar, based on the amount of revenue that will be required to meet the ongoing cost of providing services to our community for the coming year.

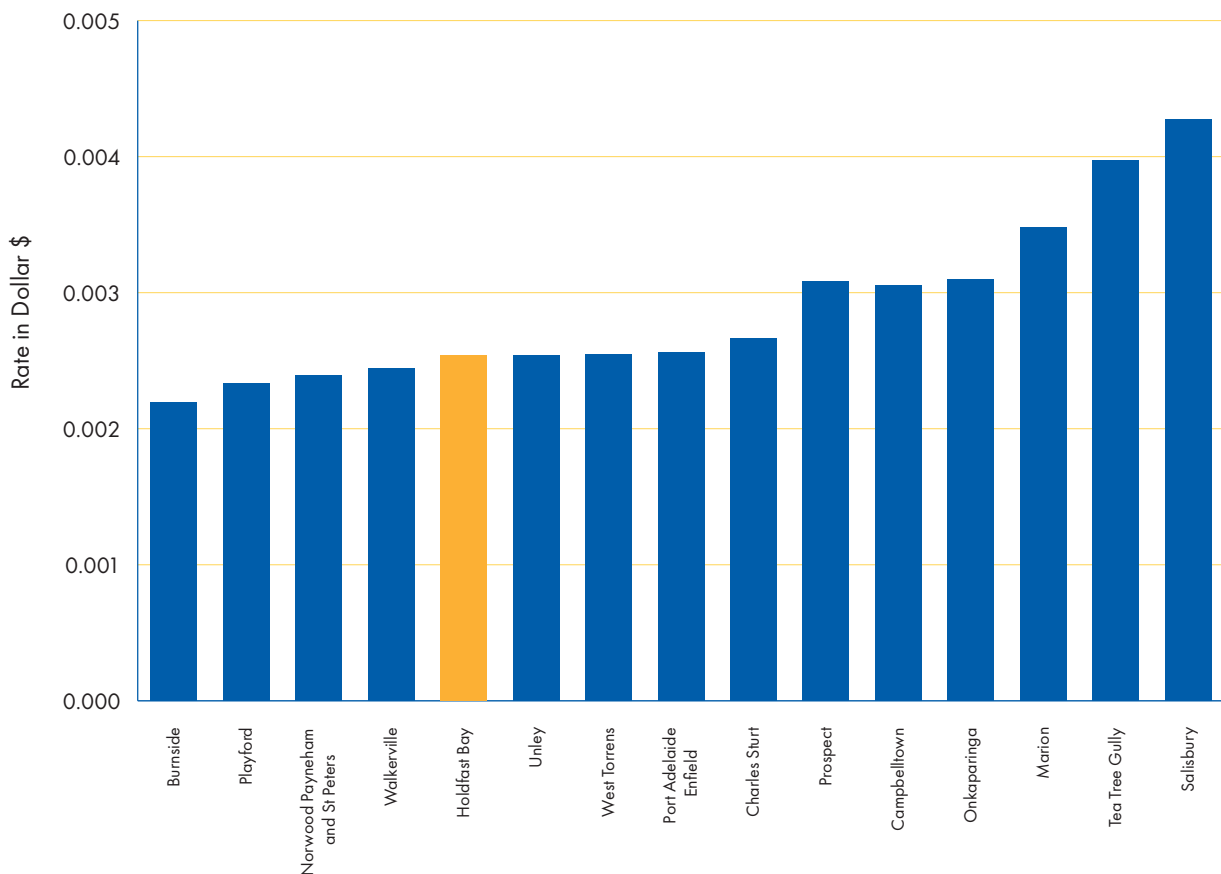
The amount of rates you pay is determined by multiplying your property's value by the rate in the dollar. For example, if the property value is \$500,000 and the rate in the dollar is 0.00223 cents in a dollar, the rates payable will be \$1,115.

The charts on the following page show a comparison of the average residential rate for Adelaide metropolitan councils for 2017–18. The average (mean) residential rate for the City of Holdfast Bay in 2017–18 was \$1,470. This represented a rate of 0.0025362 cents in the dollar of property value. We were able to deliver our program of services and projects outlined in the *2017–18 Annual Business Plan*, with a residential rate that compares favourably to other South Australian Council areas.

2017-18 Average (mean) residential rate comparison



2017-18 Residential rate-in-the-dollar comparison



What will you pay in rates?

The amount you pay is determined by the valuation of your property and the way we apportion rates across the community. We endeavour to apportion rates across the community in an equitable fashion. Based on property valuation data for 2018–19, the rate increase for the average (mean) residential premises will be approximately \$30 or \$7.50 per quarter. This is the equivalent of 58c 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 to all. Our current rating policy, adopted in June 2017, is available at the Brighton Civic Centre and can be downloaded at holdfast.sa.gov.au.

Land valuation method

We use the capital value determined by the State Valuation Office as the basis for valuing land and calculating rates, as we feel this method provides the fairest and most efficient method of distributing the rate burden across all ratepayers. If you are dissatisfied with your valuation, you can object to the State Valuation Office in writing within 60 days of receiving the notice of valuation, explaining why you object.

Residential rates

Our 2018–19 *Annual Business Plan* and financial statements have been based on a rate revenue increase of 2.7 per cent, excluding new building construction and separate rates. The average (mean) value of properties in the City of Holdfast Bay in 2018–19 is \$612,537, with the average (mean) rate of \$1,500.

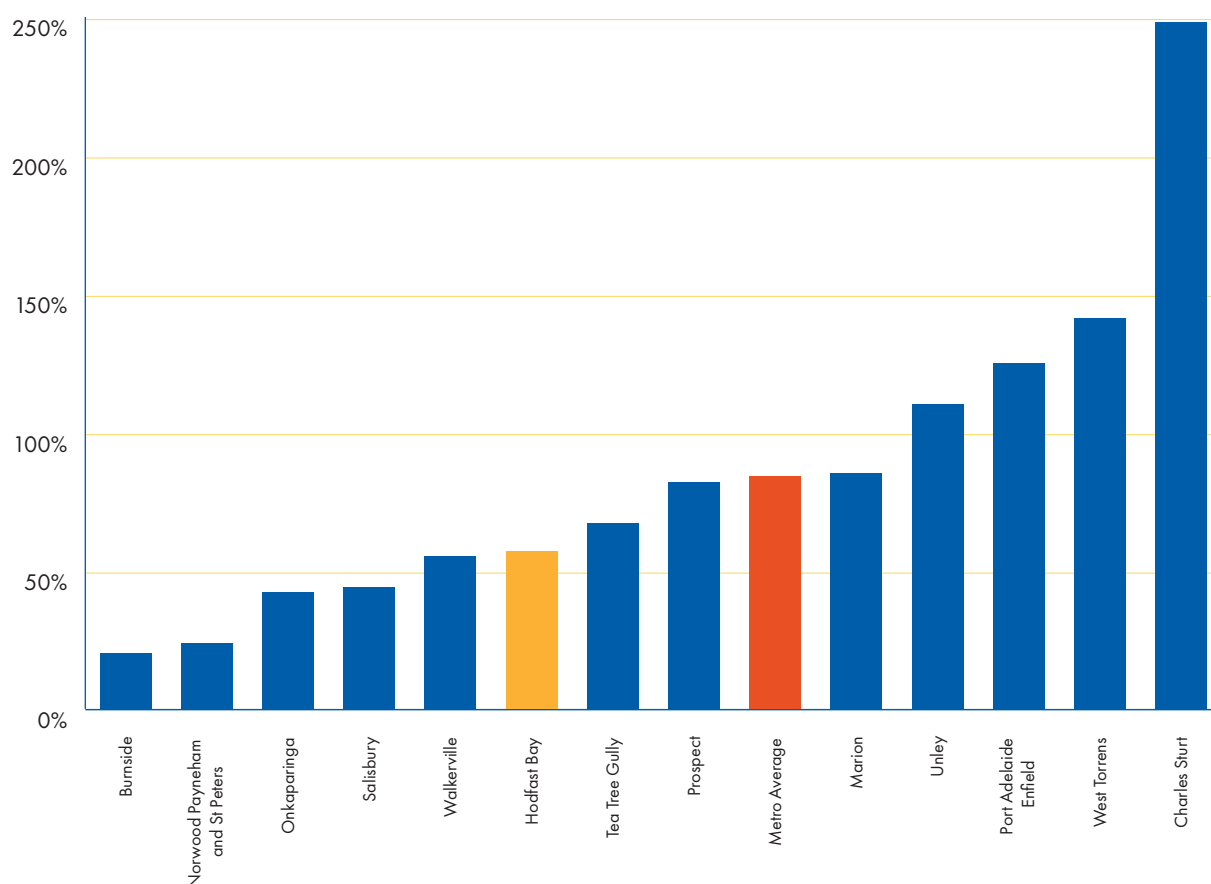
Industrial, commercial property and vacant land rates

We apply 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, event and tourism etc. For vacant land, the differential rate provides an incentive to encourage property development.

In 2017–18 a differential premium 57 per cent above the residential rate had been applied, equating to 13.8 per cent of total rate revenue (\$4.64 million) being paid by this sector. This premium compares favourably with the metropolitan average of 84 per cent as shown in the following page.

In the 2018–19 revenue from the Differential Rate applying to commercial, industrial and vacant properties will be maintained at 13.8 per cent of our overall general rates. This represents a Differential Rate premium of 60 per cent.

2017–18 Metropolitan differential rate premium comparison



Separate rate

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

1. The Jetty Road Mainstreet Separate Rate, which is applied to properties within the Jetty Road Mainstreet precinct to promote and enhance business viability and trade in the Jetty Road shopping precinct. Revenue from this separate rate is expected to be \$565,000 in 2018–19, with no increase to the rate levied in 2017–18.
2. The Patawalonga Marina Separate Rate, which is applied to properties that are within the basin of the Patawalonga bounded by the high water mark and comprised of marina berths. This separate rate provides funding for the ongoing maintenance of the Patawalonga lock. Because the lock is also widely used by the general public, this rate is adjusted by 50 per cent. The Patawalonga Marina Separate Rate for 2018–19 is expected to raise \$70,000. We will continue to calculate this rate this way, adjusting slightly to account for the actual maintenance costs occurred each year, as it offers the greatest amount of certainty for ratepayers.

Natural Resource Management levy

The Natural Resource Management (NRM) Levy is collected on behalf of the Government of South Australia's Adelaide and Mount Lofty Ranges Resource Management Board. In 2018–19 the NRM Levy for properties in the City of Holdfast Bay will increase by \$82,000 to \$1.25 million. This represents a 7 per cent increase to the rate levied in 2017–18.

Rebates

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

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

In addition, we 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.

We have previously provided a rebate of 25 per cent on state and local-heritage-listed properties. In 2016–17, a reduction of this rebate was introduced, to phase out the rebate over a three-year period, in favour of reintroducing a targeted grant scheme, providing greater incentive to ratepayers who own heritage-listed properties to invest in the maintenance, restoration and preservation of these properties.

In 2018–19 the heritage rebate will cease, with the \$50,000 saving allocated to continue to expand the Heritage and Shopfront Character and Grants Scheme.

This scheme also incorporates grant funding for the upgrade of shopfronts in our premier shopping precincts to ensure that the heritage, character and attractiveness of these precincts are maintained. In 2018–19 the Shopfront Character Grant component of the grant will include Jetty Road, Brighton, as well as Jetty Road, Glenelg.

Minimum rate

We impose a minimum amount payable by way of rates. For 2018–19, the minimum rate is set at \$976.

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. Council has determined that residential ratepayers can apply for a reduction in their 2018–19 rates where they can demonstrate an increase in their annual rate bill in excess of 6 per cent.

OUR FINANCIAL TARGETS

Our financial targets are:

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 our 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 2018–19 we will raise \$36.09 million in rate revenue (including separate rates and the NRM Levy) and this will yield an operating surplus ratio of 0.6 per cent. Currently our operating ratio measure over the five-year period from 2013–14 to mid-2018 is 1.8 per cent. The operating ratio is the operating result expressed as a percentage of total operating revenue. Our 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 our 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 our 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 we provide are not being adequately funded and current users are not paying enough for the use of our 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.

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

Our current ceiling for our 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 its total operating revenue.

However from time to time it is acceptable to exceed this ceiling, particularly when low interest rates offer the opportunity to develop infrastructure and facilities that will provide long-term benefit to the community. In 2018–19 the net financial liabilities ratio is forecast to increase from 48 per cent to 49 per cent (excluding Alwyndor Aged Care). The ratio is expected to decline in subsequent years as our fixed-term debt is reduced.

An additional, and arguably more relevant, indicator of our ability to manage and service debt is its interest cover ratio. It is measured by calculating our net financial interest as a percentage of the overall operating revenue. Council has set a ceiling of 5 per cent for this ratio. A ratio of 5 per cent indicates that, for every \$100 of revenue, \$5 is spent on net interest payments. In 2018–19 our interest cover ratio is forecast to be 1.6 per cent (excluding Alwyndor Aged Care). Our net financial liabilities the interest cover ratio indicates that Council remains in a strong and sustainable financial position to manage our debt levels

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

We predict that our asset sustainability ratio for the 2018–19 financial year will be 57 per cent (including Alwyndor Aged Care). The asset sustainability ratio typically fluctuates from one year to the next as a result of the timing of major asset renewal and replacement programs (ie renewal and

replacement of an asset usually happens at periodic intervals). Currently our asset sustainability ratio measure over the five-year period from 2013–14 to mid-2018 is 62 per cent.

The asset sustainability ratio measures the level of our capital expenditure on the renewal and replacement of existing infrastructure and assets, relative to their depreciation. It indicates whether existing infrastructure and assets are being renewed or replaced at the same rate that our overall asset stock is wearing out.

An asset sustainability ratio of less than 100 per cent indicates that our asset stock is wearing out faster than it is being renewed or replaced. Conversely, an asset sustainability ratio greater than 100 per cent indicates that we are renewing or replacing our infrastructure and assets faster than they are wearing out.

The asset sustainability ratio measure currently indicates the ratio of capital expenditure relative to depreciation. As a result of the adoption of updated asset management plans in 2017–18, a review of the ratio will occur in 2018–19, it is anticipated that the ratio will indicate capital expenditure relative to the anticipated expenditure as per the asset management plans for a given financial year. This change will better reflect our capital renewal expenditure against our strategic priorities and condition rating data, as well as better align to industry best practice.

Under this anticipated methodology, the asset sustainability ratio for 2018–19 is anticipated to be 100%.



MEASURING OUR PERFORMANCE

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

Our performance is measured against the following:

- › 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 measure how we are working towards achieving our strategic objectives outlined in *Our Place*
- › corporate measures, which track our internal operations that aim at improving the way we deliver services.

STRATEGIC PLAN MEASURES

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

CORPORATE MEASURES

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

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

REPORTING CURRENT PERFORMANCE

We will report on our progress towards our objectives outlined in our strategic plan in our 2018–19 Annual Report.

Table of measures and targets



COMMUNITY

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



ENVIRONMENT

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



ECONOMY

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





PLACEMAKING

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



CULTURE

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

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

FINANCIAL STATEMENTS – MUNICIPAL

CITY OF HOLDFAST BAY
BUDGET FUNDING STATEMENT - MUNICIPAL FUNDS

<u>Municipal</u> <u>17/18 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>18/19</u> <u>BUDGET</u>
\$		\$
33,102,490	Rates - General	34,199,000
564,539	Rates - Jetty Road Glenelg	564,539
68,000	Rates - Patawalonga Marina	70,000
1,172,440	Rates - NRM Levy	1,254,308
2,136,410	Statutory Charges	2,246,405
3,862,857	User Charges	4,034,965
3,032,086	Operating Grants & Subsidies	3,014,246
31,060	Investment Income	42,400
638,980	Reimbursements	682,370
521,267	Other	511,975
230,000	Net Equity Gain - Joint Ventures	230,000
<u>45,360,129</u>	Operating Revenue	<u>46,850,208</u>
17,180,220	Employee Costs	17,561,902
18,742,263	Materials, contracts and other expenses	18,882,016
1,081,458	Finance Charges	761,230
8,623,000	Depreciation	9,033,000
(796,085)	Less full cost attribution - % admin costs capitalised	(815,987)
426,733	New Initiatives - Operating	1,155,971
<u>45,257,589</u>	Less Operating Expenditure	<u>46,578,132</u>
<u>102,540</u>	= Operating Surplus/(Deficit)	<u>272,076</u>
8,623,000	Depreciation	9,033,000
61,200	Other non-cash provisions	17,240
<u>8,684,200</u>	Plus Non-Cash items in Operating Surplus/Deficit	<u>9,050,240</u>
<u>8,786,740</u>	= Funds Generated from Operating Activities	<u>9,322,316</u>
110,000	New Initiatives - Capital (External Contributions)	9,584,707
230,750	Proceeds from disposal of assets	1,202,000
<u>340,750</u>	Plus funds sourced from Capital Activities	<u>10,786,707</u>
(4,950,000)	Capital Expenditure-Asset Renewal and Replacement	(4,782,700)
(796,085)	Capital Expenditure-Full Cost Attribution	(815,987)
(587,950)	New Initiatives - Capital (Gross Expenditure)	(16,958,904)
<u>(6,334,035)</u>	Less total capital expenditure	<u>(22,557,591)</u>
208,797	Plus: Repayments of loan principal by sporting groups	208,431
<u>208,797</u>	Plus/(less) funds provided (used) by Investing Activities	<u>208,431</u>
<u>3,002,252</u>	= FUNDING SURPLUS/(REQUIREMENT)	<u>(2,240,137)</u>
Funded by:		
1,421,056	Increase/(Decrease) in cash and cash equivalents	
-	Less: Proceeds from new borrowings	(3,380,697)
1,581,196	Plus: Principal repayments of borrowings	1,140,560
<u>3,002,252</u>		<u>(2,240,137)</u>

CITY OF HOLDFAST BAY
PROJECTED INCOME STATEMENT- MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2019

<u>Municipal</u> <u>17/18 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>18/19</u> <u>BUDGET</u>
\$	REVENUES	\$
33,102,490	Rates - General	34,199,000
564,539	Rates - Jetty Road Glenelg	564,539
68,000	Rates - Patawalonga Marina	70,000
1,172,440	Rates - NRM Levy	1,254,308
2,136,410	Statutory Charges	2,246,405
3,862,857	User Charges	4,034,965
3,032,086	Operating Grants & Subsidies	3,014,246
31,060	Investment Income	42,400
638,980	Reimbursements	682,370
521,267	Other	511,975
230,000	Net Equity Gain - Joint Ventures	230,000
<u>45,360,129</u>	TOTAL REVENUES	<u>46,850,208</u>
	EXPENSES	
17,180,220	Employee Costs	17,561,902
18,742,263	Materials, contracts and other expenses	18,882,016
1,081,458	Finance Charges	761,230
8,623,000	Depreciation	9,033,000
(796,085)	Less full cost attribution	(815,987)
426,733	New Initiatives - Operating	1,155,971
<u>45,257,589</u>	TOTAL EXPENSES	<u>46,578,132</u>
<u>102,540</u>	Operating Surplus/(Deficit) - Before Capital Revenue	<u>272,076</u>
110,000	Amounts specifically for new or upgraded assets	9,584,707
<u>212,540</u>	NET SURPLUS/(DEFICIT)	<u>9,856,783</u>

CITY OF HOLDFAST BAY
PROJECTED BALANCE SHEET - MUNICIPAL FUNDS
AS AT 30TH JUNE 2019

<u>Municipal</u> <u>17/18 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>18/19</u> <u>BUDGET</u>
\$		\$
	CURRENT ASSETS	
3,168,541	Cash and cash equivalents	593,154
2,097,645	Trade and Other Receivables	2,351,000
6,380	Inventory	9,000
<u>5,272,566</u>	TOTAL CURRENT ASSETS	<u>2,953,154</u>
	NON-CURRENT ASSETS	
1,638,106	Financial Assets	1,276,772
3,009,176	Equity accounted investments-Council businesses	3,215,000
625,488,271	Land, Infrastructure, Property, Plant & Equipment	710,964,809
<u>630,135,553</u>	TOTAL NON-CURRENT ASSETS	<u>715,456,581</u>
<u>635,408,119</u>	TOTAL ASSETS	<u>718,409,735</u>
	CURRENT LIABILITIES	
4,320,504	Trade and Other Payables	4,363,000
3,053,619	Borrowings	1,036,804
3,345,662	Short-term Provisions	2,808,200
<u>10,719,785</u>	TOTAL CURRENT LIABILITIES	<u>8,208,004</u>
	NON-CURRENT LIABILITIES	
17,781,343	Long-term Borrowings	18,129,137
377,643	Long-term Provisions	641,240
<u>18,158,986</u>	TOTAL NON-CURRENT LIABILITIES	<u>18,770,377</u>
<u>28,878,771</u>	TOTAL LIABILITIES	<u>26,978,381</u>
<u>606,529,348</u>	NET ASSETS	<u>691,431,354</u>
	EQUITY	
161,365,733	Accumulated Surplus	174,956,354
445,127,615	Asset Revaluation Reserve	516,439,000
36,000	Other Reserves	36,000
<u>606,529,348</u>	TOTAL EQUITY	<u>691,431,354</u>

CITY OF HOLDFAST BAY
PROJECTED STATEMENT OF CHANGES IN EQUITY - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2019

<u>Municipal</u> <u>17/18 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>18/19</u> <u>BUDGET</u>
\$		\$
	ACCUMULATED SURPLUS	
161,153,193	Balance at beginning of period	165,099,571
102,540	Net Surplus/(Deficit)	9,856,783
<u>161,255,733</u>	Balance at end of period	<u>174,956,354</u>
445,127,615	ASSET REVALUATION RESERVE	516,439,000
36,000	MUNICIPAL RESERVES	36,000
<u>445,163,615</u>	TOTAL RESERVES CLOSING BALANCE	<u>516,475,000</u>
<u>606,419,348</u>	TOTAL EQUITY	<u>691,431,354</u>

CITY OF HOLDFAST BAY
PROJECTED BUDGETED STATEMENT OF CASH FLOWS - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2019

<u>Municipal</u> <u>17/18 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>18/19</u> <u>BUDGET</u>
\$		\$
(OUTFLOWS)		(OUTFLOWS)
	CASH FLOWS FROM OPERATING ACTIVITIES	
	<u>Receipts</u>	
45,130,129	Operating Receipts	46,620,208
	<u>Payments</u>	
(35,261,931)	Operating payments to suppliers and employees	(36,536,662)
(1,081,458)	Finance Payments	(761,230)
<u>8,786,740</u>	NET CASH PROVIDED BY OPERATING ACTIVITIES	<u>9,322,316</u>
	CASH FLOWS FROM INVESTING ACTIVITIES	
	<u>Receipts</u>	
110,000	Grants specifically for new or upgraded assets	9,584,707
230,750	Sale of replaced assets	202,000
-	Sale of surplus assets	1,000,000
208,797	Repayments of loans (principal) by community groups	208,431
	<u>Payments</u>	
(5,746,085)	Expenditure on renewal/replacement of assets	(5,103,933)
(587,950)	Expenditure on new/upgraded assets	(17,453,658)
<u>(5,784,488)</u>	NET CASH (USED IN) INVESTING ACTIVITIES	<u>(11,562,453)</u>
	CASH FLOWS FROM FINANCING ACTIVITIES	
	<u>Receipts</u>	
-	Proceeds from Borrowings - External	3,380,697
	<u>Payments</u>	
(1,581,196)	Repayments of Borrowings - External	(1,140,560)
<u>(1,581,196)</u>	NET CASH PROVIDED BY FINANCING ACTIVITIES	<u>2,240,137</u>
1,421,056	NET INCREASE (DECREASE) IN CASH HELD	-
	CASH AND CASH EQUIVALENTS AT BEGINNING OF	
1,747,485	REPORTING PERIOD	593,154
	CASH AND CASH EQUIVALENTS AT END OF	
<u>3,168,541</u>	REPORTING PERIOD	<u>593,154</u>

RECONCILIATION OF INCOME STATEMENT TO BUDGETED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30TH JUNE 2019

212,540	SURPLUS FROM INCOME STATEMENT	9,856,783
	NON-CASH ITEMS IN INCOME STATEMENT	
8,623,000	Depreciation	9,033,000
61,200	Increase (decrease) in provisions - nett	17,240
<u>8,684,200</u>	TOTAL NON-CASH ITEMS	<u>9,050,240</u>
	CASH ITEMS NOT IN INCOME STATEMENT	
(6,334,035)	Capital Expenditure	(22,557,591)
(1,581,196)	Loan Repayments - External	(1,140,560)
-	Proceeds from Borrowings - External	3,380,697
208,797	Repayments of loans (principal) by community groups	208,431
230,750	Proceeds from Disposal of Assets	1,202,000
<u>(7,475,684)</u>	TOTAL CASH ITEMS	<u>(18,907,023)</u>
	NET INCREASE/(DECREASE)	
<u>1,421,056</u>	IN CASH AND CASH EQUIVALENTS	<u>-</u>

CITY OF HOLDFAST BAY
PROJECTED SUMMARY OF OPERATING AND CAPITAL INVESTMENT ACTIVITIES
FOR THE YEAR ENDED 30TH JUNE 2019

<u>Municipal</u> <u>17/18 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>18/19</u> <u>BUDGET</u>
\$		\$
45,360,129	Operating Revenues	46,850,208
(45,257,589)	less Operating Expenses	(46,578,132)
<u>102,540</u>	Operating Surplus/(Deficit) before Capital Amounts	<u>272,076</u>
	Less net outlays on Existing Assets	
5,746,085	Capital Expenditure on renewal & replacement of existing assets	5,103,933
(8,623,000)	Less Depreciation	(9,033,000)
<u>(2,876,915)</u>		<u>(3,929,067)</u>
	Less outlays on New and Upgraded Assets	
	- Capital Expenditure on new & upgraded assets	17,453,658
	- Less amounts received for for new & upgraded assets	(9,584,707)
<u>-</u>		<u>7,868,951</u>
<u>2,979,455</u>	Net lending/(borrowing) for financial year	<u>(3,667,808)</u>

PROJECTED FINANCIAL INDICATORS - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2019

<u>Municipal</u> <u>17/18 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>18/19</u> <u>BUDGET</u>
\$		\$
	OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS	
\$102,540		\$272,076
	OPERATING SURPLUS RATIO	
	(Operating surplus/(deficit) before capital amounts as % of total operating revenue)	
0.2%		0.6%
	NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)	
\$21,974,479		\$22,757,455
	NET FINANCIAL LIABILITIES RATIO	
	(Total liabilities less financial assets as % of total operating revenue)	
48%		49%
	INTEREST COVER RATIO	
	(Net interest expense as % of total operating revenue less investment income)	
2.3%		1.6%
	ASSET SUSTAINABILITY RATIO	
	(Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of depreciation expense)	
67%		57%



FINANCIAL STATEMENTS – ALWYNDOR

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

<u>Alwyndor</u> <u>17/18</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>18/19</u> <u>BUDGET</u>
\$		\$
3,979,235	User Charges	3,723,292
10,485,816	Operating Grants & Subsidies	10,224,308
373,852	Investment Income	423,861
1,669,942	Reimbursements	3,144,828
1,621,927	Other	1,934,068
<u>18,130,772</u>	Operating Revenue	<u>19,450,358</u>
12,944,551	Employee Costs - Salaries & Wages	14,039,400
3,744,767	Materials, contracts and other expenses	4,248,011
80,000	Finance Charges	70,000
896,979	Depreciation	906,639
<u>17,666,297</u>	Less Operating Expenditure	<u>19,264,050</u>
<u>464,475</u>	= Operating Surplus/(Deficit)	<u>186,308</u>
896,979	Depreciation	906,639
269,086	Other non-cash provisions	127,250
<u>1,166,065</u>	Plus Non-Cash items in Operating Surplus/Deficit	<u>1,033,889</u>
<u>1,630,540</u>	= Funds Generated from Operating Activities	<u>1,220,197</u>
(741,663)	Capital Expenditure-Asset Renewal and Replacement	(889,190)
<u>(741,663)</u>	Less total capital expenditure	<u>(889,190)</u>
<u>888,877</u>	= FUNDING SURPLUS	<u>331,007</u>
	Funded by:	
888,877	Increase/(Decrease) in cash and cash equivalents	331,007
<u>888,877</u>		<u>331,007</u>

CITY OF HOLDFAST BAY
PROJECTED INCOME STATEMENT - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2019

<u>Alwyndor</u> <u>17/18</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>18/19</u> <u>BUDGET</u>
\$	REVENUES	\$
3,979,235	User Charges	3,723,292
10,485,816	Operating Grants & Subsidies	10,224,308
373,852	Investment Income	423,861
1,669,942	Reimbursements	3,144,828
1,621,927	Other	1,934,068
<u>18,130,772</u>	TOTAL REVENUES	<u>19,450,358</u>
	EXPENSES	
12,944,551	Employee Costs	14,039,400
3,744,767	Materials, contracts and other expenses	4,248,011
80,000	Finance Charges	70,000
896,979	Depreciation	906,639
<u>17,666,297</u>	TOTAL EXPENSES	<u>19,264,050</u>
<u>464,475</u>	Operating Surplus/(Deficit) - Before Capital Revenue	<u>186,308</u>
<u><u>464,475</u></u>	NET SURPLUS/(DEFICIT)	<u><u>186,308</u></u>



CITY OF HOLDFAST BAY
PROJECTED BALANCE SHEET - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2019

<u>Alwyndor</u> <u>17/18</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>18/19</u> <u>BUDGET</u>
\$		\$
	CURRENT ASSETS	
15,825,121	Cash and cash equivalents	18,103,399
2,459,486	Trade and Other Receivables	2,697,564
18,284,607	TOTAL CURRENT ASSETS	20,800,963
	NON-CURRENT ASSETS	
38,104,941	Land, Infrastructure, Property, Plant & Equipment	40,369,224
38,104,941	TOTAL NON-CURRENT ASSETS	40,369,224
56,389,548	TOTAL ASSETS	61,170,187
	CURRENT LIABILITIES	
29,433,698	Trade and Other Payables	33,392,245
1,838,595	Short-term Provisions	1,541,577
31,272,293	TOTAL CURRENT LIABILITIES	34,933,822
	NON-CURRENT LIABILITIES	
181,715	Long-term Provisions	162,370
181,715	TOTAL NON-CURRENT LIABILITIES	162,370
31,454,008	TOTAL LIABILITIES	35,096,192
24,935,540	NET ASSETS	26,073,995
	EQUITY	
12,205,149	Accumulated Surplus	10,588,985
6,419,288	Asset Revaluation Reserve	9,070,656
6,311,103	Other Reserves	6,414,354
24,935,540	TOTAL EQUITY	26,073,995

CITY OF HOLDFAST BAY
PROJECTED STATEMENT OF CHANGES IN EQUITY - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2019

<u>Alwyndor</u> <u>17/18</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>18/19</u> <u>BUDGET</u>
\$		\$
	ACCUMULATED SURPLUS	
11,740,674	Balance at beginning of period	10,402,677
464,475	Net Surplus/(Deficit)	186,308
-	Transfers from reserves	-
12,205,149	Balance at end of period	10,588,985
6,419,288	ASSET REVALUATION RESERVE	9,070,656
6,311,103	ALWYNDOR RESERVES	6,414,354
12,730,391	TOTAL RESERVES CLOSING BALANCE	15,485,010
24,935,540	TOTAL EQUITY	26,073,995

CITY OF HOLDFAST BAY
PROJECTED BUDGETED STATEMENT OF CASH FLOWS - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2019

<u>Alwyndor</u> <u>17/18</u> <u>BUDGET</u> \$ (OUTFLOWS)		<u>Alwyndor</u> <u>18/19</u> <u>BUDGET</u> \$ (OUTFLOWS)
	CASH FLOWS FROM OPERATING ACTIVITIES	
	<u>Receipts</u>	
18,130,772	Operating Receipts	19,450,358
	<u>Payments</u>	
(16,420,232)	Operating payments to suppliers and employees	(18,160,161)
(80,000)	Finance Payments	(70,000)
<u>1,630,540</u>	NET CASH PROVIDED BY OPERATING ACTIVITIES	<u>1,220,197</u>
	CASH FLOWS FROM INVESTING ACTIVITIES	
	<u>Payments</u>	
(741,663)	Expenditure on renewal/replacement of assets	(889,190)
<u>(741,663)</u>	NET CASH (USED IN) INVESTING ACTIVITIES	<u>(889,190)</u>
888,877	NET INCREASE (DECREASE) IN CASH HELD	331,007
14,936,244	CASH AND CASH EQUIVALENTS AT BEGINNING OF	17,772,392
	REPORTING PERIOD	
	CASH AND CASH EQUIVALENTS AT END OF	
<u>15,825,121</u>	REPORTING PERIOD	<u>18,103,399</u>

RECONCILIATION OF INCOME STATEMENT TO BUDGETED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30TH JUNE 2019

464,475	SURPLUS FROM INCOME STATEMENT	186,308
	NON-CASH ITEMS IN INCOME STATEMENT	
896,979	Depreciation	906,639
269,086	Increase (decrease) in provisions - nett	127,250
<u>1,166,065</u>	TOTAL NON-CASH ITEMS	<u>1,033,889</u>
	CASH ITEMS NOT IN INCOME STATEMENT	
(741,663)	Capital Expenditure	(889,190)
(741,663)	TOTAL CASH ITEMS	(889,190)
	NET INCREASE/(DECREASE)	
<u>888,877</u>	IN CASH AND CASH EQUIVALENTS	<u>331,007</u>

CITY OF HOLDFAST BAY
PROJECTED SUMMARY OF OPERATING AND CAPITAL INVESTMENT ACTIVITIES
FOR THE YEAR ENDED 30TH JUNE 2019

<u>Alwyndor</u> <u>17/18</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>18/19</u> <u>BUDGET</u>
\$		\$
18,130,772	Operating Revenues	19,450,358
(17,666,297)	less Operating Expenses	(19,264,050)
<u>464,475</u>	Operating Surplus/(Deficit) before Capital Amounts	<u>186,308</u>
	Less net outlays on Existing Assets	
741,663	Capital Expenditure on renewal & replacement of existing assets	889,190
(896,979)	Less Depreciation	(906,639)
<u>(155,316)</u>		<u>(17,449)</u>
<u><u>619,791</u></u>	Net lending/(borrowing) for financial year	<u><u>203,757</u></u>

PROJECTED FINANCIAL INDICATORS - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2019

<u>Alwyndor</u> <u>17/18</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>18/19</u> <u>BUDGET</u>
\$		\$
	OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS	
\$464,475		\$186,308
	OPERATING SURPLUS RATIO	
	(Operating surplus/(deficit) before capital amounts as % of general revenue)	
2.6%		1.0%
	NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)	
\$13,169,401		\$14,295,229
	NET FINANCIAL LIABILITIES RATIO	
	(Total liabilities less financial assets as % of total operating revenue)	
73%		73%
	INTEREST COVER RATIO	
	(Net interest expense as % of total operating revenue less investment income)	
0.5%		0.4%
	ASSET SUSTAINABILITY RATIO	
	(Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of depreciation expense)	
83%		98%



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