

# Agenda

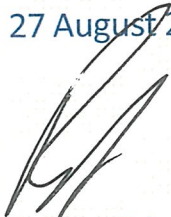
Council

## NOTICE OF MEETING

Notice is hereby given that a meeting of the Council will be held in the

**Council Chamber - Glenelg Town Hall  
Moseley Square Glenelg**

27 August 2024 at 7.00pm



**Roberto Bria**  
Chief Executive Officer





**1. Opening**

*The Mayor will declare the meeting open at 7.00pm.*

**2. Kurna Acknowledgement**

*We acknowledge Kurna people as the traditional owners and custodians of this land.*

*We respect their spiritual relationship with country that has developed over thousands of years, and the cultural heritage and beliefs that remain important to Kurna People today.*

**3. Service to Country Acknowledgement**

*The City of Holdfast Bay would like to acknowledge all personnel who have served in the Australian forces and services, including volunteers, for our country.*

**4. Prayer**

*Heavenly Father, we pray for your presence and guidance at our Council Meeting. Grant us your wisdom and protect our integrity as we carry out the powers and responsibilities entrusted to us on behalf of the community that we serve.*

**5. Apologies**

5.1 Apologies received

5.2 Absent – Councillor M O’Donohue (Approved Leave of Absence)

**6. Items Presented to Council**

**7. Declaration Of Interest**

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

**8. Confirmation Of Minutes**

**That the minutes of the Ordinary Meeting of Council held on 13 August 2024 be taken as read and confirmed.**

**9. Public Presentations**

9.1 Petitions - Nil

9.2 Presentations - Nil



- 9.3        **Deputations - Nil**
- 10.        Questions by Members**
  - 10.1       **Without Notice**
  - 10.2       **On Notice - Nil**
- 11.        Member's Activity Reports - Nil**
- 12.        Motions on Notice - Nil**
- 13.        Adjourned Matters - Nil**
- 14.        Reports of Management Committees and Subsidiaries**
  - 14.1       Minutes – Alwyndor Management Committee – 25 July 2024 (Report No: 275/24)
  - 14.2       Minutes – Jetty Road Mainstreet Committee – 7 August 2024 (Report No: 277/24)
  - 14.3       Minutes – Audit and Risk Committee – 14 August 2024 (Report No: 280/24)
- 15.        Reports by Officers**
  - 15.1       Items in Brief (Report No: 281/24)
  - 15.2       2023-24 Preliminary Funding Statements, Budget Carried Forward and Activity Reports (Report No: 285/24)
  - 15.3       Draft Asset Management Plans (Report No: 287/24)
  - 15.4       Holdfast Bay Bowls and Croquet Club Lease (Report No: 284/24)
  - 15.5       Draft Dog and Cat Management (Cat Management) Amendment Bill 2024 (Report No: 278/24)
  - 15.6       Revocation of Policies (Report No: 282/24)
  - 15.7       Southern Region Waste Authority – Appointment of Board Member (Report No: 288/24)
- 16.        Resolutions Subject to Formal Motions**

*Presented for the information of Members is a listing of resolutions subject to formal resolutions, for Council and all Standing Committees, to adjourn or lay on the table items of Council business, for the current term of Council.*
- 17.        Urgent Business – Subject to the Leave of the Meeting**
- 18.        Items in Confidence**
  - 18.1       Confidential Minutes – Audit and Risk Committee (Report No: 286/24)

**Pursuant to Section 83(5) of the *Local Government Act 1999* the Report attached to this agenda and the accompanying documentation is delivered to the Council Members upon the basis that the Council considers the Report and the documents in confidence under Part 3 of the Act, specifically on the basis that Council will receive, discuss or consider:**



- d. commercial information of a confidential nature (not being a trade secret) the disclosure of which –
  - i. could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and
  - ii. would, on balance, be contrary to the public interest;

18.2 Alwyndor Update (Report No: 274/24)

Pursuant to Section 83(5) of the *Local Government Act 1999* the Report attached to this agenda and the accompanying documentation is delivered to the Council Members upon the basis that the Council considers the Report and the documents in confidence under Part 3 of the Act, specifically on the basis that Council will receive, discuss or consider:

- d. commercial information of a confidential nature (not being a trade secret) the disclosure of which –
  - i. could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and
  - ii. would, on balance, be contrary to the public interest;

18.3 Glenelg Football Club Loan Update (Report No: 289/24)

Pursuant to Section 83(5) of the *Local Government Act 1999* the Report attached to this agenda and the accompanying documentation is delivered to the Council Members upon the basis that the Council considers the Report and the documents in confidence under Part 3 of the Act, specifically on the basis that Council will receive, discuss or consider:

- d. commercial information of a confidential nature (not being a trade secret) the disclosure of which –
  - i. could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and
  - ii. would, on balance, be contrary to the public interest;

19. Closure

  
 Roberto Bria  
 Chief Executive Officer



**Item No:** 14.1

**Subject:** MINUTES – ALWYNDOR MANAGEMENT COMMITTEE - 25 JULY 2024

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## Summary

The minutes of the Alwyndor Management Committee meeting held 25 July 2024 are provided for information.

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## Recommendation

1. That the minutes of the Alwyndor Management Committee meeting held 25 July 2024 be noted.

### RETAIN IN CONFIDENCE - Section 91(7) Order

2. That having considered Attachment 2 to Report No: 275/24 Minutes - Alwyndor Management Committee – 25 July 2024 in confidence under section 90(2) and (3)(b) of the *Local Government Act 1999*, the Council, pursuant to section 91(7) of the Act orders that Attachment 2 be retained in confidence for a period of 24 months and that this order be reviewed every 12 months.
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## Background

This report is presented following the Alwyndor Management Committee Meetings.

The Alwyndor Management Committee was established to manage the affairs of Alwyndor. The Council has endorsed the Committee's Terms of Reference and given the Committee delegated authority to manage the business of Alwyndor.

## Report

The minutes of the meeting are attached for Members' information.

*Refer Attachments 1 and 2*

## Budget

Not applicable

## Life Cycle Costs

Not applicable

## Strategic Plan

Enabling the people in our communities to live healthy, engaged and fulfilling lives.

## **Council Policy**

Not applicable

## **Statutory Provisions**

Not applicable

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**Written By:** General Manager, Alwyndor

**General Manager:** Ms B Davidson-Park



# Attachment 1

## **CITY OF HOLDFAST BAY**

**Minutes of the meeting of the Alwyndor Management Committee of the City of Holdfast Bay held in the Boardroom Alwyndor 52 Dunrobin Road Hove or via Audio-visual telecommunications on Thursday 25 July 2024 at 6.30pm.**

### **PRESENT**

#### **Elected Members**

Councillor Susan Lonie (Teams)  
Councillor Robert Snewin (Teams)

#### **Independent Members**

Mr Kim Cheater- Chair  
Ms Julie Bonnici (Teams)  
Ms Joanne Cottle  
Prof Lorraine Sheppard  
Ms Trudy Sutton (Teams)

#### **Staff**

Chief Executive Officer – Mr Roberto Bria  
General Manager Alwyndor – Ms Beth Davidson-Park  
Manager, Community Connections – Ms Molly Salt  
Manager, Residential Services – Ms Natasha Stone  
Chief Financial Officer– Mr Rafa Mirzaev  
Manager, People and Culture, Ms Lisa Hall  
Executive Assistant – Ms Bronwyn Taylor

#### **Guest**

Ms Anne Barclay, Team Leader Therapy & Wellness  
Mr David Gunter, akto

### **1. OPENING**

The Chairperson declared the meeting opened at 6.30pm.

### **2. KAURNA ACKNOWLEDGEMENT**

With the opening of the meeting the Chair stated:

We acknowledge the Kaurna people as the traditional owners and custodians of this land.

We respect their spiritual relationship with country that has developed over thousands of years, and the cultural heritage and beliefs that remain important to Kaurna People today.



**3. APOLOGIES**

- 3.1 For Absence  
Prof Judy Searle
- 3.2 Leave of Absence  
nil

**4. DECLARATION OF INTEREST**

Committee members were reminded to declare any interest before each item.  
*Attachment 1 Register of Interests*

**5. CONFIRMATION OF MINUTES****Motion**

**That the Public and Confidential minutes of the Alwyndor Management Committee held on 30 May 2024 be taken as read and confirmed.**

Moved by Ms Joanne Cottle, Seconded by Cr Susan Lonie

**Carried**

**6. REVIEW OF ACTION ITEMS****6.1 Action Items**

Action 71 the WHS plan being presented this evening with final presented to AMC at September meeting.

**6.2 Annual Work Plan**

Noted

The Chair sought and received the approval of the Committee to move the General Manager Confidential Report Item 8.1 to be considered as the first item of business and that items 8.1.3 '*HRIS procurement assessment, and implementation*' and 8.1.8 '*Presentation on the Therapy and Wellness business area*' be considered in that order.

**8. GENERAL MANAGER REPORT – CONFIDENTIAL****8.1 General Manager Report – Confidential (Report No: 15/24)****Exclusion of the Public – Section 90(3)(d) Order**

1. That pursuant to Section 90(2) of the *Local Government Act 1999* Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager and Staff in attendance at the meeting in order to consider Reports and Attachments to Report No: 15/24 in confidence.
2. That in accordance with Section 90(3) of the *Local Government Act 1999* Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 15/24 on the following grounds:
  - d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a third party of Alwyndor, in addition Alwyndor's financial position is reported as part of Council's regular budget updates.

In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information. The benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information.
3. The Alwyndor Management Committee is satisfied, the principle that the meeting be conducted in a place open to the public, has been outweighed by the need to keep the information or discussion confidential.

Moved by Cr Susan Lonie, Seconded by Ms Julie Bonnici

**Carried**



**RETAIN IN CONFIDENCE - Section 91(7) Order**

9. That having considered Agenda Item 8.1 General Manager's Report (Report No: 15/24) in confidence under section 90(2) and (3)(d) of the *Local Government Act 1999*, the Alwyndor Management Committee, pursuant to section 91(7) of that Act orders that the Attachments and Minutes be retained in confidence for a period of 3 years and that this order be reviewed every 12 months.

Moved by Ms Joanne Cottle, Seconded by Cr Robert Snewin

**Carried**

**7. GENERAL MANAGER REPORT****7.1 General Manager Report (Report No: 14/24)****7.1.1 – Residential Gym Fundraiser**

The General Manager updated on the promotion of the fundraiser including emails to next of kin and relevant stakeholders as well as Facebook posts, website, newsletter and flyers. Staff have also held casual Fridays and raised funds. To date have raised just under \$1,000.

**7.1.1 – Alwyndor Management Committee member recruitment**

The Chair provided an update on the recent recruitment process for a new member to join AMC with the departure of Jule Bonnici.

Of the applicants, three candidates were selected for interviews, and one candidate is recommended for appointment. The recommended applicant has accepted the nomination and a report for appointment will be considered by Council on 13 August 2024.

**Motion:**

**That the Alwyndor Management Committee:**

- 1. Note the update on the Residential Gym Fundraiser.**
- 2. Note the update on the AMC member recruitment.**

Moved by Cr Susan Lonie, Seconded by Prof Lorriane Sheppard

**Carried**

**8.2 Quarterly Finance Report – Confidential (Report No:16/24)****Exclusion of the Public – Section 90(3)(d) Order**

- 1. That pursuant to Section 90(2) of the *Local Government Act 1999* Alwyndor Management Committee hereby orders that the public be excluded from**

**attendance at this meeting with the exception of the General Manager and Staff in attendance at the meeting in order to consider Reports and Attachments to Report No: 16/24 in confidence.**

- 2. That in accordance with Section 90(3) of the *Local Government Act 1999* Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 16/24 on the following grounds:**

- d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a third party of Alwyndor, in addition Alwyndor's financial position is reported as part of Council's regular budget updates.**

**In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information. The benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information.**

- 3. The Alwyndor Management Committee is satisfied, the principle that the meeting be conducted in a place open to the public, has been outweighed by the need to keep the information or discussion confidential.**

Moved by Ms Joanne Cottle, Seconded by ...Ms Trudy Sutton

**Carried**

**RETAIN IN CONFIDENCE - Section 91(7) Order**

- 4. That having considered Agenda Item 8.2 Quarterly Finance Report (Report No:16/24) in confidence under section 90(2) and (3)(d) of the *Local Government Act 1999*, the Alwyndor Management Committee, pursuant to section 91(7) of that Act orders that the Attachments and Minutes be retained in confidence for a period of 3 years and that this order be reviewed every 12 months.**

Moved by Cr Susan Lonie, Seconded by Ms Joanne Cottle

**Carried**

**9. OTHER BUSINESS – Subject to the leave of the meeting**

**9.1 Support at Home pricing**



The General Manager advised that there is a Program Assurance Review – Pricing Transparency on My Aged Care in of Support at Home being undertaken by the Federal Government in the week commencing 29 July 2024.

### **9.2 Appointment of Deputy Chair**

The Chair advised that with the departure of Ms Julie Bonnici, a new Deputy Chair will need to be appointed. This will be actioned at the next meeting in September.

**Action:** The Chair will seek nominations for consideration and nomination at the September AMC meeting.

### **9.3 The CEO CoHB final meeting**

The Committee had been advised that Roberto Bria CEO CoHB has resigned and that this meeting would be his last. His work and support of AMC was acknowledged together with his contribution to the positive changes that have occurred throughout the past 5 years.

### **9.3 HRIS Budget**

In response to a query it was confirmed that funds for the HRIS project were within the adopted 2024-25 budget.

## **10. DATE AND TIME OF NEXT MEETING**

The next meeting of the Alwyndor Management Committee will be held on **Thursday 26 September 2024** in the Boardroom Alwyndor, 52 Dunrobin Road, Hove or via Audio-visual telecommunications (to be advised).

## **11. CLOSURE**

The meeting closed at 8.50pm.

**CONFIRMED 26 September 2024**

**CHAIRPERSON**

**Item No:** 14.2

**Subject:** **MINUTES – JETTY ROAD MAINSTREET COMMITTEE – 7 AUGUST 2024**

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## Summary

The Minutes of the Jetty Road Mainstreet Committee meeting held 7 August 2024 are attached and presented for Council's information.

Jetty Road Mainstreet Committee Agenda, Report and Minutes are available on council's website and the meetings are open to the public.

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## Recommendation

**That Council notes the minutes of the Jetty Road Mainstreet Committee of 7 August 2024.**

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## Background

The Jetty Road Mainstreet Committee has been established to undertake work to benefit the traders on Jetty Road Glenelg, using the separate rate raised for this purpose. Council has endorsed the Committee's Terms of Reference.

Jetty Road Mainstreet Committee Agendas, Reports, and Minutes are available on council's website and the meetings are open to the public.

## Report

Minutes of the meeting of Jetty Road Mainstreet Committee held 7 August 2024 are attached for Members' information.

*Refer Attachment 1*

## Budget

Not applicable

## Life Cycle Costs

Not applicable

## Strategic Plan

Building an economy and community that is inclusive, diverse, sustainable and resilient.

## Council Policy

Not applicable

## Statutory Provisions

Not applicable

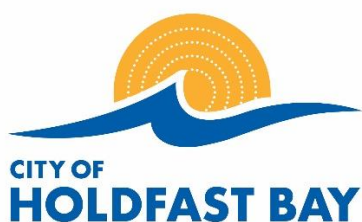
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**Written By:** General Manager, Community and Business

**General Manager:** Community and Business, Ms M Lock



# Attachment 1



## **Minutes of the Jetty Road Mainstreet Committee Held in the Mayor's Parlour, Glenelg Town Hall on Wednesday 7 August 2024 at 6.00pm**

### **ELECTED MEMBERS PRESENT**

Mayor A Wilson  
Councillor A Kane (via virtual connection)

### **COMMITTEE REPRESENTATIVES PRESENT**

Beach Burrito, Mr A Warren  
Cibo Espresso, Mr T Beatrice  
Glenelg Finance, Mr D Murphy  
Yo-Chi, Ms B Millard  
Echelon Studio – Architecture and Design, Mr C Morley  
The Colley Hotel, Ms K Bailey  
Ikos Holdings Trust, Mr A Fotopoulos  
Independent Member, Ms S Mills (via virtual connection)

### **STAFF IN ATTENDANCE**

Chief Executive Officer, Mr R Bria  
General Manager, Community and Business, Ms M Lock  
Acting Manager, City Activation, Ms V Miller  
Jetty Road Development Coordinator, Ms A Klingberg  
Event Lead, Mr H Colvill

**1. OPENING**

The Deputy Chair, Mr A Warren, declared the meeting open at 6.05pm.

**2. KAURNA ACKNOWLEDGEMENT**

With the opening of the meeting the Deputy Chair, Mr A Warren stated:

*We acknowledge Kurna people as the traditional owners and custodians of this land.*

*We respect their spiritual relationship with country that has developed over thousands of years, and the cultural heritage and beliefs that remain important to Kurna People today.*

**3. APOLOGIES**

3.1 Apologies Received: Ms G Martin, Councillor R Abley, Mr C Brown

3.2 Absent: Ms J Chudasama

**4. DECLARATION OF INTEREST**

Members were reminded to declare their interest before each item.

**5. CONFIRMATION OF MINUTES**

**Motion**

**That the minutes of the Jetty Road Mainstreet Committee held on 3 July 2024 to be taken as read and confirmed.**

Moved D Murphy, Seconded T Beatrice

**Carried**

**6. QUESTIONS BY MEMBERS**

6.1 **Without Notice:** Nil

6.2 **With Notice:** Nil

7. PRESENTATIONS:

7.1 Transforming Jetty Road Project - In Confidence

**Motion** – Exclusion of the Public – Section 90(3)(d) Order

1. That pursuant to section 90(2) of the *Local Government Act 1999* the Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the Chief Executive Officer and Staff in attendance at the meeting in order to consider Item 7.1, Transforming Jetty Road Project in confidence.
2. That in accordance with section 90(3) of the *Local Government Act 1999* the Committee is satisfied that it is necessary that the public be excluded to considers the information contained information and documents of item 7.1, Transforming Jetty Road Project on the following grounds:
  - d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information.

In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information. The benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information.
3. The Committee is satisfied, the principle that the meeting be conducted in a place open to the public, has been outweighed by the need to keep the information or discussion confidential.

Moved C Morley Seconded T Beatrice

**Carried**

S Mills joined the meeting at 6.16pm.

The meeting came out of confidence at 6.17pm.

A Fotopoulos joined the meeting at 6.21pm.



## 7.2 Community Safety

Ms M Lock, General Manager Community and Business provided an update on a trial program for improving community safety.

## 8. REPORTS/ITEMS OF BUSINESS:

### 8.1 Jetty Road Events Update (Report No: 260/24)

The Jetty Road Mainstreet Committee in partnership with the City of Holdfast Bay is responsible for implementing and managing a variety of major events to support economic stimulus in the precinct in accordance with the annual marketing and business plan. This report provides an overview of recent and upcoming events.

#### Motion

**That the Jetty Road Mainstreet Committee notes this report.**

Moved T Beatrice Seconded D Murphy

**Carried**

S Mills left the meeting at 7.28pm.

### 8.2 Marketing Update (Report No: 261/24)

This report provides an update on the marketing initiatives undertaken by the Jetty Road Mainstreet Committee aligned to the 2023–24 Marketing Plan

#### Motion

**That the Jetty Road Mainstreet Committee notes this report and approves the 2024–25 Marketing Plan as tabled.**

Moved C Morley, Seconded A Fotopoulos

**Carried**

Councillor Kane left the meeting at 7.59pm.

8.3 **Monthly Finance Report**

(Report No: 262/24)

This report provides an update on the Jetty Road Mainstreet income and expenditure as at 30 June 2024.

**Motion**

**That the Jetty Road Mainstreet Committee notes this report.**

Moved C Morley, Seconded D Murphy

**Carried**

9. **URGENT BUSINESS – SUBJECT TO THE LEAVE OF THE MEETING**

9.1 Mayor Wilson asked a question around the protestor activity in Moseley Square. Administration provided a response.

9.2 The Jetty Road Mainstreet Committee would like to thank the Chief Executive Officer and wish him well in his retirement.

9.3 Update on the Electric Vehicle (EV) Charging Stations.

**Motion** – Exclusion of the Public – Section 90(3)(d) Order

1. **That pursuant to section 90(2) of the *Local Government Act 1999* the Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the Chief Executive Officer and Staff in attendance at the meeting in order to consider Item 9.3, Update on the Electric Vehicle (EV) Charging Stations in confidence.**

2. **That in accordance with section 90(3) of the *Local Government Act 1999* the Committee is satisfied that it is necessary that the public be excluded to considers the information contained information and documents of Item 9.3, Update on the Electric Vehicle (EV) Charging Stations in confidence. on the following grounds:**

d. **pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information.**

In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information. The benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information.

3. The Committee is satisfied, the principle that the meeting be conducted in a place open to the public, has been outweighed by the need to keep the information or discussion confidential.

Moved D Murphy Seconded T Beatrice

**Carried**

The meeting came out of confidence at 8.07pm.

#### **10. DATE AND TIME OF NEXT MEETING**

The next meeting of the Jetty Road Mainstreet Committee will be held on Wednesday 4 September 2024 to commence at 6.00pm in the Mayor's Parlour Glenelg Town Hall.

#### **12. CLOSURE**

The meeting closed at 8.08pm.

**CONFIRMED 4 September 2024**

**CHAIR**

**Item No:** 14.3

**Subject:** PUBLIC MINUTES – AUDIT AND RISK COMMITTEE – 14 AUGUST 2024

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## Summary

The minutes of the meeting of the Audit and Risk Committee held 14 August 2024 are presented to Council for information.

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## Recommendation

That Council notes the minutes of the meeting of the Audit and Risk Committee of 14 August 2024, namely that the Audit and Risk Committee:

1. advises Council it has received and considered a Standing Items Report addressing:
    - Monthly Financial Statements
    - External Audit
    - Public Interest Disclosures
    - Economy and Efficiency Audits
    - Council Recommendations
    - Audit and Risk committee meeting schedule
  2. has received and noted a report comprising a performance review of 2023-24 municipal investments, as required under section 140 of the *Local Government Act 1999*;
  3. advises Council it has considered the draft Asset Management Plans and draft Asset Management Strategy; and supports its presentation to Council for community consultation;
  4. has received and noted the outcome of the 2023-24 desktop Asset Revaluation for Council's Road and Kerb assets; and
  5. has received and noted a report regarding the performance of Alwyndor's 2023-24 investments, as required under section 140 of the *Local Government Act 1999* and recommends it to Council for noting.
- 

## Background

The Audit and Risk Committee is established under section 41 of the *Local Government Act 1999*, and section 126 of the *Local Government Act 1999* defines the functions of the Audit and Risk Committee to include:

- Reviewing annual financial statements to ensure that they present fairly the state of affairs of the council;

- Proposing, and providing information relevant to a review of the council's strategic management plans or annual business plan;
- Proposing and reviewing the exercise of powers under section 130A;
- If the council has exempted a subsidiary from the requirement to have an audit committee, the functions that would, apart from the exemption, have been performed by the subsidiary's audit committee;
- Liaising with the council's auditor; and
- Reviewing the adequacy of the accounting, internal control, reporting and other financial management systems and practices of the council on a regular basis.

## Report

The public minutes of the meeting of the Audit and Risk Committee held 14 August 2024 are attached for Members' information.

*Refer Attachment 1*

## Budget

Not applicable

## Life Cycle Costs

Not applicable

## Strategic Plan

Statutory compliance

## Council Policy

Not applicable

## Statutory Provisions

*Local Government Act 1999, sections 41 and 126*

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**Written By:** Executive Officer and Assistant to the Mayor

**General Manager:** Strategy and Corporate, Ms S Wachtel



# Attachment 1

**Minutes of the meeting of the Audit and Risk Committee of the City of Holdfast Bay held in the Kingston Room, Civic Centre, 24 Jetty Road, Brighton on Wednesday 14 August 2024 at 6:00pm.**

**PRESENT**

**Members**

Presiding Member – Councillor J Smedley  
Councillor R Snewin – attended virtually  
Ms P Davies  
Ms C Garrett – attended virtually  
Mr D Powell

**Staff**

Chief Executive Officer – Mr R Bria  
General Manager Strategy and Corporate – Ms S Wachtel  
General Manager Alwyndor – Ms B Davidson-Park  
Manager Finance – Mr C Blunt  
Manager Strategy and Governance – Ms A Karzek  
Manager Finance Alwyndor – Mr R Mirzaev

**Guests**

Ms Janna Burnham, Partner, Galpins

**1. OPENING**

The Chairman declared the meeting open at 6.00pm.

**2. KAURNA ACKNOWLEDGEMENT**

We acknowledge Kurna people as the traditional owners and custodians of this land.

We respect their spiritual relationship with country that has developed over thousands of years, and the cultural heritage and beliefs that remain important to Kurna People today.

**3. APOLOGIES**

3.1 Apologies Received - Nil

3.2 Absent -Nil

**4. DECLARATION OF INTEREST**

Members were reminded to declare their interest before each item.

**5. CONFIRMATION OF MINUTES**

**Motion**

**That the minutes of the Audit and Risk Committee held 12 June 2024 be taken as read and confirmed.**

Moved by D Powell, Seconded by P Davies

**Carried**

## 6. ACTION ITEMS

The Action Items were tabled and noted.

## 7. PRESENTATIONS - Nil

## 8. REPORTS BY OFFICERS

### 8.1 Standing Items (Report No: 233/24)

The Audit and Risk Committee was provided with a report on standing items at each ordinary meeting.

#### Motion

**That the Audit and Risk Committee advises Council it has received and considered a Standing Items Report addressing:**

- **Monthly Financial Statements**
- **External Audit**
- **Public Interest Disclosures**
- **Economy and Efficiency Audits**
- **Council Recommendations**
- **Audit and Risk committee meeting schedule**

Moved D Powell, Seconded C Garrett

**Carried**

### 8.2 Internal Audit Program (Report No: 234/24)

The risk-based audits scheduled for the Internal Audit Program 2023-24 have now been completed. The first two reports were presented to the Audit and Risk Committee at its meeting of 12 June 2024 and the final two reports were provided for members' information.

In addition, the 'Audit Recommendations Outstanding Actions Update' highlighted those actions that are either completed, in progress or not yet implemented.

#### Motion

**That the Audit and Risk Committee notes this report.**

Moved P Davies, Seconded C Garrett

**Carried**

### Leave of the Meeting

The Presiding Member with the approval of two-thirds of the members present sought leave of the meeting to propose that Agenda Item 10.3 **Internal Auditors Annual Reflection** be considered after Item 8.2.

Leave of the meeting was granted.

### 10.3 Internal Auditors Annual Reflection

Internal Auditors Galpin provided an annual reflection to the Audit and Risk Committee members.

#### **Motion – Exclusion of the Public (Section 90(3)(b and k) Order**

1. That pursuant to Section 90(2) of the *Local Government Act 1999* the Audit and Risk Committee hereby orders that the public be excluded from attendance at this meeting in order to consider Item 10.3 – Internal Auditors Annual Reflection discussion in confidence.
2. That in accordance with Section 90(3) of the *Local Government Act 1999* Audit and Risk Committee is satisfied that it is necessary that the public be excluded to consider the information discussed in confidence on the following grounds:
  - b. pursuant to section 90(3)(b) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which could reasonably be expected to confer a commercial advantage on a person/s with whom the Council is proposing to conduct business and would prejudice the commercial position of the Council by revealing the commercial details that may advantage third parties whom council is proposing to engage.

In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information. The benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information.

3. The Audit and Risk Committee is satisfied, the principle that the meeting be conducted in a place open to the public, has been outweighed by the need to keep the information or discussion confidential.

Moved D Powell, Seconded P Davies

**Carried**

### 8.3 Annual Risk Profile (Report No: 235/24)

A review of the Strategic Risk Register and high operational risks was undertaken in line with Council's Risk Management Policy and ISO31000 (2018), to ensure an accurate reflection of the current risk position across the business, scoping both business risks and opportunities.

#### **Motion**

**That the Audit and Risk Committee notes this report.**

Moved D Powell, Seconded P Davies

**Carried**

**8.4 Draft Asset Management Plans (Report No: 276/24)**

The Local Government Act (1999) requires Council to review its Asset Management Plans (AMPs) prior to November 2024.

The Asset Management Plans have been reviewed and updated to include the latest asset condition and inventory data for community consultation in line with legislative requirements. The Asset Management Strategy will also be distributed for consultation as it is a new organisational document.

This report discussed the development and findings in the draft Asset Management Plans seeking endorsement for public consultation.

**Motion**

**That the Audit and Risk Committee:**

- 1. supports the draft Asset Management Plans and draft Asset Management Strategy for consideration by Council for community consultation from 29 August to 19 September 2024; and**
- 2. notes a further report be provided to the Audit and Risk Committee and Council once community consultation has occurred and prior to Council's adoption of the Asset Management Plans.**

Moved D Powell, Seconded Councillor Snewin

**Carried**

**8.5 Annual Review of Investment Performance (Report No: 236/24)**

Section 140 of the *Local Government Act 1999* (the Act) requires Council to review the performance of its investments on an annual basis. This report explained the process for investing funds, amount of funds invested during 2023-24 and investment performance against budget for Council's municipal activities.

**Motion**

**That the Audit and Risk Committee receives and notes this report comprising a performance review of 2023-24 municipal investments, as required under section 140 of the Local Government Act 1999 and recommends it to Council for noting.**

Moved P Davies, Seconded C Garrett

**Carried**

**8.6 Municipal Insurance Renewal and Claims (Report No: 237/24)**

This report provided the Audit and Risk Committee with an overview of the annual insurance renewal for 2024-25 and the public liability and asset claims for 2023-24.

**Motion**

**That the Audit and Risk Committee notes this report.**

Moved P Davies, Seconded C Garrett

**Carried**



**8.7 Revaluation of Road and Kerbing Assets as at 1 July 2023 (Report No: 238/24)**

To update the Audit and Risk Committee on the outcome of the 2023-24 desktop Asset Revaluation for Council's Road and Kerb assets.

**Motion**

**That the Audit and Risk Committee advises Council it has received and noted the report from Private Public Property on the revaluation of the 2023-24 Road and Kerb assets.**

Moved D Powell, Seconded Councillor Snewin

**Carried**

**8.8 Audit and Risk Committee Self-Review Assessment (Report No: 245/47)**

The Audit and Risk Committee's Terms of Reference state that the Committee shall at least once a year, review its own performance to ensure it is operating at maximum effectiveness and recommend changes it considers necessary to Council for consideration. A self-review assessment questionnaire was distributed to all Committee Members and council staff who regularly attend Audit and Risk Committee meetings.

This report provided the results of the self-review assessment undertaken by the Committee regarding its performance for the 2023-24 period.

**Motion**

**That the Audit and Risk Committee notes the 2023-24 self-review assessment.**

Moved P Davies, Seconded D Powell

**Carried**

**9. URGENT BUSINESS – SUBJECT TO THE LEAVE OF THE MEETING - Nil****10. CONFIDENTIAL ITEMS****10.1 Loans Receivable (Report No: 243/24)****Motion – Exclusion of the Public (section 90(3)(d) Order**

- 1. That pursuant to section 90(2) of the *Local Government Act 1999* the Audit and Risk Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the Chief Executive Officer and Staff in attendance at the meeting in order to consider Report No: 243/24 Loan Receivables in confidence.**
- 2. That in accordance with section 90(3) of the *Local Government Act 1999* the Audit and Risk Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 243/24 Loan Receivables on the following grounds:**

- d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party.

In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information. The benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information.

3. The Audit and Risk Committee is satisfied, the principle that the meeting be conducted in a place open to the public, has been outweighed by the need to keep the information or discussion confidential.

Moved D Powell, Seconded P Davies

Carried

**RETAIN IN CONFIDENCE - Section 91(7) Order**

4. That having considered Agenda Item 10.1 Loan Receivables in confidence under section 90(2) and (3)(d) of the *Local Government Act 1999*, the Audit and Risk Committee, pursuant to section 91(7) of that Act orders that the report, attachments and minutes be retained in confidence for a period of six months and the Chief Executive Officer is authorised to release the documents when Audited Financial Statements are presented to Council.

Moved C Garrett, Seconded D Powell

Carried

- 10.2 **Alwyndor Investment Portfolio – Annual Review of Investment Performance**  
(Report No: 256/24)

**Motion – Exclusion of the Public (Section 90(3)(d) Order**

1. That pursuant to section 90(2) of the *Local Government Act 1999* the Audit and Risk Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the Chief Executive Officer and Staff in attendance at the meeting in order to consider Report No: 256/24 Alwyndor Investment Portfolio in confidence.

2. That in accordance with section 90(3) of the Local Government Act 1999 the Audit and Risk Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 256/24 Alwyndor Investment Portfolio on the following grounds:

- d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a third party.

In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information. The benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information.

3. The Audit and Risk Committee is satisfied, the principle that the meeting be conducted in a place open to the public, has been outweighed by the need to keep the information or discussion confidential.

Moved D Powell, Seconded P Davies

**Carried**

This report concerns the performance of Alwyndor's investments portfolio in 2023-24.

The Local Government Act requires councils to review the performance of their investments annually. This includes Alwyndor.

#### **Motion**

1. That the Audit and Risk Committee receives and notes this report regarding the performance of Alwyndor's 2023-24 investments, as required under section 140 of the *Local Government Act 1999* and recommends it to Council for noting.

#### **RETAIN IN CONFIDENCE - Section 91(7) Order**

2. That having considered Agenda Item 10.2 - Alwyndor Investment Portfolio Performance in confidence under section 90(2) and (3)(d) of the *Local Government Act 1999*, the Audit and Risk Committee, pursuant to section 91(7) of that Act orders that the report, attachments and be retained in confidence for a period of 12 months and that this order be reviewed every 12 months.

Moved C Garrett, Seconded P Davies **Carried**

**11. DATE AND TIME OF NEXT MEETING**

The next meeting of the Audit and Risk Committee will be held on Wednesday 16 October 2024 in the Kingston Room, Civic Centre, 24 Jetty Road, Brighton.

**12. CLOSURE**

The Meeting closed at 7.52 pm.

**CONFIRMED 16 October 2024**

**PRESIDING MEMBER**

**Item No:** 15.1

**Subject:** ITEMS IN BRIEF

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## Summary

These items are presented for the information of Members.

After noting the report any items of interest can be discussed and, if required, further motions proposed.

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## Recommendation

**That the following item be noted and items of interest discussed:**

- 1. Submission to SAPN Vegetation Management Protocol Consultation**
- 

## Report

- 1. Submission to SAPN Vegetation Management Protocol Consultation**

SA Power Networks recently updated its protocol for vegetation management near power lines. The protocol guides how SA Power Networks manages vegetation near powerlines, by reducing risk and meeting their legislative requirements. SAPN's vegetation management continues to present many barriers to increasing the urban forest canopy, such as removal of non-compliant trees, lack of leadership from the Office of the Technical Regulator, preferences for smaller, shorter-lived species via a restrictive list of permissible tree species and an attempt to transfer risk for incorrect tree plantings onto councils. The important role mature trees play in promoting wellbeing, supporting biodiversity and reducing the urban heat effect cannot be understated.

The new protocol was out for consultation for only a short period and Administration developed and provided the attached submission.

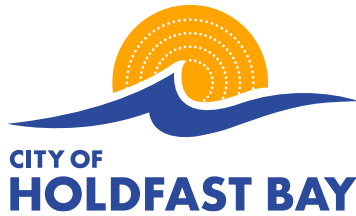
*Refer Attachment 1*

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**Written By:** Executive Officer and Assistant to the Mayor

**Chief Executive Officer:** Mr R Bria

# Attachment 1



5 August 2024

SA Power Networks  
GPO Box 77  
Adelaide  
SA 5000

Dear Ms Hampton

### **SA Power Networks Vegetation Management Protocol**

The City of Holdfast Bay welcomes the opportunity to comment on SA Power Networks (SAPN) Vegetation Management Protocol (the Protocol). The timeframe provided for comment was not long enough to provide an endorsed submission through our chamber, therefore this submission is from administration. As the City of Holdfast Bay is within the non-bushfire risk area, our comments will be limited to the elements directly related to that area.

While the vision, purpose, objectives and goals are commendable they appear to be used to justify prioritising powerlines over greening. The mantra of 'Right Tree, Right Place', whilst sounding reasonable, is often used in the Protocol to imply that powerlines have a higher importance than trees. The Protocol considers grey infrastructure to be more valuable than green infrastructure, however both need to be given equal importance. The Protocol and related legislation do not yet encompass this narrative. Similarly, 'Right Infrastructure, Right Place' could be equally utilised to convey a bias in the opposing direction. Rather than a hierarchical expression, we propose a genuine intent to enable both to co-exist safely through creativity, research and innovation.

SAPN's vision to 'support an increase in South Australia's green canopy cover' is not reflected in the objectives and goals, as the focus moves to reducing vegetation management expenditure and meeting its legislative requirements. Having SAPN meet its legislative requirements and being a key stakeholder in increasing tree canopy cover are not mutually exclusive.

### **Key Challenges**

It is admirable that SAPN is concerned about the increasing number of customers who are struggling to pay their electricity bills. Most of these customers are situated in areas of socioeconomic disadvantage, which are often the most vulnerable to the urban heat island impacts of climate change. The assumption of cheaper electricity does not acknowledge that cooling through greening reduces the need for power in a more economically and environmentally sustainable method. Using trees to shade a house can reduce cooling costs by more than 10%.



If all 'inappropriate' trees were removed in Adelaide, this would result in approximately 350,000 of Adelaide's larger trees being replaced with smaller ones from the limited Permitted and Approved Species lists. This would be devastating for the Adelaide urban forest extent and diversity. The statement that tree removal and replacement programs are 'critical to developing a sustainable, least cost vegetation management plan' is misleading because it is only 'least cost' for SAPN. However, it is not least cost for councils and their residents as smaller trees in the Permitted and Approved Species lists generally live shorter lives and therefore require more frequent replacement, which means higher costs. This is paid for by council ratepayers who are also SAPN customers, which is cost shifting rather than a true cost reduction for customers.

Councils must adhere to clearance envelopes for large vehicles on roads owned by the Department for Infrastructure and Transport. The height envelope is 5 metres from the road and SAPN requires trees under powerlines to be no more than 6 metres tall, leaving 1 metre available for tree canopy under powerlines on these roads. This will not be aesthetically pleasing, and it will unbalance the tree by reducing its structural integrity, increasing risk, and will not provide the cooling functionality needed for urban heat island mitigation, and liveability.

We appreciate that SAPN acknowledges the increasing impact of urban heat islands and the significant and effective role of trees in cooling urban communities and mitigating urban heat islands. However, SAPN's vegetation management activities actively limit attempts by local and state governments to address this critical threat to community wellbeing. Heatwaves have claimed more lives than any other natural hazard in Australia and they pose serious health risks to the most vulnerable, such as the elderly, those with chronic diseases and very young children. In an increasingly contested urban environment it may not be possible to accommodate the additional trees and green spaces that are required without any impact on other infrastructure. Council shares SAPN's concerns to not increase the cost of vegetation management, however we also prioritise the long-term health and wellbeing of our communities, to which trees are critical. SAPN's self-reported costs of vegetation clearance in non-bushfire areas are approximately \$8 million per year and the AER has authorised SAPN to collect \$3.9 billion from its customers during 2020 to 2025. This makes vegetation clearance in non-bushfire areas only 1% of its income over this five year period.

In the section on urban infill, the Protocol states that Adelaide's tree canopy cover is 23.7%, however, data published earlier this year by Green Adelaide shows Adelaide's tree canopy cover is just 16.7%. This should be corrected before final publication.

We commend SAPN for attempting to encapsulate an understanding of the conflicting tensions local councils have to balance requirements relating to infrastructure and services from a range of organisations, which place limitations on tree planting in urban areas.

### **2.1.2 Appropriate species**

The Local Government Association of South Australia Mutual Liability Scheme has advised its membership that applying to the Office of the Technical Regulator for an exemption under section 7 of the Regulations would expose a council to unreasonable legal liability and it is unlikely to extend coverage to a claim in this instance. Effectively, should a council apply for and be granted an exemption under section 7, to maintain "inappropriate" vegetation, and that vegetation then causes a power outage and/or damage to life or property, all legal and financial risk would be transferred to council. These fines are routinely hundreds of thousands of dollars

and life/property damage could easily be millions of dollars. For this reason, it is unreasonable to claim that applying for an exemption is an option available to councils wanting to maintain tall trees in their communities.

There are several issues with the Permitted and Approved Species lists. Many of the species on the lists are problematic because they cause debris as a nuisance, have significant structural concerns (especially with the mallee species) and some are known to commonly grow more than 6 metres. In addition, there is a paragraph in this section that states a process has been developed for identifying both inappropriate species as well as for the addition or removal of new and existing species from the lists. Council has attempted to use this process to get one species added to the list, however we did not receive a response from SAPN. The process referred to in Appendix A is only for the identification of inappropriate species, it does not outline the process for adding new species to the lists.

### **2.1.3 Risk based approach**

It should be made clear in this section that SAPN will allow the risk-based approach to be used for trees planted prior to 2017, in the majority of greater Adelaide and some regional centres. However, in discussions with councils, SAPN has repeatedly rejected the use of the risk-based approach for trees planted after 2017 because it would increase vegetation management costs, and that there is no legislative requirement to do so.

Council considers the risk-based approach to be very useful and to produce good outcomes for trees and for the community. We strongly recommend that it be used on all trees in the approved areas, no matter when they were planted. There is no legislative requirement not to do so.

Appendix B, which is related to this section, contains an unclear pair of diagrams. The diagram on the right is labelled 'proposed 'risk-based' legislation' does not appear to reflect the risk-based approach section (2.1.3). The discussion about amendments to the legislation in section 2.1.3 is limited only to locations where the approach might be applied in the future. The discussion does not mention proposed changes that enable trees to grow through low voltage powerlines.

### **2.1.4 Low voltage aerial bundling cabling (LV ABC)**

SAPN has frequently rejected the installation of ABC because its installation is more expensive than pruning. However, the cost of ABC is significantly lower than undergrounding powerlines and should be available as an alternative in appropriate locations.

The risk-based approach delivers a better aesthetic outcome and greater canopy cover but as mentioned above, SAPN has rejected the use of this approach for trees planted after 2017. For trees planted after 2017 if there is no option for a risk-based approach and SAPN does not wish to use ABC, there are few practical options provided.

## **2.2 Australian Standard AS 4373 – Pruning of Amenity Trees**

SAPN currently engages its vegetation contractors to “prune to clearance”, i.e. remove all vegetation within the clearance envelope (2m in non-bushfire areas). This means most trees are

pruned between branch nodes, leaving stumps of branches prone to epicormic shoot growth. Epicormic shoots grow rapidly in response to the stress of losing canopy during pruning, and have poor attachment to the branch, increasing the likelihood they readily break in high winds, increasing the risk of branch loss.

AS 4373 stipulates that pruning should be undertaken at branch collars, substantially reducing the incidence of epicormic shoot growth and encouraging the tree to grow its remaining branches in a manner that is stronger and more controllable. Adopting this approach will improve tree health by reducing structural impact and reduce vegetation management costs because there will be fewer fast-growing epicormic shoots growing into the clearance envelope. We agree that formative pruning is essential to establish a suitable framework, though it can only go so far and becomes irrelevant with larger, mature trees. We strongly recommend the use of AS 4373 where possible to encourage trees to respond more favourably and safely around SAPN's infrastructure.

Another key element of AS 4373 is that pruning must be undertaken by appropriately qualified personnel, including a Level 5 Arboriculture qualification to undertake both pruning and scoping.

### **3.3.2 Council engagement**

We have observed that SAPN notices about inappropriate trees routinely include many trees incorrectly identified as non-compliant due to misidentification of species, or their status as part of an avenue or stand is not recognised. Some inappropriate trees have also been planted by residents. We request SAPN to include sufficient time for Council to audit SAPN's list of inappropriate trees. We note this section states there will be an 'appropriate notification period', it would be useful to define an agreed appropriate period, particularly for smaller councils, which have limited arboricultural resources.

### **4.2 Responsibilities/allocation of costs**

The fourth paragraph states that 'the AER currently funds us to undertake a mix of one and two-year cycles in bushfire areas and a three-year cycle in non-bushfire areas.' It is not clear why SAPN wants to reduce vegetation management costs if the AER is providing the funding. If the AER is providing the funding, it implies it is cost-neutral to SAPN and a limited financial burden.

The sixth paragraph states if councils want specific approaches or programs above the baseline then councils will need to contribute funding for these. If the AER is providing the funding this should not be required. As vegetation management is a legislative requirement and a cost of doing business, councils should not be required to contribute additional funds.

If this is a miss-interpretation of this section, we suggest it to be rewritten.

The statement that 'under current legislation, councils have the option to contribute to additional programs or to take over trimming in their council area (with the associated liability)', while being accurate, it is misleading given the advice to councils by the Local Government Association of South Australia Mutual Liability Scheme (see our section 2.1.2 comments), which identifies the option of taking over trimming impractical.

### **4.3 Opportunities for partnerships with councils**

The City of Holdfast Bay and other metropolitan Adelaide councils are prioritising increasing their tree canopy cover. This priority will increase the liveability and resilience of our neighbourhoods and communities.

Councils are key stakeholders contributing to the target to increase green cover as per the 30-Year Plan for Greater Adelaide. It is unclear how the actions and policies discussed in the Protocol will contribute to this target, given that they are largely about removal and replacement of existing mature trees, with smaller, shorter-lived trees.

While we welcome trials of climate-resilient tree species for planting under powerlines, we are not convinced all these opportunities will assist with our priority of increasing canopy cover.

We welcome improved communication between councils and SAPN on upcoming pruning programs.

### **5.1 Scoping**

We have observed that SAPN notices about inappropriate trees routinely include many trees incorrectly identified as non-compliant due to misidentification of species, or their status as part of an avenue or stand is not recognised. It would be helpful if SAPN notices were accurate regarding identification of species and recognising the status of trees as part of an avenue or stand. This would significantly reduce the work and time required by our arboricultural team to audit these notices. We recommend SAPN work with its contractors to improve their identification skills or hires alternative contractors with better identification skills.

### **5.2 Pruning techniques**

Local government concerns around pruning are largely due to SAPN declining to follow Australian Standard 4373 Pruning of Amenity Trees, by adopting a clearance based cutting program. Clearance based cutting reduces the structural integrity and visual appeal of our trees and is therefore not supported by Council. We do not believe additional data are required to prune trees correctly if SAPN engages appropriately trained staff and follow accepted industry standards.

### **5.6 Data sharing and data management**

Council is very interested to hear about the Forestree trial between SAPN and the City of Campbelltown. We would be keen to hear more details about the trial and it may be useful for many councils if this section provided more details about the trial. Council spent two years auditing its urban forest, with this information in Forestree. We believe this platform has the potential to make collaborative tree management easier in the future through data sharing. This would help SAPN to provide notices about inappropriate species and the pruning program that have a high level of accuracy, which would help to reduce SAPN's costs.

## **6.1 Tree removal**

SAPN's appetency for tree removal is disappointing to local governments who are actively planting trees to address ramping environmental and climate threats, including the urban heat island effect which magnifies the local impact of heatwaves, killing more Australians than any other natural hazard. Councils appreciate that there may be limited instances where the removal of one or a small number of trees need to be removed to accommodate critical infrastructure, however this should not be the default action. There is not the plantable space to remove trees whenever they are in the way of planned infrastructure without suffering overall canopy decline. Newly planted trees take many years to be able to provide the same benefit as a mature tree. We disagree with SAPN's statement that 'Tree removal also provides a long-term economic benefit to consumers' does not consider the long-term benefit to customers and encourage SAPN to adopt a more community-centric attitude towards tree management.

This does not have to prioritise trees or infrastructure, rather finding creative ways that they can co-exist.

SAPN's "expectation that Council will contribute some funding, either through direct contribution or the removal of stumps as part of a partnership approach" is a cost shift to local government and its ratepayers, which is not supported.

The removal of declared weeds such as olives and wild plums under powerlines is a good initiative. It is good that SAPN has recognised some trees identified as weeds may need to remain if they are important for amenity, heritage, etc.

## **6.2 Relocating electricity assets**

Council supports the idea of undergrounding powerlines. Despite recent steep rises in CPI, the allocation to the PLEC program remains the same. The amount of funding allocated to the PLEC program should align with CPI, and preferably see a further increase. We recommend both councils and SAPN continue to advocate strongly to the South Australian Government for this increase.

Council suggests an additional assessment criterion added to the other assessment criteria for increasing urban tree canopy cover.

### **6.2.1 Asset modification**

Council is very supportive of SAPN is including this option in its list of alternatives to pruning. We would like to see this approach taken a lot more often.

## **7.1 Biosecurity**

We applaud SAPN for being conscious about preventing the spread of weeds and plant and animal pests and diseases. Hygiene protocols are a good start, and need to be part of a more comprehensive biosecurity management plan.

## **7.2 Significant and regulated trees**

The *Development Act 1993* has been repealed and no longer applies to the planning and development process in South Australia. It has been replaced by the *Planning, Development and Infrastructure Act 2016*.

The *Planning, Development and Infrastructure Act 2016* has been recently amended to define a significant tree as having a trunk circumference of 2 metres or more and a regulated tree as 1 metre or more, at 1 metre above the natural ground level. SAPN should have been aware of these changes before publishing this document and these should be updated before final publication. This will likely impact SAPN as many more trees will be classified as regulated or significant.

The assertion that ‘councils have a register of all significant trees in their areas’ is not correct. Under the Act, it is the responsibility of the developer (in this case SAPN) to check if any trees potentially impacted by its activities are Regulated or Significant and seek the appropriate approvals before undertaking works.

## **7.3 Sensitive and protected areas**

We are pleased to see that SAPN is aware of the large range of sensitive and protected areas in South Australia. However, the sentence beginning ‘SA Power Networks will identify areas ...’ uses the word ‘considering’ when perhaps it should say ‘consulting’ local, state and federal government agencies. Consulting with the relevant agency for these kinds of areas is critical to ensure their ongoing protection.

## **7.4 Cultural and European Heritage Sites**

The City of Holdfast Bay has a number of trees that area listed under the *Planning, Development and Infrastructure Act 2016* and shown in the Planning and Design Code under the Local Heritage Places Overlay. These trees are highly valued, and we are happy to share this list with SAPN for future reference and would need to be consulted about these trees before any work is considered.

## **8.1 Independent monitoring and arbitration**

The Vegetation Management Advisory Group is comprised of members appointed by, and in some cases, paid by SAPN. It is therefore inappropriate to describe this group as independent.

## **8.3 Contractor management**

Councils regard the completion of a Level 3 Certificate in Arboriculture as the minimum requirement to undertake pruning operations on its trees, and the completion of a Level 5 (Diploma) in Arboriculture as the minimum requirement for scoping or auditing.

## **9. Key actions and implementation**

It would be useful to cross-reference this section throughout the document by perhaps identifying key actions as they arise in the discussion and summarising in this section.

**In summary**

We believe the document could benefit from a copywrite editor to pick up structural and grammatical errors. Some information is out of date and requires updating.

The document is focused on ways in which councils can assist SAPN in reducing the cost of its vegetation management. For SAPN to innovate in partnership with local government, we suggest that SAPN consider itself a key stakeholder in contributing to an increase in the urban tree canopy cover. The more that SAPN can contribute by relocating and/or modifying its assets the more liveable and beautiful our urban environment will be.

Yours sincerely



**Pamela Jackson**  
Acting Chief Executive Officer

**Item No:** 15.2

**Subject:** **2023-24 PRELIMINARY FUNDING STATEMENTS, BUDGET CARRIED FORWARD AND ACTIVITY REPORTS**

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## Summary

This report provides preliminary funding statements for the 2023-24 financial year including explanations of the interim results and major budget variations as well as detailing yet to be finalised projects to be brought forward and budgeted for in 2024-25.

The preliminary result for municipal operations shows an operating surplus of \$1,150,000 resulting in a positive budget variance of \$525,000 compared with the adopted forecast of \$625,000.

The preliminary result for Alwyndor operations shows an operating deficit of \$303,000 compared with the adopted forecast deficit of \$415,000 resulting in a positive budget variance of \$112,000.

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## Recommendation

**That Council:**

- 1. notes the provisional unaudited 2023-24 funding statements and carried forward budgets;**
  - 2. notes the 2023-24 Annual Business Plan activity summary;**
  - 3. notes the 2023-24 external grant funding summary;**
  - 4. approves the carried forward amounts from the 2023-24 budget to the current year 2024-25 budget of \$413,267 operating expenditure, \$25,000 operating income, \$17,315,600 capital expenditure and \$3,180,955 capital income;**
  - 5. approves the carried forward amounts from the 2023-24 Alwyndor budget to the current year 2024-25 budget of \$720,457 capital expenditure;**
  - 6. approves the carried forward loan borrowing amount from the 2023-24 budget to the current year 2024-25 budget of \$17,320,000 to be negotiated in accordance with Council's treasury policy; and**
  - 7. the Mayor and the Chief Executive Officer be authorised to execute any relevant documentation in relation to new borrowings on behalf of Council and affix the common seal thereto.**
-



## Background

The financial management regulations require an annual report showing the audited results of the Council for the previous financial year compared with the estimated financial results set out in the budget.

To meet this requirement a full set of audited 2023-24 financial statements will be presented to Council in October when the financial statements have been finalised, considered by the Audit Committee and audited in the prescribed format.

In the meantime, preliminary unaudited funding statements have been prepared to provide Council with an indication of its financial performance for 2023-24.

## Report

### ***Preliminary 2023-24 Funding Statements***

Council adopted a revised operating forecast of \$624,920 surplus for municipal activities. Allowing for \$388,267 of uncompleted operational projects to be carried forward still leaves a favourable variance of \$136,869 compared to the Council approved budget. The following table provides a reconciliation between the adopted budget and the actual position at 30 June 2024:

<b>Adopted Municipal Budget Reconciliation</b>	<b>2023-24</b>
Preliminary result - surplus	\$1,150,056
Less adopted forecast - surplus	\$624,920
<b>Variance to revised budget - surplus</b>	<b>\$525,136</b>
Less 2023-24 net operational carry forwards	\$388,267
<b>Favourable budget variance to revised budget</b>	<b>\$136,869</b>

Preliminary unaudited funding statements with explanatory variance notes for the year ended 30 June 2024 are provided for Members' information.

*Refer Attachment 1*

One major variance compared to the adopted budget related to the timing of when the annual Financial Assistance Grant was received. In June 2023 the Federal Government bought forward the full payment of the 2023-24 Financial Assistance Grant which, in line with Australian Accounting Standards was accounted for in 2022-23.

It was anticipated that, as in previous years, a percentage of the grant due for 2024-25 would also be received in advance and accounted for in 2023-24. However, this did not occur, with payment not received until July 2024. The outcome of which is that no Financial Assistance Grant payment was received in the 2023-24 financial year resulting in a negative budget variance of \$659,000. However, this is simply a timing issue between financial years.

*Alwyndor Operations*

The preliminary result for Alwyndor operations shows an operating deficit of \$303,000 compared with the adopted forecast deficit of \$415,000 resulting in a positive budget variance of \$112,000. Funding statements for Alwyndor, with explanatory variance notes, are provided for Members' information.

*Refer Attachment 1*

*Financial Position*

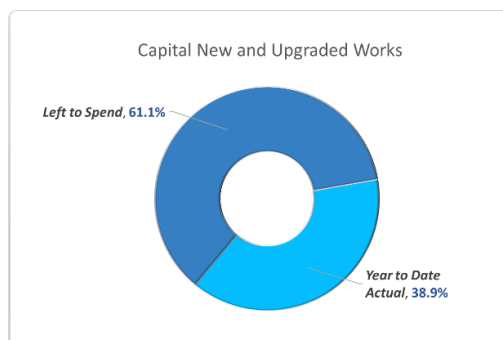
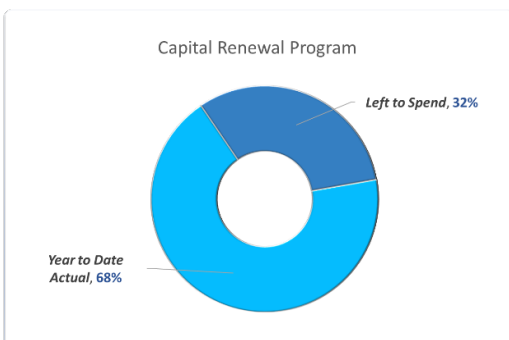
Throughout the financial year the following table has been presented to Council to provide a snapshot of the organisation's financial position at each quarter.

All amounts in \$000	2023-24 Adopted Budget	2023-24 Actuals	Variance
Operating revenue	55,088	55,628	541 ↑
Operating expenditure	(54,462)	(54,478)	(16) ↑
<b>Result from Operational Activities</b>	<b>625</b>	<b>1,150</b>	<b>525</b>
Capital Renewal Program (Net)	(12,609)	(8,626)	3,983 ↑
Capital New and Upgraded Works (Net)	(16,285)	(6,265)	10,020 ↑
Loan Repayments	(1,396)	(1,101)	295 ↑
Loans repaid by community clubs	217	218	1 ↑
<b>Result from Capital Activities</b>	<b>(30,073)</b>	<b>(15,774)</b>	<b>14,299</b>
Add back non-cash items	8,043	11,171	3,128 ↑
<b>Funding (Requirement)/Surplus</b>	<b>(21,405)</b>	<b>(3,454)</b>	<b>17,951</b>

The unaudited figures detailed above highlight that the completed program of works in 2023-24 required \$3.5 million of funding. In line with Council's Treasury Management Policy these funds were obtained through temporary Cash Advance Debenture loans.

The table also demonstrates that a significant number of capital projects were not completed at 30 June including a number of major multi-year projects.

The following graphs represent the percentage of total capital works financially completed by 30 June 2024.



**Carried Forward Budget Amounts**

As referenced prior, a number of capital and operational projects were not completed at the 30 June 2024. A full detailed listing of the projects which will require funding to be brought forward from 2023-24 to 2024-25 are included in Attachment 2.

*Refer Attachment 2*

*Jetty Road Mainstreet Budget*

The Jetty Road Mainstreet budget is fully funded from a separate rate, event sponsorships and event sale income. Due to the separate funding arrangement the remaining unspent balance of \$87,579 is required to be carried forward.

*Capital Expenditure*

The total amount of incomplete capital projects to be carried forward is \$17,315,600. Individual project amounts are listed in Attachment 2 including comments on the status of each project. The largest projects are implementation of the Stormwater Management Plan, \$4.5 million; the Brighton Caravan Park upgrade, \$2.3 million; improvement to the former Buffalo site, \$2.3 million; and the construction of public amenities at Seacliff, \$1.7 million.

*Capital Income*

A number of capital income budgets totalling \$3,180,955 are also required to be carried forward to part fund associated capital projects. Details of each grant, or contribution, are provided in attachment 2. This includes grant funding already received of \$2.3 million for stormwater upgrades at Tarlton Street and Harrow Road, and \$500,000 for the new public amenities at Seacliff.

*Carried forward funding – Municipal Operations*

The 2023-24 revised budget provided for new borrowings totalling \$21.607 million. However, during 2023-24 no new fixed term borrowings were drawn down due to the use of short-term Cash Advance Debentures (CADs) and the timing of capital expenditure and receipt of grants in advance. At 30 June 2024 Council’s balance of outstanding CAD borrowings was \$3.5 million.

To fund the carried forward budgets it is proposed to carry forward loan borrowings of \$17.32 million. The following summary outlines the funding breakdown:

Funding of Carried Forward Budgets	2023-24
Total Operating Expenditure	\$413,000
Total Capital Expenditure	\$17,316,000
<b>Funding Requirement</b>	<b>\$17,729,000</b>
<b>Funding Source</b>	

Grant receipts due in 2024-25	\$200,000
Sale of assets	\$209,000
<b>Loan funding requirement (previously approved)</b>	<b>\$17,320,000</b>

It is forecast that the net financial liabilities ratio as at 30 June 2024 will be below Council's ceiling of 100%. Updated financial ratios will be presented to Council at the completion of the annual financial statements in October.

#### *Alwyndor Capital Carried Forwards*

Alwyndor require \$720,457 of capital expenditure to be carried forward from 2023-24. \$450,000 for their Residential Lock Upgrade program and a further \$270,457 to complete installation of ICT access points. These will be fully funded from existing Alwyndor funds.

#### **Commercial Activities**

Comparative financial reports to 30 June 2024 have been provided for Council's major commercial activities including Brighton Caravan Park, Partridge House, and Partridge Street car park.

*Refer Attachment 3*

#### **External Grant Funding Summary**

In 2023-24 council received \$4,079,301 in external grant funding to assist with operational and capital expenditure. This amount does not include operating subsidies received by Alwyndor.

Council had also received \$6,129,224 of funding in previous years for projects to be delivered in 2023-24 and beyond. The attached table provides details of the external grants received.

*Refer Attachment 4*

#### **2023-24 Annual Business Plan Activity Summary**

To deliver *Our Holdfast 2050+*, the *Our Plan for Our Place 2023-24 Annual Business Plan* (the Business Plan) outlines specific actions for the year.

The attached report provides detail of progress made against the Business Plan, while below is a summary of the report's key points.

*Refer Attachment 5*

Projects are treated differently depending on the expected completion times. At the end of 2023-24 there are 59 projects (62%) of projects that have been 'completed'.

For the Business Plan, all projects are shown with full budgets, and some are carried forward into the following year as they:

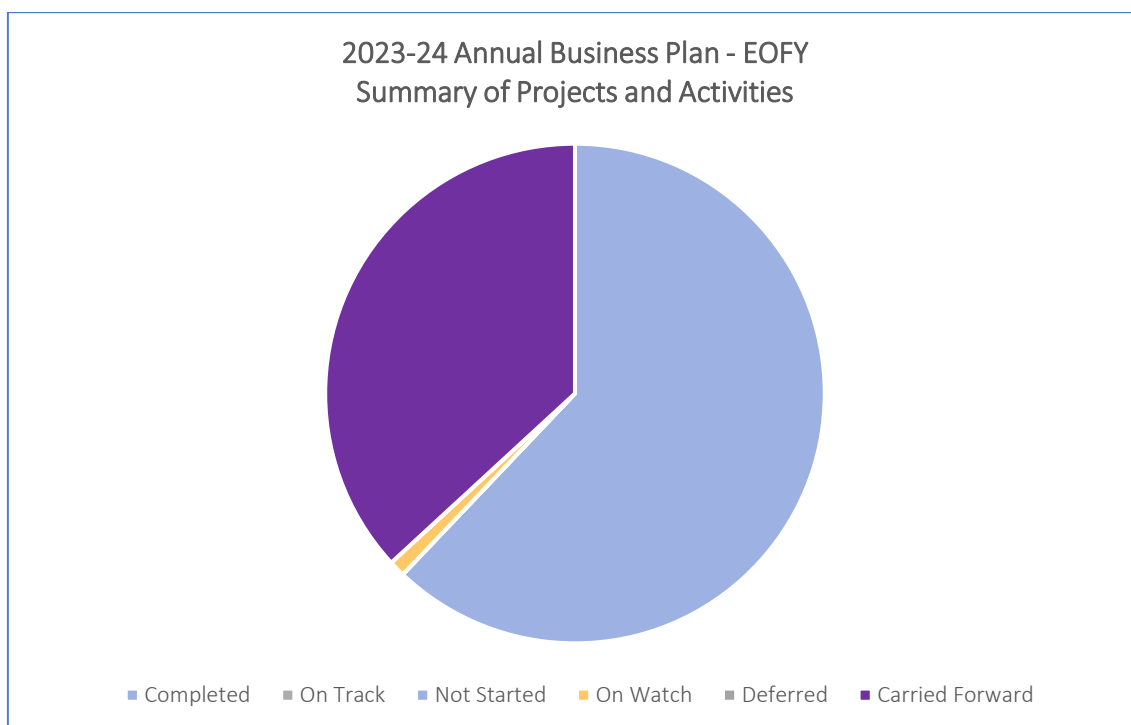
- are multiyear projects
- many have timings that are re-scoped to allow continuation into the following financial year as detailed work is defined
- some are delayed, generally due to difficulties in accessing materials.

There are 35 projects (37%) that are ‘carried forward’ to 2024-25 with an accompanying residual budget of some \$17.3 million. Of these 35 carried forward projects:

- 13 projects (14%) were intended to be delivered over multiple years. These projects account for some \$14.7 million of the carried forward funds.
- 12 projects (13%) have had timings re-scoped to be completed by the end of December 2024. These projects account for some \$2.3 million of the carried forward funds.
- 10 projects (10%) have had delays, mostly due to access to resources. These projects account for some \$0.2 million of the carried forward funds.

One project is identified as being ‘on watch’ and no projects are ‘off track’.

The following chart gives an overview of project status in all focus areas.



The following table provides more detail on the project that is ‘on watch’.

### WELLBEING

Project Title	Status	Notes
Kingston Park Stages 4 & 6 - Detailed Design	On Watch	Project is on watch with ongoing discussions with Kaurna representatives regarding next steps.

### Budget

This report provides an analysis of Council’s 2023-24 preliminary funding statements and confirms the carried forward projects and latest preliminary result prior to external audit. The 2024-25 forecast will be amended to include all approved carried forward budgets.

The forecast Municipal operating surplus for 2024-25 is currently \$1,192,677. With net operational carry forward budgets from 2023-24 of \$388,267 the forecast operating result for 2024-25 will decrease to a revised forecast surplus of \$804,410.

### **Life Cycle Costs**

Not applicable

### **Strategic Plan**

Statutory compliance

### **Council Policy**

Treasury Management Policy

### **Statutory Provisions**

*Local Government (Financial Management) Regulations 2011*

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**Written By:** Manager Finance

**General Manager:** Strategy and Corporate, Ms S Wachtel

# Attachment 1



## City of Holdfast Bay Municipal Funds Statement as at June 2024

2023 - 2024 Original Budget \$'000	Year to Date				Note
	Adopted Forecast \$'000	Actual \$'000	Variance \$'000		
169	295	383	(88)	Cemeteries	1
535	468	499	(31)	Commercial & Club Leases	
(1,265)	(1,265)	(1,273)	8	Council Administration	
(912)	(935)	(925)	(10)	Development Services	
1,672	2,055	1,661	394	FAG/R2R Grants	2
(2,087)	(2,019)	(1,997)	(22)	Financial Services	
(10,911)	(11,351)	(11,318)	(33)	Financial Services-Depreciation	
(280)	(280)	(802)	522	Financial Services-Employee Leave Provisions	3
(985)	(735)	(611)	(123)	Financial Services-Interest on Borrowings	4
91	206	285	(79)	Financial Services-SRWRA	5
41,372	41,372	41,446	(74)	General Rates	6
(2,992)	(3,117)	(3,073)	(44)	Innovation & Technology	
(717)	(722)	(685)	(37)	People & Culture	
(964)	(964)	(944)	(20)	Strategy & Governance	
(1,440)	(1,499)	(1,425)	(73)	City Activation	7
1,502	1,502	1,551	(49)	Commercial - Brighton Caravan Park	
35	35	21	14	Commercial - Partridge House	
(583)	(583)	(581)	(3)	Communications and Engagement	
(369)	(369)	(396)	27	Community and Business Administration	
(1,089)	(996)	(932)	(63)	Community Events	8
831	1,569	2,037	(467)	Community Safety	9
(669)	(673)	(627)	(45)	Community Wellbeing	
(570)	(570)	(597)	27	Customer Service	
-	(115)	(28)	(88)	Jetty Road Mainstreet	10
(1,565)	(1,655)	(1,651)	(4)	Library Services	
(335)	(445)	(444)	(1)	Assets & Delivery Administration	
(1,532)	(1,707)	(1,488)	(219)	Engineering & Traffic	11
(659)	(849)	(814)	(35)	Environmental Services	
(8,682)	(8,911)	(9,194)	283	Field Services & Depot	12
(2,388)	(2,388)	(2,435)	47	Property Management	
(572)	(572)	(575)	3	Public Realm and Urban Design	
(726)	(646)	(610)	(36)	Street Lighting	
(4,530)	(4,511)	(4,357)	(154)	Waste Management	13
999	999	1,048	(49)	Less full cost attribution - % admin costs capitalised	
<b>386</b>	<b>625</b>	<b>1,150</b>	<b>(525)</b>	<b>=Operating Surplus/(Deficit)</b>	
10,911	11,351	11,318	33	Depreciation	
189	74	517	(443)	Other Non Cash Items	
<b>11,100</b>	<b>11,425</b>	<b>11,836</b>	<b>(410)</b>	<b>Plus Non Cash Items in Operating Surplus/(Deficit)</b>	
<b>11,486</b>	<b>12,050</b>	<b>12,985</b>	<b>(935)</b>	<b>=Funds Generated from Operating Activities</b>	
484	5,007	2,001	3,006	Amounts Received for New/Upgraded Assets	14
201	670	461	209	Proceeds from Disposal of Assets	15
<b>685</b>	<b>5,677</b>	<b>2,462</b>	<b>3,214</b>	<b>Plus Funds Sourced from Capital Activities</b>	
(8,170)	(13,308)	(9,087)	(4,221)	Capital Expenditure on Renewal and Replacement	
(7,560)	(21,262)	(8,266)	(12,996)	Capital Expenditure on New and Upgraded Assets	
<b>(15,730)</b>	<b>(34,570)</b>	<b>(17,354)</b>	<b>(17,217)</b>	<b>Less Total Capital Expenditure</b>	16
217	217	218	(1)	Plus:Repayments of loan principal by sporting groups	
<b>217</b>	<b>217</b>	<b>218</b>	<b>(1)</b>	<b>Plus/(less) funds provided (used) by Investing Activities</b>	
<b>(3,342)</b>	<b>(16,626)</b>	<b>(1,688)</b>	<b>(14,939)</b>	<b>= FUNDING SURPLUS/(REQUIREMENT)</b>	
<b>Funded by</b>					
(4,738)	-	46	(46)	Increase/(Decrease) in Cash & Cash Equivalents	
-	3,382	665	2,717	Non Cash Changes in Net Current Assets	
-	(21,404)	-	(21,404)	Less: Proceeds from new borrowings	
-	-	(3,500)	3,500	Less: Net Movements from Cash Advance Debentures	
1,396	1,396	1,101	294	Plus: Principal repayments of borrowings	
<b>(3,342)</b>	<b>(16,626)</b>	<b>(1,688)</b>	<b>(14,939)</b>	<b>=Funding Application/(Source)</b>	



Note 1 – Cemeteries - \$88,000 favourable

Cemetery fee (\$62,000) and memorial (\$32,000) related revenue higher than forecast.

Note 2 – Financial Assistance Grants - \$394,000 unfavourable

Timing issue between financial years for the receipt of the annual Commonwealth Financial Assistance Grant. Council had budgeted to receive 50% of the 2024-25 allocation in advance which is consistent with the timing in prior financial years.

Note 3 – Financial Services – Employee Leave Provisions - \$522,000 unfavourable

Final movements in the provisions made for Annual Leave and Long Service Leave owed to employees. Leave planning will need to be undertaken to reduce the level of leave owed.

Note 4 - Financial Services-Interest on Borrowings - \$123,000 favorable

Due to delays in capital project expenditure Council has not had to borrow as forecast, resulting in a saving on budgeted interest costs.

Note 5 - Financial Services-SRWRA - \$79,000 favorable

Council's forecasted equity share in the Southern Region Waste Resource Authority (SRWRA) for 2023-24 is higher than budgeted for.

Note 6– General Rates - \$74,000 favourable

Revenue higher than forecast due to lower than budgeted rate capping applications and objections to valuations.

Note 7 – City Activation - \$73,000 favourable

Three projects are to be continued in 2024-25 and are proposed carried forward operational budgets: economic development strategy implementation (\$20,000), shopfront character grants (\$20,000) and small business development grants (\$3,000). Additionally, there were higher than forecast lease and user charges (\$11,000).

Note 8 – Community Events- \$63,000 favourable

Additional revenue raised from the Glenelg Ferris Wheel and various summer markets and events (\$34,000), savings on various events including Australia Day (\$8,000), New Year's Eve (\$7,000) and Street Parties (\$6,000).

Note 9– Community Safety - \$467,000 favourable

Car parking related (\$464,000) revenue higher than forecast.

Note 10 – Jetty Road Mainstreet - \$88,000 favourable

Savings on marketing (\$49,000), and sponsorship and event management (\$28,000). Due to separate rate funding arrangements unspent budget will be carried forward as in previous years.

Note 11 – Engineering & Traffic - \$219,000 favourable

Three projects are to be continued in 2024-25 and are proposed carried forward operational budgets: Integrated Transport Strategy Priorities (\$157,000), Asset Management Plan (\$50,000) and Trial Parklet Investigation (\$7,000).

Note 12 – Field Services & Depot- \$283,000 unfavourable

Unfavourable variances include employment costs due to additional staff hired (\$124,000), repairs and maintenance expenditure (\$104,000) and increased electricity charges (\$47,000).

Note 13 - Waste Management - \$154,000 favourable

Savings on waste disposal costs at Southern Region Waste Resource Authority (SRWRA) (\$117,000) and Solo collections costs (\$37,000).

Note 14 – Amounts Received for New/Upgraded Assets - \$3,006,000 unfavourable

Grant funding received, but not yet expended for the following projects:

- Stormwater - Capital Contributions: \$1,946,000
- Seacliff Plaza: \$510,000
- Harrow Road GPT: \$400,000
- Buffalo site improvements: \$53,000

Note 15 – Proceeds from disposal of assets - \$209,000 unfavourable

Trade-in of council vehicles has been delayed (\$209,000) – budget to be carried forward.

Note 16 – Capital Expenditure - \$17,217,000 favourable

There are positive variances on a number of capital projects. Some projects have been completed with a saving while other projects were not completed at the 30 June 2024. Details of these and the amount requested to be carried forward to 2024-25 are listed in Attachment 2.



**Alwyndor Aged Care  
Funds Statement as at 30 June 2024**

2023-24 Budget \$'000	Year to Date				Note
	Adopted Forecast \$'000	Actual YTD \$'000	Variance \$'000		
8,638	7,620	7,926	(306)	User Charges	
15,909	18,986	18,932	54	Operating Grants and Subsidies	
857	1,144	1,109	35	Investment Income	
8,029	7,779	7,829	(50)	Reimbursements	
7,361	7,920	7,981	(61)	Other Income	
<b>40,793</b>	<b>43,449</b>	<b>43,777</b>	<b>(328)</b>	<b>Operating Revenue</b>	<b>1</b>
(28,241)	(30,541)	(30,653)	112	Employee Costs - Salaries & Wages	2
(10,283)	(11,720)	(11,821)	101	Materials, Contracts and Other Expenses	3
(143)	(104)	(99)	(5)	Finance Charges	
(1,618)	(1,499)	(1,507)	8	Depreciation	
<b>(40,284)</b>	<b>(43,864)</b>	<b>(44,080)</b>	<b>216</b>	<b>Less Operating Expenditure</b>	
<b>509</b>	<b>(415)</b>	<b>(303)</b>	<b>(112)</b>	<b>=Operating Surplus/(Deficit)</b>	<b>4</b>
-	-	(81)	81	Net gain/(loss) on disposal of investments	
-	-	680	(680)	Net gain/(loss) on Fair Value movement on investments	
<b>509</b>	<b>(415)</b>	<b>296</b>	<b>(711)</b>	<b>=Net Surplus/(Deficit)</b>	
1,618	1,499	1,507	(8)	Depreciation	
-	-	81	(81)	Net gain/(loss) on disposal of investments	
-	-	(680)	680	Net gain/(loss) on Fair Value movement on investments	
581	581	585	(4)	Provisions	
<b>2,199</b>	<b>2,080</b>	<b>1,493</b>	<b>587</b>	<b>Plus Non Cash Items in Operating Surplus/(Deficit)</b>	
<b>2,708</b>	<b>1,665</b>	<b>1,789</b>	<b>(124)</b>	<b>=Funds Generated from Operating Activities</b>	
-	-	-	-	Amounts Received for New/Upgraded Assets	
-	-	-	-	Proceeds from Disposal of Assets	
-	-	-	-	<b>Plus Funds Sourced from Capital Activities</b>	
-	-	-	-	Capital Expenditure on Renewal and Replacement	
(1,902)	(1,902)	(1,055)	(847)	Capital Expenditure on New and Upgraded Assets	
<b>(1,902)</b>	<b>(1,902)</b>	<b>(1,055)</b>	<b>(847)</b>	<b>Less Total Capital Expenditure</b>	
-	-	-	-	Plus: Revenue received in advance for new/upgraded assets	
-	-	-	-	<b>Plus/(less) funds provided (used) by Investing Activities</b>	
<b>806</b>	<b>(237)</b>	<b>734</b>	<b>(971)</b>	<b>= Funding SURPLUS/(REQUIREMENT)</b>	<b>4</b>
				<b>Funded by</b>	
806	(237)	734	(971)	Increase/(Decrease) in Cash & Cash Equivalents	
<b>806</b>	<b>(237)</b>	<b>734</b>	<b>(971)</b>	<b>=Funding Application/(Source)</b>	

**Alwyndor - Notes  
June 2024**

1 Operating Revenue

Operating revenue is favourable by \$328K and attributed to the following factors:

- A favourable forecast variance for user charges due to higher occupancy in Residential, which increased from 94.44% in March to 96.69% in June.
- Home Care Package/Client growth that has exceeded the forecasted targets.
- A favourable forecast variance due to an increased Brokered Client contribution.
- The positive forecast variance is attributable to an increase in recoverable costs related to COVID-19 outbreaks in Residential, which have been claimed through the COVID-19 Aged Care Support Program grant.

2 Employee Costs – Salaries & Wages

The unfavourable variance in employee costs of \$112K is comprised of:

- Additional staff in response to higher acuity residents and staff COVID-19 payments.
- Additional staff in Corporate Services (P&C, WH&S, Rostering, Finance and Customer Care).

3 Materials, Contracts and other Expenses

The \$101K YTD increase is attributed to:

- The higher cost of materials and contract services, including increased costs for catering, cleaning, and laundry services.
- Additional brokered services in Support at Home which are recovered as part of Operating Revenue.

4 Operating Deficit

The \$303K Operating Deficit, after allowing for depreciation and capital expenditure, has led to a funding surplus of \$734K as at June YTD.

# Attachment 2

Operational Project	2023/24 Budget \$	2023/24 Actual Result \$	2024/25 Carried Forward \$
Jetty Road Mainstreet <i>Balance of unspent allocated funds for 2023-24.</i>	115,405	27,826	87,579
Shopfront Character Grant Scheme <i>Delays on applications. Once completed grant payments will be processed.</i>	140,090	120,403	19,687
Small Business Development Grants <i>Balance of unspent funds required to support identified small business initiatives and submitted applications.</i>	8,423	5,545	2,878
Economic Development Strategy Implementation <i>For delivery of the Economic Development Strategy - to be completed during 2024-25.</i>	30,000	9,900	20,100
Suicide Prevention Network <i>Incorporation of Network to now be established in 2024-25. Carry forward of \$4,000 was originally approved by Council (Resolution C130721/2346).</i>	3,772	274	3,498
Wellbeing Hub Concept <i>Partnership with Preventive Health SA to create a City of Holdfast Bay Wellbeing Hub - to be completed in 2024-25.</i>	25,000	504	24,496
Community Wellbeing Strategy <i>For development of a Community Wellbeing Strategy and action plans for focus areas, in partnership with the Holdfast Bay community - to be completed in 2024-25</i>	25,000	-	25,000
Glenelg North Seawall Design <i>For completion of the grant funded seawall project - to be completed during 2024-25.</i>	35,000	28,304	6,696
Urban Forest Tree Audit <i>For completion of the Urban Forest Strategy project - to be completed during 2024-25.</i>	20,735	15,336	5,399
Asset Management Plan <i>For delivery of the Asset Management Plans to be completed during 2024-25.</i>	50,000	-	50,000
Integrated Transport Strategy Priorities <i>For delivery of priorities identified in the Movement and Transport Plan - to be completed during 2024-25.</i>	161,262	4,020	157,242
Trial Parklet Investigation <i>For delivery of ongoing parklet trial - to be completed in 2024-25 (C231121/2488).</i>	15,000	7,579	7,421

Operational Project	2023/24 Budget \$	2023/24 Actual Result \$	2024/25 Carried Forward \$
Art Deco Heritage Review <i>Review has commenced and will be completed in 2024-25.</i>	3,271	-	3,271
<b>Total Operating Expenditure</b>	<b>632,958</b>	<b>219,691</b>	<b>413,267</b>
Wellbeing Hub Concept <i>Partnership with Preventive Health SA to create a City of Holdfast Bay Wellbeing Hub - to be completed in 2024-25.</i>	(25,000)	-	(25,000)
<b>Total Operating Revenue</b>	<b>(25,000)</b>	<b>-</b>	<b>(25,000)</b>
<b>Net operational carry forwards requested</b>			<b>388,267</b>

<b>Capital Project</b>	<b>2023/24 Budget \$</b>	<b>2023/24 Actual Result \$</b>	<b>2024/25 Carried Forward \$</b>
Brighton Caravan Park upgrade <i>Replacement of the timeworn facilities with new sites, cabins and administration buildings to continue as part of the 2024-25 capital program.</i>	3,066,024	802,360	2,263,664
Kingston Park Masterplan <i>Grant funded program to be retained for future development of Kingston Park.</i>	538,957	-	538,957
Major Plant & Equipment <i>Delay in delivery of pre-ordered replacement vehicles. Delivery now expected in the first half of 2024-25.</i>	1,728,900	1,069,375	659,525
Road Re-seal Program <i>Deferred works from the 2023-24 program will be completed by December 2024.</i>	2,595,465	2,060,296	535,169
Footpath Program <i>The Jimmy Melrose footpath upgrade and other minor incomplete projects will be completed by December 2024.</i>	318,562	176,577	141,985
Stormwater Management Plan Implementation <i>Delivery of the Tarlton Street upgrade will be completed during 2024-25.</i>	4,745,101	221,856	4,523,245
Traffic Control Construction Program <i>Projects at Partridge St, Sixth Ave &amp; Colley Tce due to be completed in 2024-25.</i>	487,139	77,527	409,612
Kerb and Water Table Construction Program <i>The majority of deferred works were completed in July 2024.</i>	1,219,285	1,124,944	94,341
Fence Renewal Program <i>A number of fences have been identified for replacement during 2024-25.</i>	23,552	5,400	18,152
Pathway - Edith Butler Pier <i>Construction to commence following completion of DEW's Southgate project.</i>	338,756	30,173	308,583
Fencing & Lighting - Somerton Tennis Club <i>Works to be completed by December 2024.</i>	695,080	343,972	351,108
Holdfast Bay Bowling and Croquet Club Lighting <i>Works to be completed by October 2024.</i>	150,000	-	150,000
Wattle Reserve Playground Renewal <i>Design works to be undertaken during 2024-25.</i>	100,000	-	100,000
Jimmy Melrose Park Upgrade <i>This project will be completed by December 2024.</i>	385,000	124,881	260,119



<b>Capital Project</b>	<b>2023/24 Budget \$</b>	<b>2023/24 Actual Result \$</b>	<b>2024/25 Carried Forward \$</b>
Sturt Creek Biodiversity Corridor <i>Project to be completed in Aug/Sept 2024.</i>	129,055	68,682	60,373
Buffalo Site - Amenity Improvements <i>Works to be completed by January 2025.</i>	2,472,172	194,625	2,277,547
Fencing Wattle Reserve <i>Fencing to be completed during 2024-25 once courts have been resurfaced.</i>	8,339	-	8,339
CCTV Installation - Various Locations <i>CCTV at Seacliff will be installed on completion of the Seacliff Plaza project.</i>	112,435	92,691	19,744
Seacliff Plaza Upgrade <i>Construction works to be completed in October 2024.</i>	2,377,539	680,534	1,697,005
Sturt Creek Linear Park Design <i>Detailed design to be completed by January 2025.</i>	51,945	17,057	34,888
Glenelg Town Hall and Library Refurbishment <i>Air conditioning works and lift refurbishment for the Glenelg Town Hall, along with other renewal works to be undertaken during 2024-25.</i>	738,124	39,905	648,879
Glenelg Oval - Edward Rix Stand <i>Part of an ongoing works program at Glenelg Oval during 2024-25.</i>	110,000	98,546	11,454
Ringwood Upgrades <i>Works to be completed by December 2024.</i>	20,000	-	20,000
Holdfast Bay Community Centre Renovations <i>Ongoing works to be completed during 2024-25.</i>	100,000	76,792	23,208
Bindarra Public Toilet Design <i>Works to be completed by Sept/Oct 2024.</i>	18,000	-	18,000
Michael Herbert Bridge Lights <i>Works were completed in August 2024.</i>	10,000	-	10,000
Patawalonga Lake Public Toilets <i>Works to be completed by November 2024.</i>	240,000	169,957	70,043
Seacliff-Brighton Yacht Club Change Room Upgrade <i>Design works have commenced with construction due in 2024-25.</i>	500,000	-	500,000
Jetty Road, Glenelg Masterplan Stage 2 <i>Ongoing project. Initial design and investigative works have commenced with construction phase to start in next few months.</i>	1,239,122	481,092	758,030

<b>Capital Project</b>	<b>2023/24 Budget \$</b>	<b>2023/24 Actual Result \$</b>	<b>2024/25 Carried Forward \$</b>
Lock Patawalonga <i>Construction to commence following completion of DEW's Southgate project.</i>	808,562	65,254	743,308
Glenelg Jetty Structural Repairs <i>Project onhold pending discussions with the Department of Infrastructure and Transport.</i>	106,128	45,806	60,322
<b>Total Capital Expenditure</b>	<b>25,433,242</b>	<b>8,068,302</b>	<b>17,315,600</b>
Sale Income - Major Plant & Vehicles <i>Trade-in of existing vehicles due to be replaced.</i>	(607,334)	(398,727)	(208,607)
Grant Income - Stormwater Improvements <i>Grant revenue received for stormwater upgrade works at Tarlton Street to be applied as expenditure incurred.</i>	(2,000,000)	(53,403)	(1,946,597)
Grant Income - Stormwater Improvements Harrow Road <i>Grant revenue for Harrow Road GPT of which 50% has been received in advance.</i>	(400,000)	-	(400,000)
Grant Income - Old Buffalo Site Reserve Improvements <i>Grant revenue received in advance and to be applied as expenditure incurred.</i>	(100,000)	(46,326)	(53,674)
Grant Income - Seacliff Plaza Upgrade <i>State funding received in advance and to be applied as expenditure incurred.</i>	(1,000,000)	(490,000)	(510,000)
Grant Income - Sturt Creek Biodiversity Corridor <i>Grant revenue received in advance and to be applied as expenditure incurred.</i>	(69,055)	(49,281)	(19,774)
Capital Contribution - Somerton Tennis Club <i>Contribution received from the tennis club and to be applied as expenditure incurred.</i>	(70,504)	(28,201)	(42,303)
<b>Total Capital Income</b>	<b>(4,246,893)</b>	<b>(1,065,938)</b>	<b>(3,180,955)</b>
<b>Net capital carry forwards requested</b>			<b>14,134,645</b>

# Attachment 3

BRIGHTON CARAVAN PARK		
Financial Results	Actual \$ 01/07/22 to 30/06/23	Actual \$ 01/07/23 to 30/06/24
Revenue From Cabins and Sites	\$1,590,503	\$1,603,156
Occupancy Rates	Actual % 01/07/22 to 30/06/23	Actual % 01/07/23 to 30/06/24
Accommodation Type		
Cabins	87%	84%
Sites	79%	81%
<b>Average Total</b>	<b>83%</b>	<b>83%</b>

PARTRIDGE STREET CAR PARK		
Financial Results	Actual \$ 01/07/22 to 30/06/23	Actual \$ 01/07/23 to 30/06/24
Income & Expenditure		
Car Parking Revenue	\$126,882	\$120,440
Operational Costs	\$149,013	\$156,911
<b>Net Result</b>	<b>(\$22,130)</b>	<b>(\$36,472)</b>
Car Park Usage	Actual No. 01/07/22 to 30/06/23	Actual No. 01/07/23 to 30/06/24
Car Park		
Eastern Car Park - No. of Transactions	130,605	135,403
Western Car Park - No. of Transactions	130,020	127,827
<b>Total No. of Transactions</b>	<b>260,625</b>	<b>263,230</b>
<i>* Operational costs increase due to higher electricity rates in the current year</i>		

PARTRIDGE HOUSE		
Financial Results	Actual \$ 01/07/22 to 30/06/23	Actual \$ 01/07/23 to 30/06/24
Income & Expenditure		
Functions and Room Hire Revenue	\$248,228	\$267,416
Operational Costs	\$203,211	\$242,993 ^
<b>Net Result</b>	<b>\$45,017</b>	<b>\$24,422</b>
<i>^ Operational costs increase due to garden and equipment upgrades and repair and maintenance expenditure.</i>		
Number of Events	Actual No. 01/07/22 to 30/06/23	Actual No. 01/07/23 to 30/06/24
Event Type		
Wedding	22	28
Funeral	120	140
Community Function	303	307
Other Events	73	64
<b>Total Number of Events</b>	<b>518</b>	<b>539</b>

# Attachment 4

# 2023-24 External Grant Funding

SUCCESSFUL APPLICATIONS											
Grant - Capital											
Bid Title	Funding Body / Program	Grant Total	Received in Previous Financial Year(s)	2023-24 Total Expected	Received 2023-24 Quarter 1	Received 2023-24 Quarter 2	Received 2023-24 Quarter 3	Received 2023-24 Quarter 4	Received for future financial years	Total Received during 2023-24	Outstanding amount
Former Buffalo site remediation	Minister for Planning and Local Government	\$100,000	\$100,000	\$0						\$0	\$0
Glenelg Oval Stage 3 & 4- received retrospectively on expenditure	Local Government Infrastructure Partnership Program and others	\$1,400,000	\$140,000	\$1,316,578			\$420,000	\$840,000		\$1,260,000	\$0
Pine Gully Stormwater contribution	Green Adelaide	\$150,000	\$150,000	\$0						\$0	\$0
Stormwater contribution - Tarlton Street	Federal Dept of Industry, Science, Energy and Resources	\$2,927,000	\$2,000,000	\$927,000				\$634,300		\$634,300	\$292,700
Seacliff Plaza	Amenities Open Space Grant	\$1,000,000	\$1,000,000	\$0						\$0	\$0
Bowker Oval - hard wicket upgrade	South Australian Cricket Association	\$10,000	\$10,000	\$0						\$0	\$0
Cooler Greener Wilder Grant – Shannon Ave	Green Adelaide	\$69,055	\$48,339	\$20,716			\$20,716			\$20,716	\$0
Glenelg Jetty Structural Repairs	Department for Infrastructure and Transport	\$30,000		\$30,000				\$30,000		\$30,000	\$0
Kingston House Reserve Tennis Court	Office for Recreation Sport & Racing	\$200,000	\$200,000	\$0						\$0	\$0
<b>Total</b>		<b>\$5,886,055</b>	<b>\$3,390,000</b>	<b>\$2,243,578</b>	<b>\$0</b>	<b>\$0</b>	<b>\$440,716</b>	<b>\$1,504,300</b>	<b>\$0</b>	<b>\$1,945,016</b>	<b>\$292,700</b>

Grant - Operating Project and other											
Bid Title	Funding Body / Program	Grant Total	Received in Previous Financial Year(s)	2023-24 Total Expected	Received 2023-24 Quarter 1	Received 2023-24 Quarter 2	Received 2023-24 Quarter 3	Received 2023-24 Quarter 4	Received for future financial years	Total Received during 2023-24	Outstanding amount
Fogo council -wide	Green Industries SA	\$100,000	\$100,000	\$0						\$0	\$0
Seacliff Trees Project	Department of Environment and Water	\$100,000	\$100,000	\$0						\$0	\$0
Glenelg North Seawall Design	Coast Protection Board	\$20,000	\$20,000	\$0						\$0	\$0
New Years Eve Celebration	Department of Premier and Cabinet	\$50,000	\$0	\$50,000	\$50,000					\$50,000	\$0
Period Poverty	Commissioner for Children & Young People	\$5,000	\$0	\$5,000	\$5,000					\$5,000	\$0
Suicide Prevention Network – Seed Funding	Wellbeing SA	\$5,000	\$0	\$5,000			\$5,000			\$5,000	\$0
Adult Learners Week	Public Library Services	\$5,500	\$0	\$5,500					\$5,500	\$5,500	\$0

## 2023-24 External Grant Funding

Urban Animal and Plant Control Partnership Program	Green Adelaide Board	\$10,000	\$0	\$10,000			\$10,000			\$10,000	\$0
William Kibby VC Veterans Shed Upgrade	Department of Infrastructure, Transport, Regional Development, Communications and the Arts	\$40,000	\$0	\$30,000				\$30,000		\$30,000	\$10,000
Wellbeing Hub - seed funding	Wellbeing SA	\$50,000	\$0	\$50,000		\$25,000			\$25,000	\$50,000	\$0
<b>Total</b>		<b>\$385,500</b>	<b>\$220,000</b>	<b>\$155,500</b>	<b>\$55,000</b>	<b>\$25,000</b>	<b>\$15,000</b>	<b>\$30,000</b>	<b>\$30,500</b>	<b>\$155,500</b>	<b>\$10,000</b>

# 2023-24 External Grant Funding

Grant - Recurring											
Bid Title	Funding Body / Program	Grant Total	Received in Previous Financial Year(s)	2023-24 Total Expected	Received 2023-24 Quarter 1	Received 2023-24 Quarter 2	Received 2023-24 Quarter 3	Received 2023-24 Quarter 4	Received for future financial years	Total Received during 2023-24	Outstanding amount
Community Bus	Commonwealth Home Support Programme (CHSP)	\$198,564	\$0	\$198,564	\$49,641	\$49,641	\$49,641	\$49,641		\$198,564	\$ -
Financial Assistance Grant - General Purpose	Financial Assistance Grant	\$988,267	\$942,771	\$238,584	\$11,374	\$11,374	\$11,374	\$11,374		\$45,496	\$ -
Financial Assistance Grant - Roads	Financial Assistance Grant	\$503,197	\$477,833	\$25,364	\$6,341	\$6,341	\$6,341	\$6,341		\$25,364	\$ -
Supplementary Roads Grants Commission	Financial Assistance Grant	\$181,681	\$0	\$181,681	\$181,681					\$181,681	\$ -
Roads to Recovery	Roads to Recovery	\$491,876	\$0	\$491,876			\$227,070	\$264,806		\$491,876	\$ -
Covid Stimulus - Roads and Community Infrastructure - Phase Two	Local Roads and Community Infrastructure	\$1,287,346	\$643,673	\$643,673				\$643,673		\$643,673	\$ -
Covid Stimulus - Roads and Community Infrastructure - Phase Three	Local Roads and Community Infrastructure	\$909,894	\$454,947	\$454,947						\$0	\$ 454,947
Covid Stimulus - Roads and Community Infrastructure - Phase Four	Local Roads and Community Infrastructure	\$454,947	\$0	\$454,947	\$272,969					\$272,969	\$ 181,978
Brighton Library	Libraries Board Grant	\$68,831	\$0	\$68,831		\$68,831				\$68,831	\$ -
Australia Day Grant	National Australia Day Council	\$12,000	\$0	\$12,000		\$12,000				\$12,000	\$ -
Glenelg Library	Libraries Board Grant	\$68,831	\$0	\$68,831		\$68,831				\$68,831	\$ -
<b>Total</b>		<b>\$5,165,434</b>	<b>\$2,519,224</b>	<b>\$2,839,298</b>	<b>\$522,006</b>	<b>\$217,018</b>	<b>\$294,426</b>	<b>\$975,835</b>	<b>\$0</b>	<b>\$2,009,285</b>	<b>\$ 636,925</b>

<b>Total of Grant Funding Confirmed (All Years including 2023-24)</b>	<b>\$ 11,436,989</b>
<b>Total received in previous years applicable to 2023-24 and future years</b>	<b>\$ 6,129,224</b>
<b>Total expected to receive in 2023-24</b>	<b>\$ 5,238,376</b>
<b>Total Received 2023-24 - Quarter 1</b>	<b>\$ 577,006</b>
<b>Total Received 2023-24 - Quarter 2</b>	<b>\$ 242,018</b>
<b>Total Received 2023-24 - Quarter 3</b>	<b>\$ 750,142</b>
<b>Total Received 2023-24 - Quarter 4</b>	<b>\$ 2,510,135</b>
<b>Total Grant Funding received to date in 2023-24</b>	<b>\$ 4,079,301</b>
<b>Total Received in 2023-24 for future financial years</b>	<b>\$ 30,500</b>



# Attachment 5



# Annual Business Plan 2023 – 24 End of financial Year Report June 2024



## Contents

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## OVERVIEW

The City of Holdfast Bay has begun to pursue the vision set out in the Strategic Plan *Our Holdfast 2050+* and the three focus areas that support it:

### *Our Holdfast 2050+ Vision*

***Protecting our heritage and beautiful coast, while creating a welcoming and healthy place for all in South Australia’s most sustainable city.***

To achieve this vision, we have identified three focus areas. While many projects will assist in achieving more than one focus area, they are identified in this report based on which focus area they are expected to have the greatest impact.

- **WELLBEING - Good health and economic success in an environment and a community that supports wellbeing.**  
Projects in this focus area have the greatest direct impact on supporting people’s health and vitality.
- **SUSTAINABILITY - A city, economy and community that is resilient and sustainable.**  
Projects in this focus area are infrastructure and asset improvements that support long lasting economic health and ecological benefit.
- **INNOVATION - A thriving economy and community that values life-long education, research, creativity and entrepreneurialism.**  
Projects in this focus area deliver change to services, assets and infrastructure by introducing new methods, ideas, or outcomes.

To deliver *Our Holdfast 2050+*, the *Our Plan for Our Place 2023-24 Annual Business Plan* (the Business Plan) outlines specific actions for the year.

This report captures progress against the Business Plan.

## Projects Status

This section provides an overview of the status of projects as at 30 June 2024.

Projects are treated differently depending on the expected completion times.

At the end of the 2023-24 year there are 59 projects (62%) that have been 'completed'.

For the Business Plan, all projects are shown with full budgets, and some are carried forward into the following year as they:

- are multiyear projects
- many have timings that are re-scoped to allow continuation into the following financial year as detailed work is defined
- some are delayed, generally due to difficulties in accessing materials.

There are 35 projects (37%) that are 'carried forward' to 2024-25 with an accompanying residual budget of \$17.3 million.

Of these 35 carried forward projects:

- 13 projects (14%) were intended to be delivered over multiple years. These projects account for some \$14.7 million of the carried forward funds.
- 12 projects (13%) have had timings re-scoped to be completed by the end of December 2024. These projects account for some \$2.3 million of the carried forward funds.
- 10 projects (10%) have had delays, mostly due to access to resources. These projects account for some \$0.2 million of the carried forward funds.

One project is identified as being 'on watch'.

No projects are 'off track'.

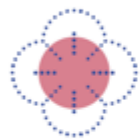
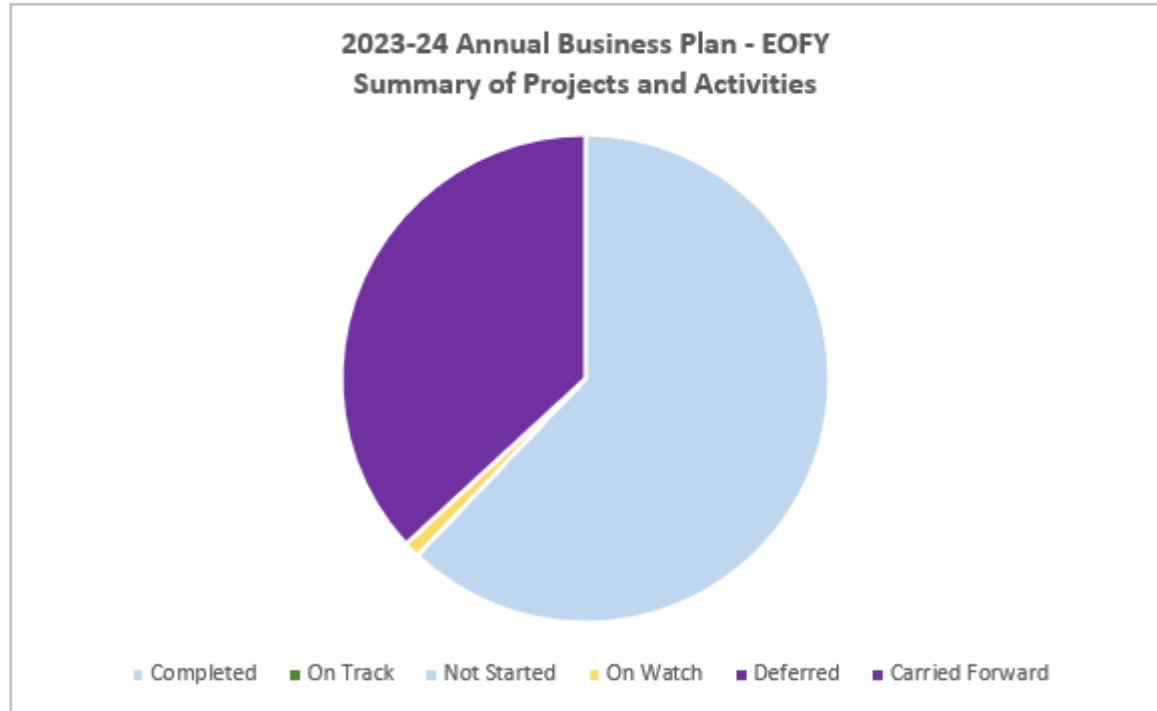
The following page provides an overview of progress in all focus areas.



## 2023-24 Annual Business Plan - End of Financial Year Status Report

June 2024

Overall Summary		%
Completed	59	62%
On Track	0	0%
Not Started	0	0%
On Watch	1	1%
Deferred	0	0%
Carried Forward	35	37%
<b>Total</b>	<b>95</b>	<b>63%</b>



### WELLBEING

Wellbeing Summary	
Completed	21
On Track	0
Not Started	0
On Watch	1
Deferred	0
Carried Forward	8



### SUSTAINABILITY

Sustainability Summary	
Completed	29
On Track	0
Not Started	0
On Watch	0
Deferred	0
Carried Forward	20



### INNOVATION

Innovation Summary	
Completed	9
On Track	0
Not Started	0
On Watch	0
Deferred	0
Carried Forward	7

## PROJECTS CARRIED FORWARD OR ON WATCH

This table provides detail of those projects that are **carried forward** or **on watch** within each of the focus areas.

Them major projects that have been carried forward are known multiyear projects with full budgets assigned in the first year and expended over subsequent years. These account for some \$14.7 million of the \$17.3 million total carried forward to 2024-25.

### WELLBEING

Project Title	Status	Notes
Fordham Reserve - Playground Renewal	Carried Forward	Project deferred until Sturt River Linear Path project is finalised
Holdfast Bay Bowling and Croquet Club Lighting	Carried Forward	Project to be completed by October 2024
Wattle Reserve- Playground Renewal	Carried Forward	Designs to occur in 24/25 with construction 25/26
Jimmy Melrose Pk- Upgrade	Carried Forward	Upgrades are underway with lighting and other infrastructure to be completed by late 2024
Glenelg Oval - Edward Rix Stand	Carried Forward	Largely completed, some minor works to be finalised in late 2024
Paringa Park - Tennis Court Renewal	Carried Forward	To be completed in November 2024
Paringa Reserve - Fencing	Carried Forward	To be completed in November 2024
Seacliff-Brighton Yacht Club - Change Room Upgrade	Carried Forward	State Govt Grant application was successful. Administration and Club now working through detailed design and project management arrangements.
Kingston Park Stages 4 & 6 - Detailed Design	On Watch	Project is on watch with ongoing discussions with Kaurna representatives regarding next steps.

## SUSTAINABILITY

Project Title	Status	Notes
Fences - Renewal	Carried Forward	Fences have been identified and replacement will take place in 2024-25
Pathway - Edith Butler Pier	Carried Forward	Project impacted by State Government's Barrage Gate works. Project likely to be implemented after completion of State Government's works.
Fencing & Lighting - Somerton Tennis Club	Carried Forward	To be completed in November 2024
Buffalo Site - Amenity Improvements	Carried Forward	Site works have commenced with project to be completed in early 2025
Seacliff Plaza Upgrade	Carried Forward	To be completed in October 2024
Sturt Creek Linear Park Design	Carried Forward	Detailed design to be completed in late 2024
Glenelg Jetty Structural Repairs	Carried Forward	Project impacted by State Government's Barrage Gate works. Project likely to be implemented after completion of State Government's works.
Glenelg Town Hall - Refurbishment	Carried Forward	Library refurbishment completed. Lift and air conditioner refurbishment to be completed late 2024
Glenelg Town Hall - Café - Electrical/Mechanical	Carried Forward	Integrated into overall Glenelg Town Hall refurbishment project
Depot Cleaning Compound	Carried Forward	Scope changed. Project deferred and will be revisited in July 2024.
Brighton Caravan Park - Renewal Program	Carried Forward	Administration are currently updating the business plan for the Holiday Park which will provide direction on next steps.
Patawalonga Lock - renewal	Carried Forward	Re-scoped following previous unsuccessful tender. The below water components of the project are impacted by State Government's Barrage Gates works. Above water components of the project will be implemented throughout 2024-25.
Bindarra public toilet - design	Carried Forward	Just in the design phase, note design only in 23/24 with works to be completed by late 2024
Public Toilets, Patawalonga Lake	Carried Forward	Works to be completed by late 2024
Major Plant and Equipment Purchases	Carried Forward	Awaiting delivery on some orders

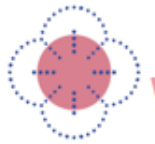
## INNOVATION

	Status	Notes
CCTV Installation - Various Locations	Carried Forward	Largely completed - final work to take place following completion of Seacliff Plaza project for improved community safety in that area.
Jetty Rd Glenelg - M'plan - Stg 2 Detailed Design	Carried Forward	Work undertaken in 2023/24 has led to the expected release of the designs for the City zone, which extends west of Brighton Road to the edge of the Gordon / Partridge Street intersection prior to construction commencing in this zone in Spring 2024. An Expression of Interest for works in the City zone has been released and is being evaluated.
Glenelg Town Hall - BDC - Structure	Carried Forward	Integrated into overall Glenelg Town Hall refurbishment project
Brighton Caravan Park - Stage 2 redevelopment	Carried Forward	Administration are currently updating the business plan for the Holiday Park which will provide direction on next steps.
Ringwood Upgrades	Carried Forward	Works to be completed by late 2024
Glenelg Town Hall - Ground Floor Upgrade	Carried Forward	Deferred pending an updated condition report on the Glenelg Town Hall and the level of amenities required.
Glenelg Town Hall - BDC toilets	Carried Forward	Integrated into overall Glenelg Town Hall refurbishment project



The following pages provide detail of the projects under each of the three focus areas of *Our Holdfast 2050+*.

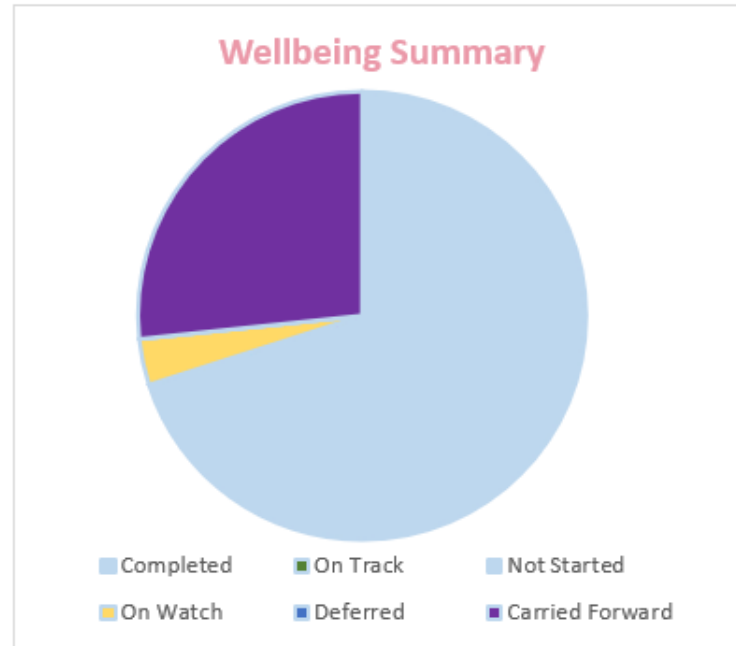
## WELLBEING



### WELLBEING

Good health and economic success in an environment

June 2024



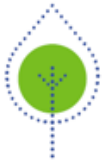
Wellbeing Summary		
Completed	21	70%
On Track	0	0%
Not Started	0	0%
On Watch	1	3%
Deferred	0	0%
Carried Forward	8	27%
<b>Total</b>	<b>30</b>	

## Wellbeing Projects

Title	Officer	Start Date	End Date	Project Stage	EOFY Status	EOFY Rating	EOFY Notes
Paringa Park - Playground Renewal	Matthew Rechner	01-Jul-23	30-Oct-23	4. Closure	Completed	●	
Partridge House - Playground Renewal	Matthew Rechner	TBD	30-Jun-24	1. Planning	Completed	●	Concept designs completed. Further design and engagement will occur in 2024/25
Fordham Reserve - Playground Renewal	Matthew Rechner	TBD	30-Dec-23	Deferred	Carried Forward	●	Project deferred until Sturt River Linear Path project is finalised
Holdfast Bay Bowling and Croquet Club Lighting	Matthew Rechner	TBD	30-Jun-24	3. Delivery	Carried Forward	●	Project to be completed by October 2024
Playgrounds Network Upgrade/Renewal (LRCI Phase 3)	Matthew Rechner	01-Jul-23	30-Jun-24	4. Closure	Completed	●	
Glenelg Oval Renewal	Mathew Walsh	01-Jul-23	30-Jun-24	4. Closure	Completed	●	
Wattle Reserve- Playground Renewal	Matthew Rechner	01-Jul-23	30-Dec-23	Not Started	Carried Forward	●	Designs to occur in 24/25 with construction 25/26
Jimmy Melrose Pk- Upgrade	Mathew Walsh	01-Jul-23	30-Jun-24	2. Procurement	Carried Forward	●	Upgrades are underway with lighting and other infrastructure to be completed by late 2024
Shade Sail - Glenelg Play Space	Bill Blyth	01-Jul-23	30-Jan-24	4. Closure	Completed	●	Project completed in Jan 2024
BBQ Replacement Program	Bill Blyth	01-Jul-23	30-May-24	4. Closure	Completed	●	
Drink Fountain and Dog Bowl Replacement	Bill Blyth	01-Jul-23	01-Jun-24	4. Closure	Completed	●	
Glenelg Oval - Edward Rix Stand	Mathew Walsh	01-Jul-23	30-Jun-24	3. Delivery	Carried Forward	●	Largely completed, some minor works to be finalised in late 2024
Somerton SLSC - Exterior/Other	Mathew Walsh	01-Jul-23	30-Jun-24	4. Closure	Completed	●	
Glenelg Rotunda Roof replacement	Mathew Walsh	01-Jul-23	30-Mar-24	4. Closure	Completed	●	
Bowker Oval Clubrooms - Kitchen Facilities	Mathew Walsh	01-Jul-23	30-Dec-23	4. Closure	Completed	●	
Toilets-Somerton SLSC	Mathew Walsh	01-Jul-23	29-Feb-24	4. Closure	Completed	●	
Bus Shelter Renewal	James Mitchell	01-Jul-23	28-Feb-24	4. Closure	Completed	●	
Brighton Jetty - Sails	Bill Blyth	01-Jul-23	30-Mar-24	4. Closure	Completed	●	

## Wellbeing Projects

<i>Title</i>	<i>Officer</i>	<i>Start Date</i>	<i>End Date</i>	<i>Project Stage</i>	<i>EOFY Status</i>	<i>EOFY Rating</i>	<i>EOFY Notes</i>
GNCC - Upgrade /replacement interior	Mathew Walsh	01-Jul-23	30-Dec-23	4. Closure	Completed	●	
HFB Community Centre - building renovations	Mathew Walsh	01-Jul-23	30-Mar-24	4. Closure	Completed	●	
Brighton Surf Club - Bldg repairs/rust removal	Mathew Walsh	01-Jul-23	30-Jun-24	4. Closure	Completed	●	
Toilets-Old Gum Tree Reserve	Mathew Walsh	01-Jul-23	15-Dec-23	4. Closure	Completed	●	
Glenelg Oval - Function Centre - toilets	Mathew Walsh	01-Jul-23	30-Jan-24	4. Closure	Completed	●	
Glenelg Oval - Function Centre - repairs	Mathew Walsh	01-Jul-23	30-Jun-24	4. Closure	Completed	●	
Angus Neill Reserve - Fencing	James Mitchell	01-Jul-23	30-Jun-24	4. Closure	Completed	●	
Paringa Park - Tennis Court Renewal	Matthew Rechner	01-Mar-24	30-Jun-24	3. Delivery	Carried Forward	●	To be completed in November 2024
Paringa Reserve - Fencing	Matthew Rechner	01-Mar-24	30-Jun-24	3. Delivery	Carried Forward	●	To be completed in November 2024
Seacliff-Brighton Yach Club - Change Room Upgrade	Matthew Rechner	TBD	TBD	1. Planning	Carried Forward	●	State Govt Grant application was successful. Administration and Club now working through detailed design and project management arrangements.
DDA Pram Ramps Improvements	James Mitchell	01-Jul-23	30-Jun-24	4. Closure	Completed	●	
Kingston Park Stages 4 & 6 - Detailed Design	Matthew Rechner	TBD	TBD	1. Planning	On Watch	●	Project is on watch with ongoing discussions with Kurna representatives regarding next steps.

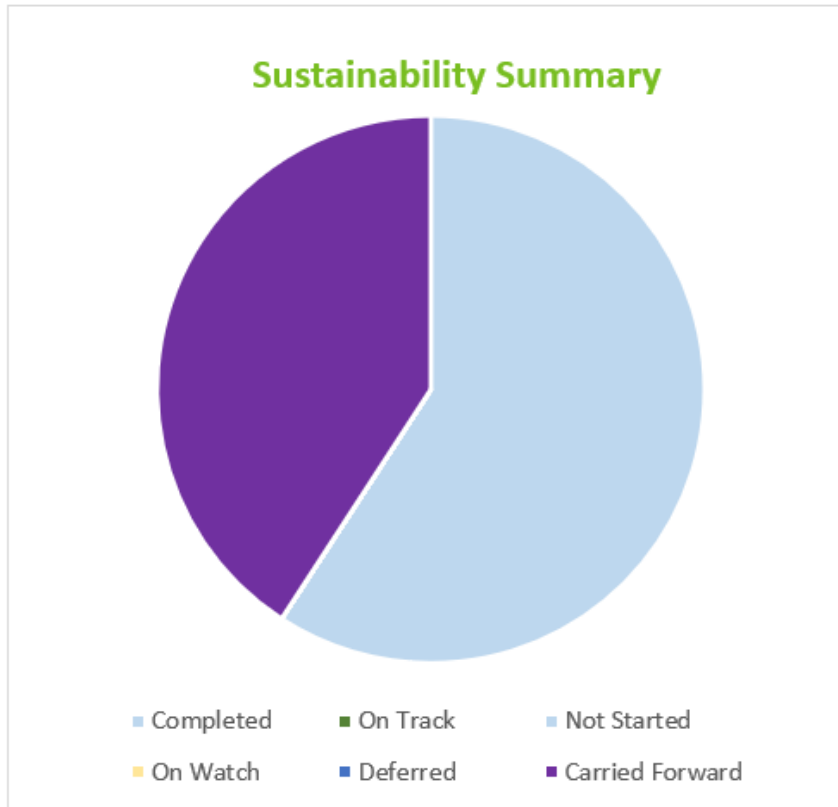


**SUSTAINABILITY**

A city, economy and community that is resilient and sustainable

## 2023-24 Annual Business Plan - EOFY Status Report

June 2024



Sustainability Summary		
Completed	29	59%
On Track	0	0%
Not Started	0	0%
On Watch	0	0%
Deferred	0	0%
Carried Forward	20	41%
<b>Total</b>	<b>49</b>	

## Sustainability

Title	Officer	Start Date	End Date	Project Stage	EOFY Status	EOFY Rating	EOFY Notes
Car Parking Renewals	James Mitchell	01-Jul-23	30-Mar-24	4. Closure	Completed	●	
Road Reseal Program	James Mitchell	01-Jul-23	30-Jun-24	3. Delivery	Carried Forward	●	Largely completed - some final works due to be finalised by late 2024
Stormwater Management Plan Implementation	James Mitchell	01-Jul-23	30-Jun-25	3. Delivery	Carried Forward	●	Multi-Year project. The delivery of Tarlton Street upgrade will be completed in 2024-25
Pine Gully Stormwater	James Mitchell	01-Jul-23	30-Jun-24	4. Closure	Completed	●	
Stormwater Pipes/Pits Renewal	James Mitchell	01-Jul-23	30-Jun-24	4. Closure	Completed	●	
Traffic Safety Improvements	James Mitchell	01-Jul-23	30-Jun-24	3. Delivery	Carried Forward	●	Projects at Sixth Avenue and Colley Terrace to be completed in 2024-25
Traffic Safety Improvements on Partridge Street, Glenelg	James Mitchell	01-Jul-23	30-Dec-24	1. Planning	Carried Forward	●	Construction planned for completion in December 2024
Traffic Safety Improvements on King George Avenue, Hove	James Mitchell	01-Jul-23	30-Jan-24	4. Closure	Completed	●	
Kerb & Watertables Program	James Mitchell	01-Jul-23	30-Jun-24	3. Delivery	Carried Forward	●	Largely completed with minor works to be finalised in spring 2024
Seating - Park Bench - Various Seating	Bill Blyth	01-Jul-23	30-May-24	4. Closure	Completed	●	Program on track for completion in May 2024
Concrete Cricket Pitch - Bowker Oval Sporting Fitouts	Matthew Rechner	01-Dec-23	30-Jun-24	4. Closure	Completed	●	
Sporting Structures - Bike Rails - various	Bill Blyth	01-Jul-23	30-Jan-24	4. Closure	Completed	●	Program completed in Jan 2024

## Sustainability

<i>Title</i>	<i>Officer</i>	<i>Start Date</i>	<i>End Date</i>	<i>Project Stage</i>	<i>EOFY Status</i>	<i>EOFY Rating</i>	<i>EOFY Notes</i>
Electrical and Lighting - Renewal	Mathew Walsh	01-Jul-23	30-Jun-24	1. Planning	Completed	●	Project on track for completion in June 2024
Fences - Renewal	James Mitchell	01-Jul-23	30-Jun-24	1. Planning	Carried Forward	●	Fences have been identified and replacement will take place in 2024-25
Pathways - Renewal	James Mitchell	01-Jul-23	30-Dec-23	4. Closure	Completed	●	
Pathway - Edith Butler Pier	James Mitchell	01-Jul-23	30-Jun-25	1. Planning	Carried Forward	●	Project impacted by State Government's Barrage Gate works. Project likely to be implemented after completion of State Government's works.
Walls - Renewal	James Mitchell	01-Jul-23	30-Jan-24	4. Closure	Completed	●	
Fencing & Lighting - Somerton Tennis Club	Matthew Rechner	01-Jul-23	30-May-24	3. Delivery	Carried Forward	●	To be completed in November 2024
Bin Replacement Program	Bill Blyth	01-Jul-23	30-May-24	4. Closure	Completed	●	Program on track for completion in May 2024
Gully Masterplan Implementation	James Mitchell	01-Jul-23	30-Jun-24	4. Closure	Completed	●	
Buffalo Site - Amenity Improvements	Matthew Rechner	01-Mar-24	30-Jun-24	3. Delivery	Carried Forward	●	Site works have commenced with project to be completed in early 2025
Lookout Decking - Kingston Park Cliff Face	Matthew Rechner	01-Mar-24	30-Jun-24	5. DLP	Completed	●	Project completed in June 2024
Fencing - Wattle Reserve	Mathew Walsh	01-Jul-23	30-Jun-25	Deferred	Completed	●	Integrated into other projects
Stone Wall Improvements - Various Reserves	James Mitchell	01-Jul-23	30-Jan-24	4. Closure	Completed	●	
Glenelg Oval Stage 3 and 4	Matthew Rechner	01-Sep-23	30-May-24	5. DLP	Completed	●	Complete
Seacliff Plaza Upgrade	Matthew Rechner	01-Jul-23	01-Aug-24	3. Delivery	Carried Forward	●	To be completed in October 2024
Sturt Creek Linear Park Design	Matthew Rechner	TBD	30-Jun-24	1. Planning	Carried Forward	●	Detailed design to be completed in late 2024
Kingston House Reserve Tennis Courts	Matthew Rechner	01-Jul-23	30-Nov-23	5. DLP	Completed	●	Complete

## Sustainability

Title	Officer	Start Date	End Date	Project Stage	EOFY Status	EOFY Rating	EOFY Notes
Sturt Creek Biodiversity Corridor: Shannon Avenue	James Mitchell	01-Jul-23	30-Jun-24	4. Closure	Completed	●	
Street Light LED Conversion	Mathew Walsh	01-Jul-23	30-Jun-24	3. Delivery	Completed	●	working on this Q3,4 23/24
Glenelg Jetty Structural Repairs	James Mitchell	01-Jul-23	30-Dec-24	1. Planning	Carried Forward	●	Project impacted by State Government's Barrage Gate works. Project likely to be implemented after completion of State Government's works.
Footpaths & Cycleways Program	James Mitchell	01-Jul-23	30-Jun-24	4. Closure	Completed	●	
Kingston Park - Kiosk	Matthew Rechner	TBD	30-Jun-24	5. DLP	Completed	●	
Broadway Kiosk - Int/Ext - Finishes	Mathew Walsh	01-Jul-23	30-Apr-24	4. Closure	Completed	●	
Glenelg Town Hall - Refurbishment	Mathew Walsh	01-Jul-23	30-Jun-24	3. Delivery	Carried Forward	●	Library refurbishment completed. Lift and air conditioner refurbishment to be completed late 2024
Glenelg Town Hall - Café - Electrical/Mechanical	Mathew Walsh	01-Jul-23	30-Jun-24	1. Planning	Carried Forward	●	Integrated into overall Glenelg Town Hall refurbishment project
Broadway Toilets Exeloo	Mathew Walsh	01-May-22	30-Dec-23	4. Closure	Completed	●	
Depot Cleaning Compound	Bill Blyth	01-Jul-23	30-Jun-25	Deferred	Carried Forward	●	Scope changed. Project deferred and will be revisited in July 2024.
Brighton Caravan Park - Renewal Program	Matthew Rechner	TBD	TBD	Not Started	Carried Forward	●	Administration are currently updating the business plan for the Holiday Park which will provide direction on next steps.
Council Depot - building upgrades	Mathew Walsh	01-Jul-23	25-Feb-24	4. Closure	Completed	●	
Patawalonga Lock - renewal	Mathew Walsh	01-Jul-23	30-Jun-25	2. Procurement	Carried Forward	●	Re-scoped following previous unsuccessful tender. The below water components of the project are impacted by State Government's Barrage Gates works. Above water components of the project will be implemented throughout 2024-25.
Glenelg Town Hall - Office Upgrade	Mathew Walsh	01-Jul-23	30-May-24	4. Closure	Completed	●	

## Sustainability

<i>Title</i>	<i>Officer</i>	<i>Start Date</i>	<i>End Date</i>	<i>Project Stage</i>	<i>EOFY Status</i>	<i>EOFY Rating</i>	<i>EOFY Notes</i>
Bindarra public toilet - design	Mathew Walsh	01-Jul-23	30-Jun-24	3. Delivery	Carried Forward	●	Just in the design phase, note design only in 23/24 with works to be completed by late 2024
Michael Herbert Bridge - lights	Mathew Walsh	01-Jul-23	30-Jun-24	4. Closure	Completed	●	
Public Toilets, Patawalonga Lake	Mathew Walsh	24-Jul-23	30-Jun-24	3. Delivery	Carried Forward	●	Works to be completed by late 2024
Plant and Equipment - Depot/Stores	Bill Blyth	01-Jul-23	30-Jun-24	4. Closure	Completed	●	
Major Plant and Equipment Purchases	James Mitchell	01-Jul-23	30-Jun-24	3. Delivery	Carried Forward	●	Awaiting delivery on some orders
Executive / Regulatory/Passenger Vehicles Purchases	James Mitchell	01-Jul-23	30-Jun-24	4. Closure	Completed	●	
Minor Plant and Equipment Purchases	James Mitchell	01-Jul-23	30-Jun-24	4. Closure	Completed	●	



The Roads Reseal Program for 2023-24 includes the sections of road in the table below.

ROAD ASSETS				Road Program	
Suburb	Street	From	To	Year	NOTES Carry Forward or completed
Brighton	Gardiner Avenue	Coventry Street	Council Boundary	2023-24	Completed
Glenelg East	Augusta Street	Third Avenue (South)	Fourth Avenue (South)	2023-24	Completed
Glenelg East	Buttrose Street	Gower Street	Maxwell Terrace	2023-24	Completed
Glenelg East	Farr Terrace	Wyatt Street	Buttrose Street	2023-24	Completed
Glenelg East	Third Avenue	Augusta Street	Anzac Highway	2023-24	Completed
Glenelg North	Blackburn Avenue	Davey Avenue	Goldsworthy Crescent	2023-24	Completed
Glenelg North	Gosse Avenue	Tapleys Hill Road	Davey Avenue	2023-24	Completed
Glenelg North	Mattner Avenue	Bonython Avenue	Moten Avenue	2023-24	Completed
Glenelg North	Moten Avenue	Shannon Avenue	Mattner Avenue	2023-24	Completed
Glenelg North	Moten Avenue	Mattner Avenue	Leane Avenue	2023-24	Completed
Glenelg North	Moten Avenue	Leane Avenue	McCann Avenue	2023-24	Completed
Hove	Addison Road	Bagshaw Avenue	Grenfell Street	2023-24	Completed
Hove	Addison Road	Brighton Road	Bagshaw Avenue	2023-24	Completed

ROAD ASSETS				Road Program	
Suburb	Street	From	To	Year	NOTES Carry Forward or completed
Hove	Addison Road	Grenfell Street	Brown Street	2023-24	Completed
Hove	Railway Terrace	Illawara Avenue	Seventh Avenue	2023-24	Completed
Hove	Railway Terrace	Caroona Avenue	Illawara Avenue	2023-24	Completed
Hove	Caroona Avenue	Railway Terrace	Illawarra Ave	2023-24	Completed
Hove	Patricia Avenue	Dunrobin Road	Illawarra Avenue	2023-24	Completed
Hove	MacPherson Street	Brighton Road	Caroona Avenue	2023-24	Completed
Hove	Pearce Street	Hulbert Street	Wattle Avenue	2023-24	Completed
Hove	Winchester Avenue	Lascelles Avenue	Sunshine Avenue	2023-24	Completed
Hove	Winchester Avenue	Stopford Road	Lascelles Avenue	2023-24	Completed
North Brighton	Day Street	Somers Street	Francis Street	2023-24	Completed
North Brighton	Francis Street	Day Street	Paterson Street	2023-24	Completed
North Brighton	Francis Street	Paterson Street	MacArthur Avenue	2023-24	Completed
North Brighton	Olive Street	Quongdong Street	Somers Street	2023-24	Completed
North Brighton	Paterson Street	Somers Street	Francis Street	2023-24	Completed

ROAD ASSETS				Road Program	
Suburb	Street	From	To	Year	NOTES Carry Forward or completed
North Brighton	Paterson Street	Francis Street	Cecelia Street	2023-24	Completed
Seacliff	Young Street	Silver Avenue	Haberton Road	2023-24	Completed
Seacliff	Young Street	Haberton Road	Crosby Street	2023-24	Completed
Seacliff	Young Street	Crosby Street	Esplanade	2023-24	Completed
Seacliff Park	Aboyne Avenue	Brighton Road	Cathcart Terrace	2023-24	Completed
Seacliff Park	Aboyne Avenue	Cathcart Terrace	Lamington Avenue	2023-24	Completed
Seacliff Park	Cathcart Terrace	Aboyne Avenue	Bothwell Terrace	2023-24	Completed
Somerton Park	Grainger Road	Diagonal Road	Mozart Court	2023-24	Completed
Somerton Park	Paringa Avenue	Brighton Road	Vincent Avenue	2023-24	Completed
South Brighton	Crosby Street	Young Street	Shoreham Road	2023-24	Completed

**Additional Roads Resealed, Patched, and Reconstructed in 2023-24:**

Road Reseal Program					
Suburb	Street	From	To	Year	NOTES Carry Forward or completed
Glenelg North	McCann Avenue	Shannon Avenue	Mattner Avenue	2023-24	Completed
Glenelg North	McCann Avenue	Mattner Avenue	Leane Avenue	2023-24	Completed
Glenelg North	McCann Avenue	Leane Avenue	Bonython Avenue	2023-24	Completed
Glenelg North	Bonython Avenue	Leane Avenue	McCann Avenue	2023-24	Completed

Road Patching Program					
Suburb	Street	From	To	Year	NOTES Carry Forward or completed
Glenelg East	Purdey's Lane	Cliff Street	Wilson Terrace	2023-24	Completed
Glenelg North	Douglas Grove	Anzac Highway	McGlasson Avenue	2023-24	Completed
Glenelg North	McGlasson Avenue	Douglas Grove	Sandison Terrace	2023-24	Completed
Glenelg North	Shannon Avenue	Moten Avenue	McCann Avenue	2023-24	Completed

Road Patching Program					
Suburb	Street	From	To	Year	NOTES Carry Forward or completed
Glenelg North	Gosse Avenue	Kibby Avenue	Goldsworthy Crescent	2023-24	Completed
Seacliff	Marine Parade	Young Street	Portland Street	2023-24	Completed
Pavement Works					
Suburb	Street	From	To	Year	NOTES Carry Forward or completed
Glenelg North	Shannon Avenue	Moten Avenue	McCann Avenue	2023-24	Completed
Glenelg North	Blackburn Avenue	Davey Avenue	Goldsworthy Crescent	2023-24	Completed
Glenelg East	Farr Terrace	Wyatt Street	Buttrose Street	2023-24	Completed



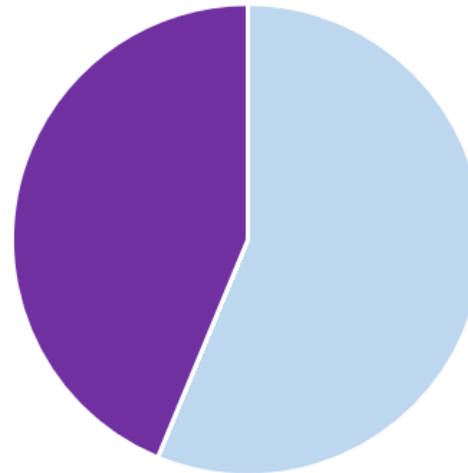
**INNOVATION**

A thriving economy and community that values life-long education, research, creativity and entrepreneurialism

## 2023-24 Annual Business Plan - EOFY Status Report

June 2024

### Innovation Summary



- Completed
- On Track
- Not Started
- On Watch
- Deferred
- Carried Forward

Innovation Summary		
<b>Completed</b>	<b>9</b>	<b>56%</b>
<b>On Track</b>	<b>0</b>	<b>0%</b>
<b>Not Started</b>	<b>0</b>	<b>0%</b>
<b>On Watch</b>	<b>0</b>	<b>0%</b>
<b>Deferred</b>	<b>0</b>	<b>0%</b>
<b>Carried Forward</b>	<b>7</b>	<b>44%</b>
<b>Total</b>	<b>16</b>	

## Innovation Projects

<i>Title</i>	<i>Officer</i>	<i>Start Date</i>	<i>End Date</i>	<i>Project Stage</i>	<i>EOFY Status</i>	<i>EOFY Rating</i>	<i>EOFY Notes</i>
Sculptures - Brighton Jetty Sculpture Festival	Regan Forrest	01-Jul-23	28-Feb-24	4. Closure	Completed	●	
CCTV Installation - Various Locations	Mathew Walsh	01-Jul-23	30-Jun-24	3. Delivery	Carried Forward	●	Largely completed - final work to take place following completion of Seacliff Plaza project.
Jetty Rd Glenelg - M'plan - Stg 2 Detailed Design	Frank Primerano	01-Jul-23	TBD	1. Planning	Carried Forward	●	Work undertaken in 2023/24 has led to the expected release of the designs for the City zone, which extends west of Brighton Road to the edge of the Gordon / Partridge Street intersection prior to construction commencing in this zone in Spring 2024. An Expression of Interest for works in the City zone has been released and is being evaluated.
Library Books Purchases	Tania Paull	01-Jul-23	30-Jun-24	4. Closure	Completed	●	
Glenelg Town Hall - BDC - Structure	Mathew Walsh	01-Jul-23	30-Jun-24	3. Delivery	Carried Forward	●	Integrated into overall Glenelg Town Hall refurbishment project
Brighton Caravan Park - Stage 2 redevelopment	Matthew Rechner	01-Mar-24	TBD	1. Planning	Carried Forward	●	Administration are currently updating the business plan for the Holiday Park which will provide direction on next steps.
Brighton Caravan Park Retaining Wall (LRCI Phase 3)	Matthew Rechner	01-Nov-23	30-Jan-24	5. DLP	Completed	●	
Glenelg Library - Paint Ceiling	Mathew Walsh	01-Jul-23	30-Jun-24	4. Closure	Completed	●	
Glenelg Library Interior Upgrade	Mathew Walsh	01-Jul-23	30-Jun-24	4. Closure	Completed	●	
Ringwood Upgrades	Mathew Walsh	01-Jul-23	30-Jun-24	3. Delivery	Carried Forward	●	Works to be completed by late 2024
Brighton Civic Centre Upgrades	Mathew Walsh	01-Jul-23	30-Jun-24	4. Closure	Completed	●	
HFB Civic Centre - Kingston Room Upgrade	Mathew Walsh	01-Jul-23	12-Apr-24	4. Closure	Completed	●	
Glenelg Town Hall - Ground Floor Upgrade	Mathew Walsh	01-Jul-23	30-Jun-24	Deferred	Carried Forward	●	Deferred pending an updated condition report on the Glenelg Town Hall and the level of amenities required.

## Innovation Projects

<i>Title</i>	<i>Officer</i>	<i>Start Date</i>	<i>End Date</i>	<i>Project Stage</i>	<i>EOFY Status</i>	<i>EOFY Rating</i>	<i>EOFY Notes</i>
Glenelg Town Hall - BDC toilets	Mathew Walsh	01-Jul-23	30-Jun-24	4. Closure	Carried Forward	●	Integrated into overall Glenelg Town Hall refurbishment project
Business Transformation Program	Robert Zanin	01-Jul-23	30-Jun-24	4. Closure	Completed	●	
ICT Replacement Program	Robert Zanin	01-Jul-23	30-Jun-24	4. Closure	Completed	●	



**Item No:** 15.3

**Subject:** DRAFT ASSET MANAGEMENT PLANS

---

## Summary

The *Local Government Act (1999)* requires Council to review its Asset Management Plans prior to November 2024.

The Asset Management Plans have been reviewed and updated to include the latest asset condition and inventory data for community consultation in line with legislative requirements. The Asset Management Strategy will also be distributed for consultation as it is a new organisational document.

The draft Asset Management Plans and Asset Management Strategy were presented to the Audit and Risk Committee on 14 August 2024 and supported for community consultation.

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## Recommendation

**That Council:**

- 1. approves the draft Asset Management Plans and draft Asset Management Strategy for community consultation from 29 August to 19 September 2024; and**
  - 2. notes a further report be provided to the Audit and Risk Committee and Council once community consultation has occurred and prior to Council's adoption of the Asset Management Plans.**
- 

## Background

The *Local Government Act (1999)* requires Council to review its Asset Management Plans (AMPs) within two years of a General Election. Council is legislatively required to update its AMPs prior to November 2024. The previous AMPs were last adopted in 2000.

The AMPs have been reviewed and updated to include the latest asset condition and inventory data. The forecast indicates:

- council's assets are generally in good condition
- a small increase of an average of \$348,701 per year to capital renewal is required over the next ten years
- additional operational costs will be generated from acquisitions and new capital projects
- major projects not approved through the Long Term Financial Plan (LTFP) have been excluded from the acquisition forecast

All costs provided in the AMPs are all in current day dollars.

The AMPs consider strategic context, levels of service, demand forecasts, asset lifecycle planning, financial indicators, risk management and improvement programs.

Alwyndor Aged Care is excluded from the AMPs as it is managed as a financially self-sustaining operation.

The draft Asset Management Plans and Asset Management Strategy were presented to the Audit and Risk Committee at their meeting of 14 August 2024 and were unanimously supported for community consultation.

## Report

The Asset Management Framework consists of a suite of documents in line with industry best practice and internal audit recommendations. The documents include:

- Asset Management Policy
- Asset Management Strategy
- Asset Management Plans (Buildings, Open Space, Plant and Equipment, Stormwater, and Transport)

The draft AMPs are being prepared for Council approval by November 2024 including community consultation in line with legislative requirements. The draft Asset Management Strategy will also be distributed for consultation as it is a new organisational document. The Asset Management Policy does not require consultation and will be updated by November 2024.

Community consultation is scheduled to take place from 29 August to 19 September 2024. Following consultation, the documents will be updated on the feedback and latest information available and presented to the Audit and Risk Committee prior to being adopted by Council.

### ***Asset Management Strategy***

The Asset Management Strategy is developed to ensure Council's assets are managed in the most cost-effective and sustainable way, so we can continue to deliver valuable services for our community now and into the future. This document outlines how asset management is performed within council to deliver on our strategic objectives. It defines council asset management maturity in terms of process and practices and identifies areas of improvement to ensure our systems reflect best-practice asset management.

An assessment of our asset management maturity based on the International Infrastructure Management Manual (IIMM) rates our asset management activities as having a core level of maturity. The improvement program actions outline the steps to progress each of these areas towards an advanced level of maturity. These improvements are across all asset classes.

*Refer Attachment 1*

### ***Building Asset Management Plan***

Council owns or has care and control of 163 buildings providing Council's:

- civic, administrative and operational functions

- community services such as sporting and recreational activities, surf lifesaving clubs, libraries, community centres, and public toilets
- commercial portfolio including the Bay Discovery Centre, Partridge House, and Brighton Holiday Park

The overall asset portfolio is valued over \$138 million with an average annual operational expenditure of \$2,028,528 and average capital renewal expenditure of \$3,053,579 over the ten-year plan.

The condition data confidence to inform the building AMP is classified as “C - Uncertain” as the projections are largely based on 2019 asset data. There are several short terms actions prioritised within the improvement program to address this, including:

- Asset inventory and condition audit 2024-25
- Review of levels of service 2025-26
- Strategic property review including development of Council’s Property Plan 2025-26
- Review of lease agreements 2024-25 and 2025-26

Following the delivery of these key improvement actions the Building AMP will be updated and brought back to Council for review in 2026 to reflect the updated asset data and strategic direction.

*Refer Attachment 2*

### ***Open Space Asset Management Plan***

Open space is land commonly open to public access and provided for community and recreation activity. These are areas such as parks, sportsgrounds, natural areas, greenways, public plazas, the beach, foreshore and other land freely available for community activity.

Council manages and maintains 6000 open space assets in over 100 open space areas. Key assets include playgrounds, sporting surfaces, electrical and lighting, benches, shelters, artwork, structures, irrigation and drinking fountains.

The overall asset portfolio is valued over \$76 million with an average annual operational expenditure of \$3,884,027 and average capital renewal expenditure of \$1,859,440 over the ten-year plan.

Open space assets are in extremely good physical condition, with an average condition of 2.2 (good) and only 3.1% of assets in poor or very poor condition. As such the annual renewal expenditure for open space assets is below the expected annual spend (annual depreciation) as we do not want to replace assets prematurely before the end of their lives.

The playground renewal program has been included in the open space AMP and additional expenditure has been included in the playground renewal projects to ensure the modern standard equivalent replacement is funded, including compliance requirements, safety requirements, inclusion of natural assets and landscaping, and materiality to ensure we maximise whole of life value. This also includes providing shading and drink fountain facilities as well as accessible pathways, seating, and play equipment where possible.

*Refer Attachment 3*

***Plant and Equipment Asset Management Plan***

Council own and maintain a portfolio of plant and equipment assets for the purpose of providing a large variety of services to the community. Our plant and equipment portfolio includes 32 cars, 35 heavy vehicles, 33 major plant assets, and 80 minor plant assets along with over 400 minor equipment items. These assets support our civil, rapid response, and open space programs, as well as Community Wellbeing's bus program.

The overall asset portfolio is valued over \$7.7 million with an average annual operational expenditure of \$3,010,196 and average capital renewal expenditure of \$1,606,593 over the ten-year plan.

Additional allowances have been included into the plant and equipment AMP to support the Fleet Transition Plan, including allowance to upgrade passenger fleet vehicles to electric vehicles and associated electric vehicle charging infrastructure.

*Refer Attachment 4*

***Stormwater Asset Management Plan***

The primary purpose of stormwater assets is to manage the quality and quantity of rainfall runoff. The AMP focuses on how we manage our stormwater assets and infrastructure in line with the stormwater management plan outcomes. The council own and maintain over 67 kilometers of underground pipes, over 2,000 pits, 9 gross pollutant traps (GPTs) and 48 water sensitive urban design assets.

The overall asset portfolio is valued over \$68 million with an average annual operational expenditure of \$403,177 and average capital renewal expenditure of \$200,000 over the ten-year plan.

A significant stormwater asset inventory collection and condition assessment was completed in 2022-23 and 2023-24 to inform the AMP providing significant improvement into data confidence to inform our planning. As stormwater pipes are long life underground assets hidden from view, it is a challenge to capture consistent quality condition information. Following the data collection a CCTV (closed-circuit television) pipe register was created and a commitment has been made to increase the annual pipe inspection program to increase our database over time to manage pipe condition and risk.

The renewal investment is low due to the long life of stormwater assets and the relatively good condition and age profile. Based on the age profile it is anticipated there will be incremental increases to the renewal program over time until a substantial increase from the 2040s onwards.

*Refer Attachment 5*

***Transport Asset Management Plan***

Council own and maintain a variety of transport assets to enable safe, efficient and sustainable movement of people and goods between destinations. The transport portfolio includes 178km of road network and associated kerbs, footpaths, kerb ramps, roundabouts, traffic control devices, bus stop infrastructure and several bridges. The transport network caters for all road users, including vehicles, pedestrians, and cyclists.

The overall asset portfolio is valued over \$337 million with an average annual operational expenditure of \$ 2,142,031 and average capital renewal expenditure of \$4,546,862 over the ten-year plan.

Transport assets are in good physical condition, with the following breakdown of average condition and percentage of assets in poor or very poor (PVP) condition below.

<b>Asset Category</b>	<b>Average Condition</b>	<b>Poor or very poor (PVP)</b>
Road seal	2.7 (good)	8%
Road pavement	2.2 (good)	0.3%
Footpath	2.4 (good)	7%
Kerb	2.7 (good)	4%

Both the asset condition and the PVP scores are within acceptable levels of service of below 3.0 (fair) for average condition and below 10% for poor or very poor assets.

To ensure the road seal remains high quality and safe, the ten-year road reseal program was developed with the condition modelled year on year to ensure we are appropriately maintaining and funding our roads. The results of this modelling indicate the road seal will be managed in line with Council's service levels, noting an increase of poor condition roads towards 2035. Future data collection on a four-year cycle will continue to provide updated data to inform future planning.

Transport investment in the ten-year renewal plan is marginally higher than the annual depreciation for this time. This is due to additional allowances for:

- improving the DDA compliance of kerb ramps and bus stop infrastructure
- kerb replacement for isolated damage caused primarily by tree roots
- footpath defect repair of trip hazards not associated with footpath segment replacement

This additional funding will provide Council with the capacity to address safety concerns as they arise and provide a higher level of service to our community through improved accessibility of our footpath network, improved connection to public transport and a reduction in nuisance flooding due to lifting kerbs.

*Refer Attachment 6*

## Budget

All costs provided in the AMPs are all in current day dollars.

Valuations are undertaken for each asset class in alignment with Australian Accounting Standard 'AASB13 Fair Value' and are undertaken at minimum every five years. The summary of the valuation is outlined below.

<b>Asset Class</b>	<b>Current Asset Cost</b>	<b>Accumulated Depreciation</b>	<b>Carrying Value</b>
Building	\$138,085,688	\$56,850,512	\$81,235,176
Open Space	\$76,514,880	\$30,638,910	\$45,875,971
Plant and Equipment	\$7,716,433	\$3,821,976	\$3,894,458
Stormwater	\$68,853,175	\$27,772,402	\$41,080,773
Transport	\$337,848,873	\$128,979,275	\$208,869,598

<b>TOTAL</b>	<b>\$629,019,049</b>	<b>\$248,063,075</b>	<b>\$380,955,976</b>
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The operations and maintenance asset costs are forecast to trend in line with the previous four years as the number of assets and the services provided have not changed and are not expected to change substantially. The summary of the operational expenditure is outlined below.

<b>Asset Class</b>	<b>2026 \$'000</b>	<b>2027 \$'000</b>	<b>2028 \$'000</b>	<b>2029 \$'000</b>	<b>2030 \$'000</b>	<b>2031 \$'000</b>	<b>2032 \$'000</b>	<b>2033 \$'000</b>	<b>2034 \$'000</b>	<b>2035 \$'000</b>
<b>Building</b>	2,029	2,029	2,029	2,029	2,029	2,029	2,029	2,029	2,029	2,029
<b>Open Space</b>	3,884	3,884	3,884	3,884	3,884	3,884	3,884	3,884	3,884	3,884
<b>Plant and Equipment</b>	3,010	3,010	3,010	3,010	3,010	3,010	3,010	3,010	3,010	3,010
<b>Stormwater</b>	403	403	403	403	403	403	403	403	403	403
<b>Transport</b>	1,972	2,072	2,172	2,172	2,172	2,172	2,172	2,172	2,172	2,172
<b>TOTAL</b>	11,298	11,398	11,498	11,498	11,498	11,498	11,498	11,498	11,498	11,498

Asset renewal is generally aligned to asset condition; however, assets can also be replaced based on strategic or master planning requirements. The summary of the capital renewal expenditure is outlined below.

<b>Asset Class</b>	<b>2026 \$'000</b>	<b>2027 \$'000</b>	<b>2028 \$'000</b>	<b>2029 \$'000</b>	<b>2030 \$'000</b>	<b>2031 \$'000</b>	<b>2032 \$'000</b>	<b>2033 \$'000</b>	<b>2034 \$'000</b>	<b>2035 \$'000</b>
<b>Building</b>	2,900	2,900	2,900	3,119	3,119	3,119	3,119	3,119	3,119	3,119
<b>Open Space</b>	2,058	1,492	2,181	2,169	1,873	1,505	1,479	2,123	2,163	1,551
<b>Plant and Equipment</b>	1,713	1,621	1,590	1,350	1,493	1,592	1,218	2,299	2,284	906
<b>Stormwater</b>	180	180	180	190	190	210	210	220	220	220
<b>Transport</b>	4,180	4,180	4,450	4,450	4,547	4,732	4,732	4,732	4,732	4,732
<b>TOTAL</b>	11,031	10,373	11,301	11,279	11,223	11,158	10,758	12,494	12,519	10,528

The capital renewal expenditure across all asset categories varies from the pre-existing LTFP 2024-25. The below table outlines the annual changes from the LTFP 2024-25. On average there is an increase of \$348,701 per year. Following the adoption of the asset management plans the LTFP will be updated to reflect the updated lifecycle costs.

Capital Renewal	2026 \$'000	2027 \$'000	2028 \$'000	2029 \$'000	2030 \$'000	2031 \$'000	2032 \$'000	2033 \$'000	2034 \$'000	2035 \$'000
Draft AMP	11,031	10,373	11,301	11,279	11,223	11,158	10,758	12,494	12,519	10,528
LTFP 2024-25	10,680	8,770	12,161	11,340	13,397	10,566	10,566	10,566	10,566	10,566
Variance	-351	-1,603	860	60	2,174	-593	-192	-1,928	-1,953	38

The above financial summaries exclude renewal planning for Information Technology. Information Technology renewals are equivalent to the LTFP 2024-25 financials.

The key financial findings:

- The total expenditure over the ten-year renewal program is \$112,664,736.
- This is \$3,487,008 million additional funding the Long-Term Financial Plan 2024-25. An average of \$348,701 per year.
- The increases are due to new assets being built or found, improved data through data collection, compliance and standard requirements or higher service levels, and early asset failure or major defects affecting the service function (footpath trip hazard or raised kerb)
- The LTFP is to be updated to align with AMPs after AMP endorsement and 2023-24 financial statement approval
- The total Council borrowings (debt) will remain below \$60 million over the ten-year planning period
- The net financial liabilities ratio will remain below 110% over the ten-year planning period.

## Budget

Delivery of the AMPs has been complete through internal resourcing and existing operational budgets.

## Life Cycle Costs

Detailed within the AMPs

## Strategic Plan

Statutory compliance

Our Holdfast 2050+

Sustainability: A city, economy and community that is resilient and sustainable

## Council Policy

Asset Management Policy

## Statutory Provisions

*Local Government Act 1999: section 122*

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**General Manager:** Assets and Delivery, Ms P Jackson



# Attachment 1



# Draft Asset Management Strategy

2024



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Document Reference	AMS-001
Prepared by	Manager Engineering
Document Custodian	Manager Engineering
Revision	1.5
Issue Date	
Next Revision Due	Click or tap to enter a date.
Approved by	General Manager Assets and Delivery

## 1. Document purpose and scope

This Asset Management Strategy will assist Council to achieve its strategic ambitions as outlined in its Strategic Plan Our Holdfast 2050+. In doing so it will ensure City of Holdfast Bay's assets are managed in the most cost-effective and sustainable way, so we can continue to deliver valuable services for our community now and into the future.

City of Holdfast Bay owns and maintains a diverse asset portfolio, worth over \$600 million. To manage these assets effectively we must consider:

- The existing network - how it is performing and whether it meets the agreed service levels, now and into the future.
- When the existing assets should be renewed and how/when they should be maintained.
- Whether we should expand the asset network through new projects.
- How management of assets is funded and prioritised.
- How asset data is collected and managed.

Our goal is to provide assets that meet the community's demands, comply with the agreed service levels, provide value-for-money services that maximise asset life, and ensure budgets are allocated appropriately for new assets.

The City of Holdfast Bay has developed asset management plans to ensure assets meet the required level of service in the most cost-effective way, through the creation, acquisition, maintenance, operation, renewal, and disposal of assets for present and future community needs.

These plans interact with Council's other strategic documents including the Long Term Financial Plan (LTFP) and the Strategic Plan Our Holdfast 2050+.

The Asset Management Strategy's scope includes all assets that are owned, managed, or under the care and control of Council. Council's assets have been categorised into five groups with associated asset management plans They are:

- Buildings
- Open space
- Plant and equipment
- Stormwater
- Transport

This document will outline how asset management is performed within Council to deliver on our strategic objectives. It will also define Council asset management maturity in terms of process and practices to identify areas of improvement to ensure our systems reflect best-practice asset management.



## 2. Organisational context

### 2.1 Strategic context

In accordance with the Local Government Act 1999 (the Act) and the Strategic Plan (Our Holdfast 2050+), the Council provides a range of community services to the local community and visitors.

Assets are the foundation stones of the Council and the management of assets is essential to achieve our Council’s vision of “Protecting our heritage and beautiful coast, while creating a welcoming and healthy place for all in South Australia’s most sustainable city.”

The strategy is developed and implemented in conjunction with the following plans, strategies and policies:

- Strategic Plan (Our Holdfast 2050+)
- Corporate Plan (Four-year delivery plan)
- Long Term Financial Plan (LTFP)
- Asset management plans (AMPs)
- Asset management policy

City of Holdfast Bay’s planning framework (draft) is outlined in Figure 1.1.

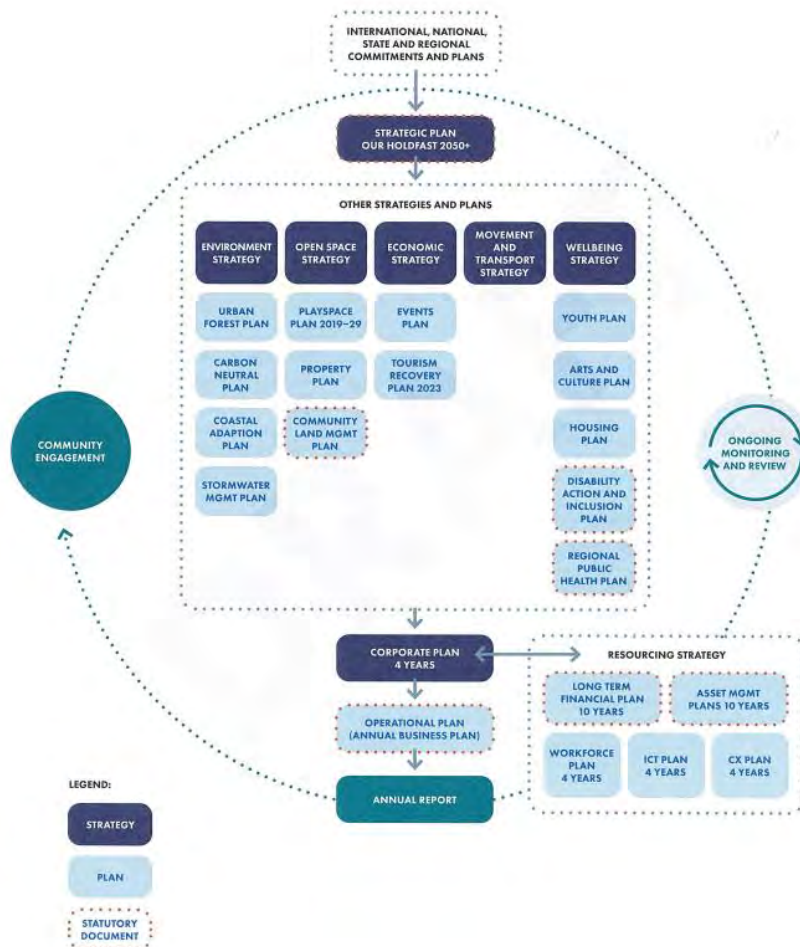


Figure 1.1 Planning framework (draft)

## 2.2 Integration with organisational strategies

Council's strategies/plans define the services we provide across all areas of the organisation. Table 2.1 defines these documents and how they affect asset management.

Strategy / plan	Description	Integration with asset management
<b>Strategic Plan (Our Holdfast 2050+)</b>	The Council's shared vision for 2050+ and key strategies to achieve the vision.	Provides strategic direction and organisational objectives.
<b>Corporate Plan (Four-year delivery plan)</b>	Four-year operational and capital plan linking the strategy to annual programs.	Outlines key new initiatives to be delivered in the next four years. Cyclic relationship with the AMP and LTFP. All three documents to be aligned in terms of financial planning and project delivery.
<b>Long Term Financial Plan (LTFP)</b>	Demonstrates financial sustainability in the medium to long term, while achieving the objectives in the Strategic Plan.	Financial projections in the LTFP adopted by Council must be consistent with those in the AMP adopted by Council.
<b>Annual Business Plan</b>	Outlines Council's activities progressing towards the Strategic Plan objectives. Outlines how Council plans to allocate its budget and what services and projects will be delivered in the financial year.	The AMP informs the annual capital and operational budgets associated with the creation, renewal and maintenance of Council's assets in the Annual Business Plan.
<b>Environment Strategy</b>	Sets the direction for Council's activities and resource allocation as we strive to protect and enhance the region's environment for future generations.	Provides direction in terms of Council's strategy for the environment. This includes emissions reduction, climate resilience, coastal impacts, water quality and use, water-sensitive urban design (WSUD), biodiversity management, and urban forest management.
<b>Carbon Neutral Plan</b>	Outlines the actions the organisation will take to become carbon neutral by 2030.	Decision-making on all aspects of the asset lifecycle to consider emissions.
<b>Coastal Adaptation Plan</b>	Addresses risks and impacts associated with sea level rise.	Creation and management of assets to be informed by the plan.
<b>Urban Forest Strategy</b>	Our commitment to the urban forest to ensure the city is beautiful, healthy and cool for future generations.	Our urban forest must be considered in all stages of infrastructure management to ensure infrastructure and natural assets can coexist.
<b>Stormwater Management Plan (SMP)</b>	A coordinated approach to managing stormwater. The SMP sets out strategies, actions and programs to minimise flooding, harness stormwater, reduce urban temperatures, and improve waterway health and landscapes.	Informs the upgrade and expansion of the stormwater network for renewal and new capital stormwater projects.
<b>Open Space Strategy</b>	Guides development and management of parks, reserves, recreation facilities and	Informs the Open Space AMP new capital projects to ensure coordinated delivery of

Strategy / plan	Description	Integration with asset management
	other public spaces until 2030.	new and renewal projects.
<b>Playspace Plan</b>	Developed to prioritise investment for playspaces across the city. This plan outlines short, medium and long-term actions over the next 10 years.	Informs the Open Space AMP new capital projects to ensure coordinated delivery of new and renewal projects.
<b>Property Plan</b>	To be developed	To be developed
<b>Community Land Management Plans (CLMP)</b>	Outlines what the land will be used for, how it will be managed, and what activities will be permitted on the land to assist Council's ongoing management of the land.	Determines the high-level use of Council's open space to inform future development of the land.
<b>Economic Activation Plan (EAP) (Economic Strategy)</b>	Sets a five-year plan to deliver actions through five key economic strategic areas.	Ensure built infrastructure is able to facilitate future economic changes to the city.
<b>Events Strategy (Events Plan)</b>	A framework and direction for development, management and investment in events for the next five years.	Ensure built infrastructure and operational activities are able to facilitate events within the City.
<b>Tourism Recovery Plan</b>	Guides the recovery and development of Holdfast Bay's tourism industry for three years, re-stimulates tourism and helps businesses and tourism operators recover economically from the impacts of the COVID-19 pandemic.	Assets and infrastructure to support the growing tourism demand and destination development.
<b>Movement and Transport Plan</b>	Provide strategic direction for transportation and sets a short to medium-term action plan.	Inform the functionality of transport infrastructure.
<b>Wellbeing Strategy</b>	To be developed	To be developed
<b>Youth Plan</b>	Guides the role of council regarding the provision of youth services and opportunities across our community.	Consideration and voice of young people in development of public spaces and places.
<b>Arts and Culture Strategy (Arts and Culture Plan)</b>	Provides a framework that guides the coordination, promotion, management, and investment in arts and culture across the City for five years.	Ensure best practice is observed for cultural heritage when delivering projects. Facilitate artwork in the public realm and existing infrastructure. Capture artwork in the open space AMP.
<b>Housing Plan</b>	To be developed	To be developed
<b>Disability Access &amp; Inclusion Plan (DAIP)</b>	A four-year plan that guides investment to ensure equal access and inclusion for all people who live, work and play in the City of Holdfast Bay.	Adopt universal design principals. Ensure access and inclusion improvements are included within infrastructure projects.
<b>Regional Public</b>	Outlines actions across all four priority	Maintain infrastructure to encourage active

Strategy / plan	Description	Integration with asset management
Health Plan	areas to improve the health and wellbeing of our community and reduce the incidence of preventable illness and injury.	recreation.

Table 2.1 Strategic alignment

## 2.3 Stakeholders

The key stakeholders for asset management and their roles are defined in Table 2.2.

Key stakeholders	Role in asset management
Residents/ community	End users of the services provided directly and indirectly by the assets. Provide feedback collected throughout the year including annual satisfaction survey.
Elected Members	Act as custodians of community assets. Set asset management policy and vision. Allocate resources to meet Council objectives in providing services while managing risks.
Audit Committee	Audit Committee will review, and make recommendations and observations to Council on the financial outcomes of the AMPs.
Chief Executive Officer and Senior Leadership Team	Provide leadership and strategic direction. Review Asset Management Policy and Asset Management Strategy. Ensure community needs and the outcomes of service reviews are incorporated into asset management planning and the Long-Term Financial Plan. Ensure Councillors and staff are provided with training in financial and asset management. Ensure accurate and reliable information is presented to Council. Ensure appropriate delegations and approval processes are followed.
Manager Engineering	Manages development, implementation and review of asset management plans, the Asset Management Policy and Asset Management Strategy. Responsible for advancing asset management within the organisation.
Asset Management Lead	Prepares asset management plans. Manages asset register and spatial systems. Coordinates data collection. Coordinates annual renewal budget planning. Delivery of asset management improvement programs. Provides technical asset management expertise to the organisation.
Senior Project Manager	Coordinates Council's capital works program.



Key stakeholders	Role in asset management
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Manager Field Services	Ensures the maintenance and works programs are achieving service standards.
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**Table 2.2 Stakeholders' responsibilities**

## 2.4 Asset portfolio

Council's assets have been categorised into five groups with associated asset management plans. Below is a summary of the asset categories, their value and condition.

Asset category	Replacement value	Average asset condition	Percent of assets in acceptable condition
Buildings	\$138,085,688	2.2 (good)	88%
Open space	\$76,514,880	2.2 (good)	97%
Plant and equipment	\$7,716,433	N/A	TBC
Stormwater	\$68,853,174	1.7 (very good)	91%
Transport	\$337,848,873	2.4 (good)	95%

**Table 2.3 Asset summary**

## 2.5 Asset management system

This strategy aims to align the delivery of asset management activities with the organisation's goals and objectives; this process is known as the "line of sight" with asset management.

The asset management framework consists of the three key asset management documents, the Asset Management Policy, Asset Management Strategy and asset management plans. These documents create transparency and accountability through all aspects of asset management; to ensure all stakeholders understand their roles and responsibilities. The Council's asset management system is outlined in Figure 2.1.

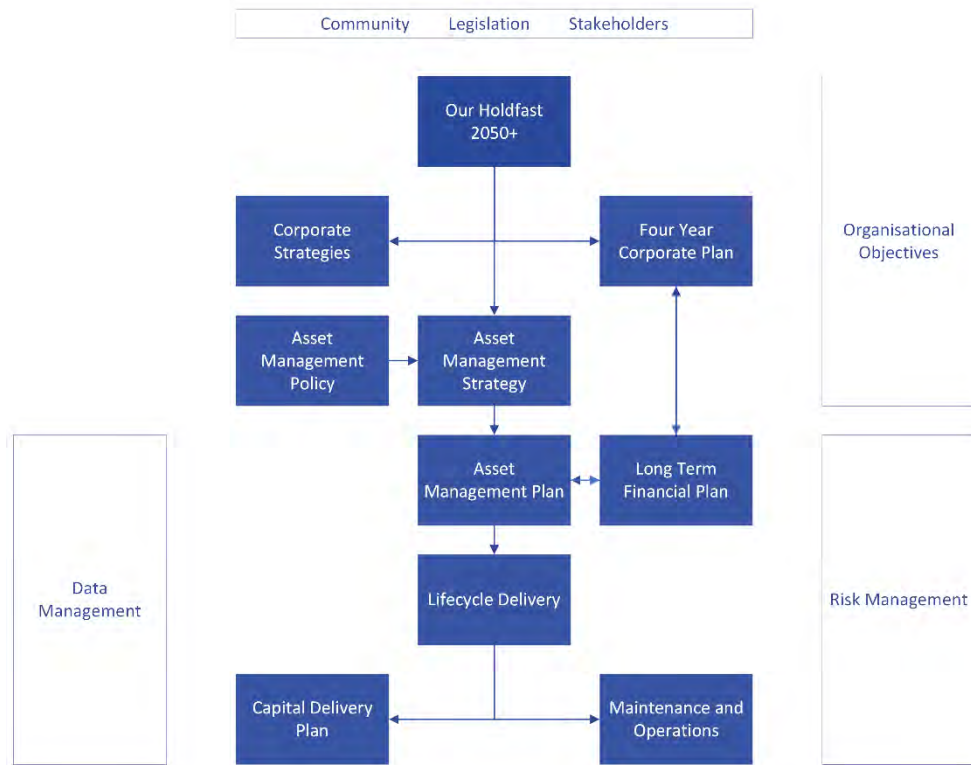


Figure 2.1 Asset management system

## 2.6 Strategic approach to asset management

The objective of asset management is to meet a required level of service, in the most cost-effective manner, through management of assets for present and future communities.

The strategic approach to asset management encompasses all practices associated with the asset lifecycle and consideration of the organisational strategic direction, with a viewpoint of the lowest long-term cost (rather than short-term savings) when making decisions.

The guiding principles for asset management are outlined in the Asset Management Policy. These principles inform our asset management processes and decision-making criteria, which provide clear direction to meet the service delivery needs now and into the future.

### 3. Asset management processes and decision-making

This section outlines the processes and decision-making criteria for the following aspects of asset management.

#### 3.1 Strategic asset management planning

The asset management documents that make up the asset management framework (section 2.5) are the Asset Management Policy, Asset Management Strategy, and asset management plans. These documents are to be updated in the following timeframes as a minimum:

Document	Frequency	Last renewal	Next renewal
Asset Management Policy	4 years	2024	November 2028
Asset Management Strategy	4 years	2024	November 2028
Asset management plans	4 years*	2024	November 2028

**Table 3.1 Asset management framework**

\*Comprehensive review of AMP every four years, annual update required. See section 3.2 for detail.

#### 3.2 Asset management plan

In accordance with the Local Government Act 1999 (the Act) and the Strategic Plan (Our Holdfast 2050+), the Council provides a range of community services to the local community and visitors.

Under the Act, Council is required to develop and adopt infrastructure AMPs covering a period of at least 10 years. In addition, Council is required to adopt a long-term financial plan covering a period of at least 10 years.

There is a legislated direct link between the development and implementation of these two plans, with the LTFP updated to reflect forecast expenditure as detailed in the AMP. Variations to the scheduled works in the AMP and the LTFP may be adjusted as the need arises.

The AMPs aim to align with ISO 55000 (international standard for asset management) without seeking to become accredited as an ISO document or process.

The asset management plan is comprehensively reviewed every four years with updates being required more frequently as detailed in Table 3.2.

AMP section	Update frequency	Detail
Introduction	4 years	Update may be required for legislation or relevant Act changes.
Asset class information	4 years	Update for any structural change to asset hierarchy or following a condition assessment.
Stakeholders	4 years	Update following any organisational change.
Levels of Service	1 year	Update following Levels of Service (LoS) review, annual update to track KPIs.

AMP section	Update frequency	Detail
Future demand	4 years	Update following major external changes.
Lifecycle planning	1 year	Update renewal programs, capital programs, and maintenance and operational programs. Ongoing three-year rolling program.
Financial summary	1 year	Update annual valuation, future renewal and new acquisition forecasting.
Risk management	1 year	Update and track risks annually.
Improvements and monitoring	1 year	Update and track improvement program annually.

**Table 3.2 Asset management plan timeframes**

Performance of AMPs is tracked through the following measures:

1. Level of Service key performance indicators (KPIs).
2. Delivery of improvement program.
3. Improved data confidence.
4. Review of the AMP, minimum every four years.

### 3.3 Level of Service

The International Infrastructure Management Manual (IIMM) describes Levels of Service (LoS) as “defined service quality for an activity or service area against which service performance may be measured”.

City of Holdfast Bay has two defined levels of service:

- Customer (community) LoS – community perception of service.
- Technical LoS – technical indicators of performance.

Community LoS measures in AMPs (align with Quality of Life Survey):

- Quality (of service).
- Functionality (fit for purpose).
- Capacity and utilisation (meets community need).

Technical LoS measures in AMPs:

- Condition (condition of asset).
- Renewal (asset renewal/sustainability ratio).
- Accessibility and inclusion.
- Safety (compliance).
- Resilience (to climate change).
- Environmental impact (carbon footprint).

LoS are measured annually within each AMP.

LoS for individual business processes are defined within department’s operational plans. The next service review will be completed via the improvement plan action number 8 (section 5).

### 3.4 Data management

Council undertakes a four-year condition assessment and valuation cycle.

Asset class	Previous valuation	Previous condition assessment	Next valuation	Next condition assessment
Open Space	30 June 2023	2022-23	1 July 2027	2026-27
Transport	Road 1 July 2023	2023-24	1 July 2024	2027-28
	Kerb 1 July 2023	2023-24		
	Footpath 31 December 2019	2023-24		
	Transport other 30 June 2021	2023-24		
Stormwater	30 June 2022	2023-24	1 July 2026	2025-26
Buildings	30 June 2022	2018-19	1 July 2025	2024-25
Plant and Equipment	These assets are recognised at cost			
Trees (natural assets) *	N/A	2022-23	N/A	2026-27

**Table 3.3 Asset valuation and condition assessment frequency**

\*Natural assets (trees) are non-financial assets and excluded from the financial register. However, natural assets are managed using asset management principles with a cyclic condition assessment every four years and a 10-year Tree Management Plan. A replacement value and amenity value can be applied to trees.

Accurate and comprehensive data for all asset categories is stored in a centralised corporate asset management information system and mapped through a geographic information system (GIS).

Asset data is stored, managed and maintained in accordance with Council's data management principles and guidelines. See improvement program number 3.

There is ongoing collection, auditing and updating of the asset data to ensure a single point of truth for each asset category, forming a complete and accurate asset register. Following each annual budget cycle, the AMP and LTFP are updated and realigned.

Condition assessments and valuations have been aligned to ensure the valuations are undertaken using the most up-to-date data.

Before each condition assessment cycle, the format and quality of the asset category data is reviewed to ensure the correct level of data is captured to facilitate the appropriate level of predictive modelling, scenario modelling and optimisation for asset management planning purposes.

### 3.5 Capital investment

Renewal planning is undertaken using Level of Service and condition data and outlined in each asset category AMP.

New capital projects (single or multi-year), which have been formally approved by Council are included within the LTFP and AMP. Budget bids can also be created for new initiatives (capital)

within the annual budget process. These projects are prioritised based on their strategic alignment and subject to Council approval of the annual budget.

As new assets are commissioned through the capitalisation process, they are commissioned and built into future renewal programs. Future operational and maintenance costs are planned, resourced and built into the annual operational budget planning process.

The 10-year renewal forecast developed in the AMP is further developed into a three-year rolling capital renewal program. This program consists of scoping in year one; designing, year two; and construction, year three.

The capital program is approved and documented each year through the annual business plan and undergoes community engagement prior to approval.

### 3.6 Operations and maintenance

Regular maintenance is required to maximise service life while minimising service disruption and customer dissatisfaction. Neglecting maintenance of infrastructure by deferring it to future years may create a false economy through increased resourcing for unplanned maintenance, a reduction in asset life, or compromised asset function.

Regularly collecting data and reviewing services can improve the understanding of asset performance and inform operational investment decisions, which can improve the performance or extend the life of assets.

Operational service levels are defined for scheduled maintenance and reactive maintenance across four service areas: open space, trees, civil works, and rapid response / city cleansing. A service review for each of these sections will form part of the improvement plan action number 8 (section 5). The service review will include defining services levels, processes for tracking performance against service levels, resourcing to meet service levels and a framework for decision-making.

### 3.7 Climate change

Climate risks to councils are increasing as a result of more extreme events. Increasing costs associated with bushfire losses, heatwave-related deaths and damage, coastal erosion, sea-level rise, storm-surge damage, flooding and storms are occurring across South Australia.

Climate-related risks are not just physical, with councils also facing legal, financial and transitional risks that must be understood and managed.

Councils need to be well-equipped and prepared for supporting our communities and local economies through major disruption and shocks, such as extreme weather and other climate change impacts. Recent experiences associated with the 2019-20 bushfires demonstrate the need for building resilience and reducing risk.

Climate change effects on assets include:

- Increased rates of deterioration, damage, or destruction of constructed assets.
- Reduced quality and amenity of open space and natural assets.
- Increasing reduction in service such as road closures as a result of more frequent or intense flood events.
- Increasing demand for council asset management and maintenance services as a result of more frequent extreme weather events.

Asset-specific climate change resilience is outlined in the future demand and risk management sections of the AMPs.

Council is undertaking a Resilient Asset Management Project (RAMP), in conjunction with the four Resilient South councils, to gauge the suitability of products, tools and guidelines for assessing climate change risks to assets, and identify options to mitigate and incorporate these risks into our asset management practices. This includes incorporating whole of life decision making when considering an asset renewal or creation, such as future climate impact across the asset life for materials, design, and the resilience of the services the asset provides to the community. The outcomes of the RAMP will inform our asset management practices.

Council has committed to a Carbon Neutral Plan for carbon-neutral operations by 2030. Asset management practices are required to consider asset lifecycle emissions for decision-making and appropriately resource for lower carbon assets and operations in line with the Carbon Neutral Plan.

### **3.8 Maturity assessments and improvements**

We undertake maturity assessments every four years with the Asset Management Strategy, addressing issues across all asset categories (section 4).

Maturity assessments will inform the asset management improvement programs (section 5), with a separate asset category-specific improvement program incorporated into the AMPs.

### **3.9 Risk management**

The process for managing Council's risks is consistent with the International Risk Management Standard ISO 31000:2018.

The objective of the risk management process with regards to trees is to ensure:

- All significant operational and organisational risks are understood and identified.
- The highest risks that need to be addressed in the short to medium term are identified.
- Strategies and treatments to address risks are identified and applied.

Council acknowledges risk management is an essential part of best-practice asset management. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. It develops a risk rating, evaluates the risk and develops a risk treatment plan for unacceptable risks.

The asset management risk register is reviewed and updated at minimum annually in-line with our risk management procedures. These risks are summarised in each asset management plan. The asset management risk register should be reviewed with the council's strategic and operational risk registers.

Council undertakes an internal asset management audit every four years, prior to the council election, to provide assurance that established processes and controls in relation to asset management are robust. The last audit was in 2022, with the next audit in 2026.

## 4. Asset management maturity

IPWEA (Institute of Public Works Engineering Australasia) published the International Infrastructure Management Manual (IIMM), which is considered a best-practice guide for asset management, and developed an assessment tool for asset management maturity.

This assessment tool looks at the gap between the current and target asset management maturity, where the sustainable, cost-effective asset or investment performance is a function of the quality of underlying asset management practices, systems and culture in those organisations.

The IIMM asset management maturity assessment completed in 2024 is outlined in Table 4.1.

IIMM Ref	Question	Section	Current score	Target score	Maturity gap
2.1	1	AM policy and objectives	75	60	+15
2.2	2	Levels of Service framework	75	60	+15
2.3	3	Demand forecasting and management	60	60	0
2.4	4	Asset condition and performance	65	60	+5
2.5	5	Strategic Asset Management Plan	70	60	+10
3.2	6	Managing risk and resilience	65	60	+5
3.3	7	Operational planning	60	60	0
3.4	8	Capital works planning	65	60	+5
3.5	9	Asset financial planning and management	60	60	0
3.6	10	AM plans (for the asset portfolio and assets)	75	60	+15
4.1	11	AM people and leaders	55	60	-5
4.2	12	Asset data and information	55	60	-5
4.3	13	Asset management information systems (AMIS)	60	60	0
4.4	14	AM process management	55	60	-5
4.5	15	Outsourcing and procurement	55	60	-5
4.6	16	Continual improvement	55	60	-5
<b>Overall score</b>			<b>63</b>	<b>60</b>	<b>+3</b>

Summary results					
IIMM Ref	Section	Current score	Target score	Maturity gap	
2	Understanding and defining requirements	69	60	+9	
3	Developing asset management lifecycle strategies	65	60	+5	
4	Asset management enablers	56	60	-4	
<b>Overall score</b>		<b>63</b>	<b>60</b>	<b>+3</b>	

Table 4.1: IIMM asset management maturity assessment 2024



### Asset Management Maturity Rating



Figure 4.1 Asset management maturity rating

## 5. Improvement program

This section details improvements linked to the maturity assessment to improve the efficiency in the way we deliver our asset management services.

Action number	Action	IIMM ref.	Action officer	Due
1	Implement the AM Strategy's monitoring, review and reporting processes for AM documents and improvement programs.	2.1, 2.5, 4.1, 4.3, 4.4, 4.6	Manager Engineering	July 2025 and ongoing
2	Develop the three-year rolling capital works program with business case development for major projects.	3.4, 4.6	Senior Project Manager	December 2025
3	Establish an approved data management framework and guidelines for asset register, including system integration and to inform predictive modelling.	2.4, 4.2, 4.3, 4.4	Asset Management Lead	July 2026 and ongoing
4	Undertake cyclic data collection to continue to improve data quality for decision-making.	2.4, 4.2	Asset Management Lead	Annual ongoing
5	Annually track measured community and technical LoS for all asset classes.	2.2	Asset Management Lead	June 2025 and ongoing
6	Review AMPs with alignment to Asset Management Strategy and Council strategies. Incorporate scenario modelling into the AMP.	2.3, 2.5, 3.2, 3.6	Asset Management Lead	November 2024
7	Update each asset categories unit rates through the revaluation process.	3.5	Asset Management Lead	Annual ongoing
8	Review operational LoS and update responsibilities, resourcing and planning to meet agreed LoS. Implement a system to prioritise, assess and action requests in-line with operational LoS.	3.3	Manager Field Services	June 2025
9	Develop a resource strategy to deliver on improvement programs and identified AM activities. Track and report on improvement programs.	4.5, 4.6	Asset Management Lead	July 2026
10	Track the asset risk register annually, and report to the senior leadership team (SLT), in alignment with the operational risk register, strategic risk register and AMPs.	3.2	Asset Management Lead	November 2024
11	Improve internal communications and awareness of AM activities with key stakeholders. AM Steering	3.6, 4.1,	Manager	December

Action number	Action	IIMM ref.	Action officer	Due
	Committee reporting to SLT quarterly.	4.4	Engineering	2023
12	<p>Incorporate climate change into all levels of asset management practices through:</p> <ul style="list-style-type: none"> <li>- Implementation of Resilient Asset Management Program recommendations.</li> <li>- Alignment with the Carbon Neutral Plan via tracking of carbon emissions and reduction of emissions across the asset lifecycle.</li> </ul>	N/A	Manager Engineering	June 2026 and ongoing

**Table 5.1 Improvement program**

# Attachment 2

# Draft Buildings Asset Management Plan 2024



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## Executive summary

The City of Holdfast Bay owns and maintains 163 buildings worth over \$138 million providing a range of community services including sport and recreational activities, surf life saving, libraries, public toilets, commercial activities, and civic, administration and operational functions.

The objective of asset management is to ensure the City of Holdfast Bay's assets are managed in the most cost-effective and sustainable way, so we can continue to deliver valuable services for our community now and into the future.

To ensure our assets are providing the appropriate service to the community, levels of service are tracked each year. These levels of service are defined under quality, function, capacity and climate.

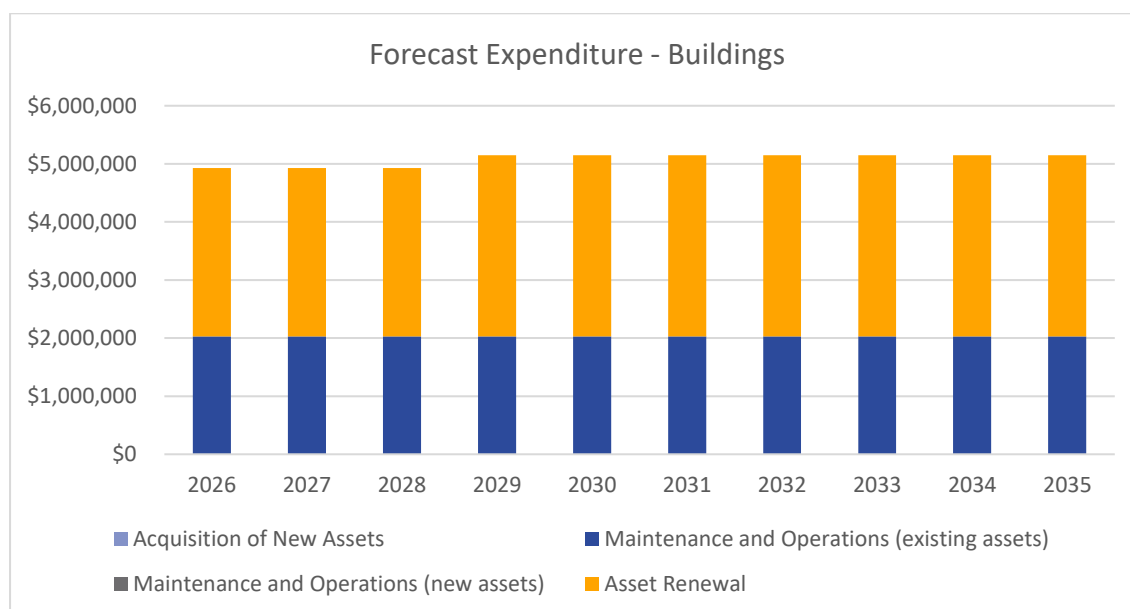
Asset lifecycle planning outlines how Council plans to manage building assets in an optimised cost-effective manner while ensuring delivery of the agreed service levels. The lifecycle of assets can be defined in four stages, including:

- Creation/acquisition (planning, design, procurement, construction)
- Operations and maintenance (operate, maintain, monitor)
- Capital renewal/replacement
- Decommission/disposal

The physical condition of our assets is a level of service indicator to ensure we are appropriately investing in assets. The targets for condition are overall average condition better than 3.0 (fair) and the percentage of assets in fair to very good condition above 90%. The current condition levels are:

- Average condition: 2.2 (good)
- Fair to very good condition percentage: 88%

The expenditure forecast for all four stages of the asset lifecycle is summarised below.



Council is committed to continuously improving the quality and maturity of its asset management practices. The building improvement program has been developed as a roadmap for these improvements in conjunction with the Asset Management Strategy.



# 1 Introduction

## 1.1 Purpose

City of Holdfast Bay (Council) owns and maintains buildings to provide a range of community services including sporting and recreational activities, surf life saving, libraries, public toilets, caravan park cabins, commercial buildings, and Council's civic, administration and operational functions.

Building assets are fundamental to providing services that contribute to the health and wellbeing of our residents and visitors, and to maintaining the liveability and economic vitality of our council area.

The strategic direction for the overall management of our buildings assets is detailed in several documents including Council's Strategic Plan (Our Holdfast 2050+).

The asset management plan addresses how we manage our building assets. Assets covered in this plan include:

- commercial buildings (59)
- community buildings (22)
- council buildings (8)
- public toilets (25)
- sport and recreation buildings (47)
- utility buildings (2)

The plan aims to demonstrate proactive management of assets in compliance with regulatory requirements to sustainably meet present and future community needs through:

- Aligning with industry best practice and international standard for asset management ISO 55000:2014 without seeking accreditation as an ISO document or process.
- Aligning delivery of asset management activities with organisational goals and objectives.
- Creating transparency and accountability through all aspects of asset management.
- Meeting the agreed Levels of Service in the most cost-effective way through the creation, acquisition, maintenance, operation, rehabilitation, and disposal of assets.

## 1.2 Strategic Context

In accordance with the *Local Government Act 1999* (the Act) and the Strategic Plan (Our Holdfast 2050+), the council provides a range of community services to the local community and visitors.

Assets are the foundation stones of the Council and management of assets is essential to achieve our Council's vision of:

*"Protecting our heritage and beautiful coast, while creating a welcoming and healthy place for all in South Australia's most sustainable city."*

This plan is developed and implemented in conjunction with the following plans, strategies, and policies:

- Strategic Plan (Our Holdfast 2050+)
- Corporate Plan (Four-year delivery plan)
- Long Term Financial Plan (LTFP)



- Asset Management Policy
- Asset Management Strategy
- Asset management plans (AMPs)
- Open Space and Public Realm Strategy 2018–2030
- Property Plan (in development)
- Carbon Neutral Plan

City of Holdfast Bay’s planning framework (draft) is outlined in Figure 1.1.

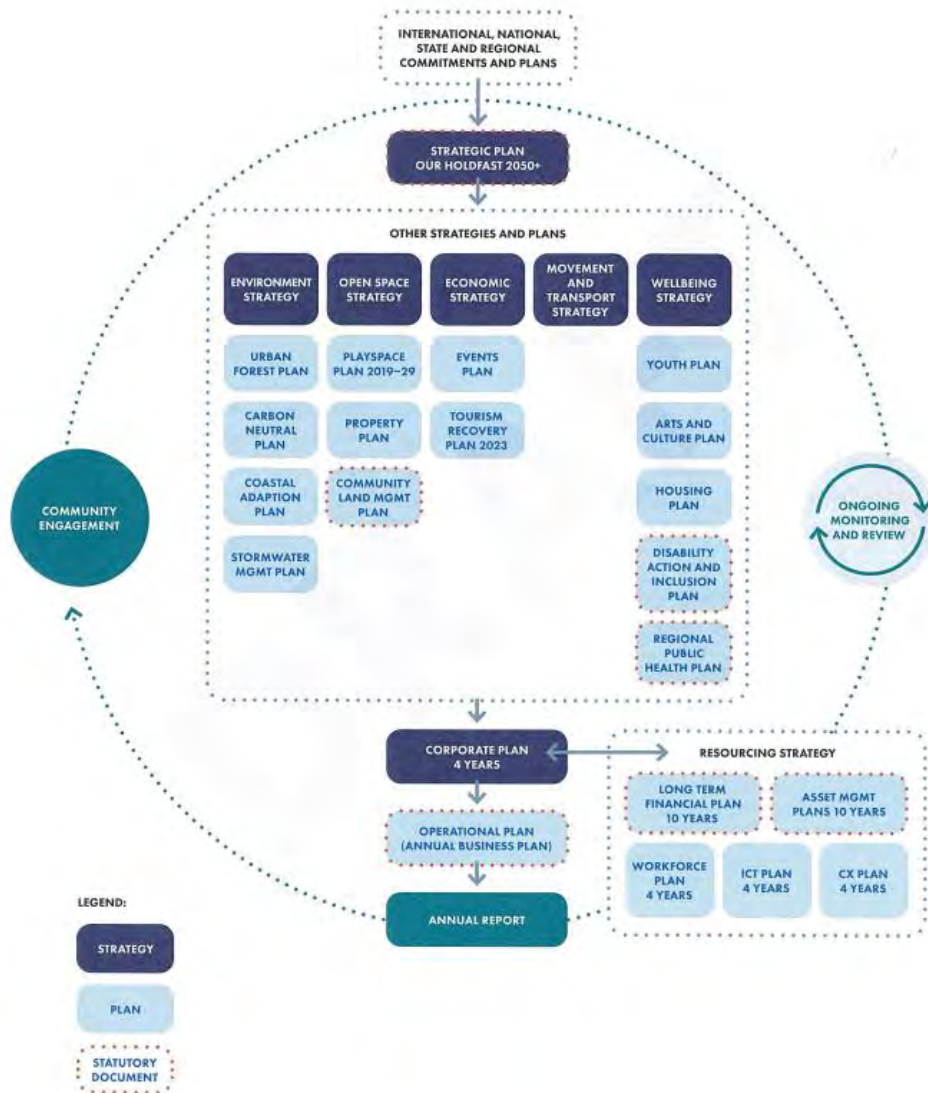


Figure 1.1 Planning framework (draft)

## 1.3 Stakeholders

Key stakeholders responsible for asset management and end users of building assets are provided in Table 1.1.

Key stakeholders	Role in Asset Management Plan
Residents / community	End users of the services provided directly and indirectly by the assets. Provide feedback collected throughout the year, including the annual satisfaction survey.
Elected Members	Act as custodians of community assets. Set asset management policy and vision. Allocate resources to meet Council objectives in providing services while managing risks.
Audit Committee	Reviews, and makes recommendations and observations to Council on the financial outcomes of the asset management plans.
Chief Executive Officer and Senior Leadership Team	Provide leadership and strategic direction regarding management of assets and service provision. Review Asset Management Policy and Asset Management Strategy. Ensure community needs and agreed service levels are incorporated into asset management planning and the Long Term Financial Plan. Ensure councillors and staff provided with training in financial and asset management practices. Ensure accurate and reliable information is presented to Council. Ensure appropriate delegations and approval processes are followed.
Manager Engineering	Manages development, implementation and review of asset management plans, the Asset Management Policy and Asset Management Strategy. Responsible for advancing asset management within the organisation.
Asset Management Lead	Prepares asset management plans. Manages the asset register and spatial systems. Coordinate condition data collection. Coordinates annual renewal budget planning. Delivery of asset management improvement programs. Provides technical asset management expertise to the organisation.
Manager Buildings and Facilities	Coordinates the buildings capital works program. Ensures the maintenance and works programs are achieving service standards.
Property Officer	Management of all leases and licences associated with council buildings.

Table 1.1 Stakeholder responsibilities

## 1.4 Asset management framework

The Asset Management Strategy aims to align the delivery of asset management activities with the organisation’s goals and objectives; this process is known as the “line of sight” with asset management.

The asset management framework consists of the three key asset management documents - the Asset Management Policy, Asset Management Strategy and asset management plans. These documents create transparency and accountability through all aspects of asset management to ensure all stakeholders understand their roles and responsibilities.

The Council’s asset management system is outlined in Figure 1.2. The asset management system is the end-to-end process of asset management within Council. The asset management framework connects Council’s strategic vision and goals to the on-the-ground delivery of our services.

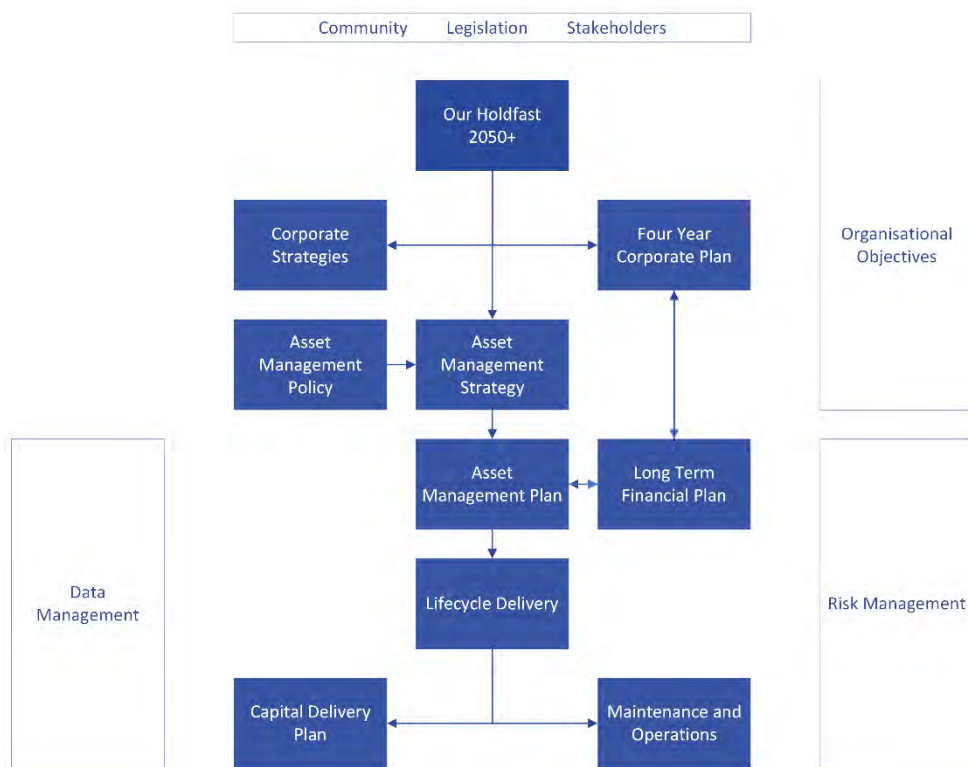


Figure 1.2 Asset management system

## 2 Asset class information

The building asset class includes 163 buildings and is defined into six building categories as summarised in Table 2.1.

Building category	Building sub-category	Number of buildings
Commercial	Kiosk	2
	Caravan park	57
Community	Cemetery shed	1
	Community centre	4
	Community halls and clubrooms	10
	Kindergarten	5
	Library	2
Council	Depot	6
	Brighton Civic Centre	1
	Glenelg Town Hall	1
Public Toilets	Public toilets	25
Sporting	Sport and recreational facilities	43
	Surf life saving club	4
Utility	Pump house	1
	Lock plant and motor room	1
<b>Total</b>		<b>163 buildings</b>

Table 2.1 Buildings assets

### 2.1 Asset hierarchy

The building asset hierarchy provides a framework for structuring data in an information system to assist in the collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting, and service level hierarchy used for service level planning and delivery.

Hierarchy	Criticality	Description
A	High	Buildings that are public facing with high usage or are critical to core council operations.
B	Medium	Buildings where failures resulting in partial or complete building closure are manageable and not likely to have immediate and extreme impact on council or community operations.
C	Low	Buildings with little to no operational impact.

Table 2.2 Building asset hierarchy categories

### 3 Levels of Service

The International Infrastructure Management Manual (IIMM) describes Levels of Service (LoS) as “defined service quality for an activity or service area against which service performance may be measured”.

City of Holdfast Bay has two defined Levels of Service for building assets for:

- Community Levels of Service – community perception of service.
- Technical Levels of Service – technical indicators of performance.

The defined Levels of Service are designed to support the continued performance and function of building assets to a reasonable standard, where maintenance and servicing are compliant with legislative requirements and manufacturing specifications. They are intended to ensure the building assets and associated budgets are appropriate to meet the service levels.

#### 3.1 Community Levels of Service

Council receives feedback from a variety of sources including:

- Community enquiries and requests
- Community Strategy consultation
- Annual Business Plan consultation
- Project feedback
- Development of AMPs
- Quality of Life Report 2023
- Customer satisfaction surveys

This feedback is built into all areas of the Plan and we seek to measure our performance against community expectation through our service level links to customer request records and the Quality of Life 2023 Report.

Performance measure	Objective	Performance measure	Key performance indicator	2024 performance
Quality	Providing and maintaining community centres and programs	Quality of Life Survey score	Greater than 7.5	7.9
Quality	Providing and maintaining public toilets	Quality of Life Survey score	Greater than 7.5	7.4
Quality	Providing and maintaining sporting facilities	Quality of Life Survey score	Greater than 7.5	8.3

Table 3.1 Community Levels of Service

#### 3.2 Technical Levels of Service

Performance measure	Objective	Performance measure	Key performance indicator	2024 performance
Quality (condition)	Physical condition of buildings within agreed service level condition	Condition of buildings	Average condition less than 3.0	2.2
Quality (condition)	Physical condition of building assets is within agreed service level condition	Condition of buildings	Percentage of poor or very poor (PVP) assets below 10%	12%
Quality (renewal)	Sustainably managing the renewal of assets	Asset renewal ratio (Renewal expenditure over forecast budget).	90% - 110%	144% (2021 – 2023)
Quality (responsiveness)	Building assets are functioning and maintained within determined response times	Time taken to respond to requests	Meet response times for priority 4 and 5 requests (90%)	TBC
Function (safety)	Compliance	Legislative compliance testing undertaken and complaint	100% compliance	Yes
Climate (mitigation)	Reduce and eliminate emissions to reach 2030 carbon-neutral target	Emissions reduction from previous year	Evidence-based reduction	TBC
Climate (adaptation)	Reduction of asset management climate risk to Council	Consider climate risk in infrastructure decision-making	Progress the RAMP and implementation of actions	Yes

**Table 3.2 Technical Levels of Service**

All community and technical Levels of Service have been achieved with the following exceptions:

Service level	Response action
Quality – providing and maintaining public toilets: 7.4 (target 7.5)	Significant investment in public toilets has been made in the past two financial years, including the new Seacliff Amenity Facility, a new toilet block on the Patawalonga and the ongoing renewal program of existing facilities.
Quality (renewal) – asset renewal ratio: 144% (target 90%-110%)	Through the new initiative process, several council buildings have had improvements during this period. These improvement projects have included associated renewal works to complement network upgrades.
Quality (condition) – Physical state of assets PVP below 10%: 12%	An asset condition inspection is scheduled for 2024-25 to review and update the condition data. The data will inform updated maintenance and renewal programs to meet service level requirements.

**Table 3.3 Response actions**

Following a condition audit and service review of the building asset class in 2025-26, new service levels will be developed to further measure the suitability and performance of our building portfolio.

Levels of Service with 2024 performance labelled TBC (to be confirmed) do not currently have a baseline indicator. These are to be measured and reported on, going forward.

### 3.3 Legislation and relevant Acts

Under the Local Government Act 1999, Council is required to develop and adopt an infrastructure and asset management plan (AMP) covering a period of at least 10 years. In addition, Council is required to adopt a long term financial plan (LTFP) associated with such service plans also covering a period of at least 10 years. There is a direct link between development and implementation of these two plans, with the LTFP updated to reflect forecast expenditure as detailed in these plans.

Council considers the following legislative framework in the management of its building assets.

Legislation	Requirements
<i>Aboriginal Heritage Act 1988</i>	An Act to provide for the protection and preservation of Aboriginal heritage; to repeal the Aboriginal and Historic Relics Preservation Act 1965 and the Aboriginal Heritage Act 1979; and for other purposes.
<i>Australian Accounting Standards</i>	Standards applied in preparing financial statements, relating to the valuation, revaluation, and depreciation of assets.
<i>Building Code Australia</i>	Meet requirements for occupation under the approved building class.
<i>Climate Change and Greenhouse Emissions Reduction Act 2007</i>	An Act to provide for measures to address climate change with a view to assisting to achieve a sustainable future.
<i>Disability Discrimination Act 2018</i> and other relevant disability legislation	To eliminate, as much as possible, discrimination against persons on the grounds of disability. Sets the standard for accessibility.
<i>Environment Protection Act 1993</i>	Responsibility not to cause environmental harm (e.g. noise pollution, contamination of water).
<i>Heritage Act 1993 and Heritage Places Act 1993</i>	Provides for the identification, recording and conservation of places and objects of non-Aboriginal heritage significance.
<i>Local Government Act 1999</i>	Sets out the role, purpose, responsibilities, and powers of local governments including preparation of a LTFP supported by asset management plans for sustainable service delivery.
<i>Local Government (Financial Management and Rating) Amendment Act 2005</i>	Impetus for the development of a strategic management plan, comprising an asset management plan and an LTFP.
<i>Planning, Development and Infrastructure Act 2016</i>	An Act to provide for matters relevant to the use, development and management of land and buildings, including a planning system to regulate development within the State; rules with respect to the design, construction and use of buildings; and other initiatives to facilitate the development of infrastructure, facilities and environments that will benefit the community.
<i>Retail and Commercial Leases Amendment Act 2019</i>	An Act regulating leasing of retail premises.

Legislation	Requirements
<i>SA Public Health Act 2011</i>	An Act to promote and provide for the protection of the health of the public of South Australia and to reduce the incidence of preventable illness, injury, and disability; and for other purposes.
<i>Water Industry Act 2012</i>	An Act to facilitate planning in connection with water demand and supply.
<i>Work Health and Safety Act 2012</i>	An Act to provide for the health, safety and welfare of persons at work; and for other purposes.

**Table 3.3 Legislative requirements**



## 4 Demand forecast

A community's demand for services may change over time depending on factors including environmental, technological and capacity requirements. Council may need to make changes to manage future demand for services.

Demand driver	Current position	Demand forecast	Demand impact	Demand management	Impact on assets
Population and housing density increases	Total estimated population 37,543 (2021), 51% of dwellings are medium to high density.	Planned to accommodate for 40,000 by 2031.  Expected pressure for higher density development in the greater Adelaide region.	Increased demand for social building infrastructure assets such as libraries, recreational, and community facilities.	Regular Strategic Property Review for all buildings and implementation of identified actions.	Increased operational, maintenance and renewal costs.
Ageing population and increase in disability rates	Median age is 48 years	Growth in ageing population and demand for universal design for inclusion and accessibility.	Increased demand for building facilities that are more suitable for use by elderly people.	Undertake DDA compliance audit for buildings, maintain assets in accordance with changing Building Codes and Australian Standards.	Increased DDA compliance and aged care service provision requirements.
Environmental sustainability (climate mitigation)	Council and the community are increasingly aware of our impact on the environment and Council's role in environmental sustainability.	Council is committed to pursuing, supporting, and creating an environment that will sustain current and future generations.	Requirement to use fewer, recycled and renewable resources that can contribute to the development of a circular economy and reduce Council's carbon footprint.  Greater environmental sustainability requirements placed on the construction industry.	Implement actions from the Environment Strategy 2020-25, Climate Governance Risk Assessment and Carbon Neutral Plan.	Higher costs associated with construction methods that are environmentally sustainable.
Climate Change	Increase in severe weather events including droughts,	Increasing number of hot	Assets not reaching their expected useful lives due to	Resilient Asset Management Program (RAMP) assessing	Higher costs associated with materials, construction

Demand driver	Current position	Demand forecast	Demand impact	Demand management	Impact on assets
(climate adaptation)	extreme heat events, storms, storm surges, high tides, and sea level rise.	weather days and events. Increase in intensity of rain events. Sea level rise is accelerating. Increased evapotranspiration.	a lack of consideration of climate change. Increasing management and maintenance demand associated with climate change adaptation.	resilience and suitability of assets under changing climate conditions.	methods and maintenance of climate resilient and environmentally sustainable building assets.
Changing consumer preferences	All sports clubs expect access to a building.	All sports clubs have access to a building. Increasing female participation in sport requiring upgrades to change facilities. Changing demand in the type of facility provided.	Potential consolidation of building assets and possible move towards shared mixed-use buildings for clubs and community groups. Increase in female participation in sport requires redevelopment of existing, or development of new, change facilities.	Strategic planning of the Building and Facilities asset class to develop a renewal plan that includes consideration of changed usage of buildings. Consultation with stakeholders on preferred amenities once a renewal or upgrade is pending (refer to Buildings Lifecycle Plan).	Changes to building usage requirements, i.e. female/child-friendly changing rooms and disability-friendly change facilities.
Technology change	Increasing use of solar panels and smart technologies to operate building facilities.	Growing expectation to implement digital service improvements.	Council must adapt to the changing way the community operates, think and plan.	Align new or building upgrades with strategic plans and corporate values, exploring new emerging technologies during design and procurement.	Increasing use of solar panels and batteries will reduce the operational costs of facilities. Installation of battery storage and solar panels requires additional capital expenditure.

**Table 4.1 Demand factors**

## 5 Lifecycle planning

Asset lifecycle planning outlines how Council plans to manage building assets in an optimised cost-effective manner while ensuring delivery of agreed service levels. The lifecycle of assets can be defined in four stages, including:

- Creation/acquisition (planning, design, procurement, construction)
- Operations and maintenance (operate, maintain, monitor)
- Capital renewal/replacement
- Decommission/disposal

Each of these stages is further detailed in this lifecycle planning section.

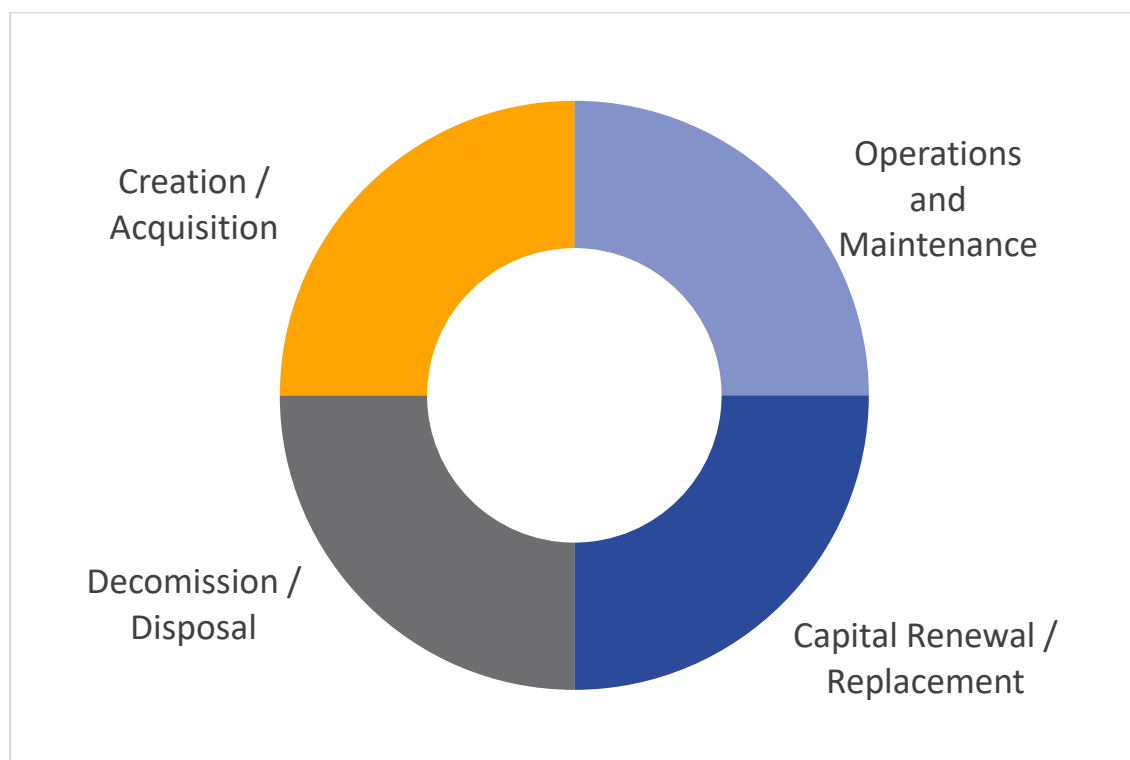


Figure 5.1 Asset lifecycle

### 5.1 Asset life

Throughout the asset lifecycle, assets are inspected, condition-rated and revalued on a periodic basis. Asset condition and expected useful life are used to estimate the remaining life of each asset.

Building assets are managed financially using a straight-line depreciation method whereby an asset has a baseline current replacement cost that is depreciated over time using an assigned expected useful life for each asset. Throughout the asset lifecycle, assets are inspected, condition-rated and revalued on a periodic basis. Asset condition and expected useful life are used to estimate the remaining life of each asset.

Assets may be renewed or replaced based on several factors including condition, amenity, capacity, function and increasing requirement for asset maintenance and repair as assets age. The service life of an asset may therefore differ from the design life or the useful life. During an asset's service life, maintenance and repair works will be required to maintain the service level provided by the asset.

A summary of expected useful lives of buildings assets is provided in Table 5.1.

Building asset category	Useful life range (years)
Exterior and sundries	30 - 50
Interior finishes	35
Public toilets	40
Roofing	50 - 60
Services	35 - 60
Structures	40 - 150
Substructure	40 - 150

Table 5.1 Useful lives

## 5.2 Asset condition

Council is responsible for maintaining building assets in the appropriate condition for the defined level of service (section 3). This is achieved through the following works:

- Periodic building asset condition audits and safety inspections.
- Development of a forward works program for capital renewal works and maintenance activities.
- Overseeing works undertaken.

An independent condition audit of all building assets is completed every five years minimum to maintain an up-to-date database of condition, maintenance, and risks. Condition audits will be aligned to the asset class revaluations.

During the service life, buildings are maintained and inspected regularly to ensure the asset remains safe for use and fit for purpose, and to ensure the service life is achieved.

The condition scoring criteria adopted for building asset audits is based on the IPWEA condition rating guidelines and is summarised in Table 5.2.

Condition grade	Condition	Description
1	Very good	Sound physical condition, no work required.
2	Good	Acceptable physical condition, minimal risk of failure but potential for deterioration, only minor work required (if any).
3	Fair	Significant deterioration evident, failure unlikely in near future however further deterioration likely. Maintenance required to return the asset to accepted level of service. Renewal likely to be required in the medium term.
4	Poor	Failure likely in short term, consider renewal.

		Renewal likely to be required in the short term – 2 to 5 years.
5	Very Poor	Failed or failure imminent/safety risk, approaching unserviceable. Refurbishment, replacement or removal required as a priority.

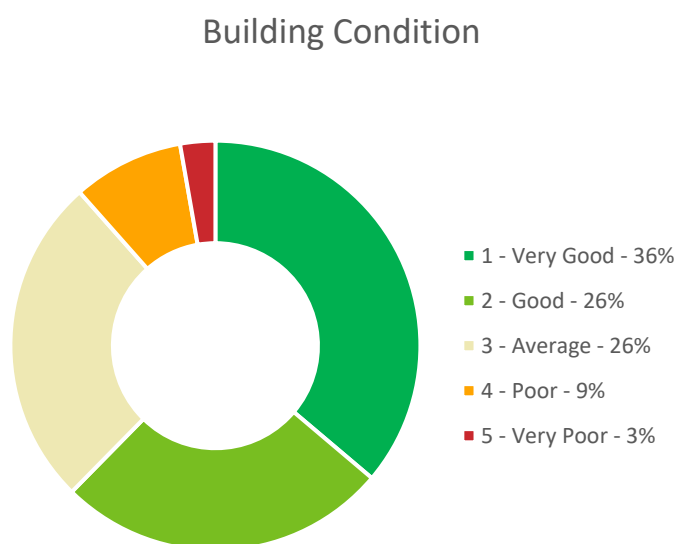
**Table 5.2 Condition score criteria**

The building assets were last audited in 2019 with the next condition assessment scheduled for 2024-25. The Asset Management Plan will be updated following the 2024-25 data collection.

A summary of the condition of building assets from the 2019 asset condition inspection is provided in Table 5.3 and Figure 5.2.

Asset category	Number of buildings	Average component condition rating	Percentage below condition 3
Commercial	59	2.3	12%
Community	22	2.0	9%
Council	8	2.0	9%
Public toilets	25	2.5	13%
Sporting	47	2.2	14%
Utility	2	2.0	0%
<b>Total</b>	<b>163</b>	<b>2.2</b>	<b>12%</b>

**Table 5.3 Condition ratings**



**Figure 5.2 Building Condition Profile**

### 5.3 Historical expenditure

Historical expenditures for 2019-20 to 2022-23 for operation, maintenance, new assets and renewal of existing assets for the building asset class is summarised in Figure 5.3. The actual expenditures for each year have been indexed by the local government price index (LGPI) to create 2024-25 equivalent expenditures.

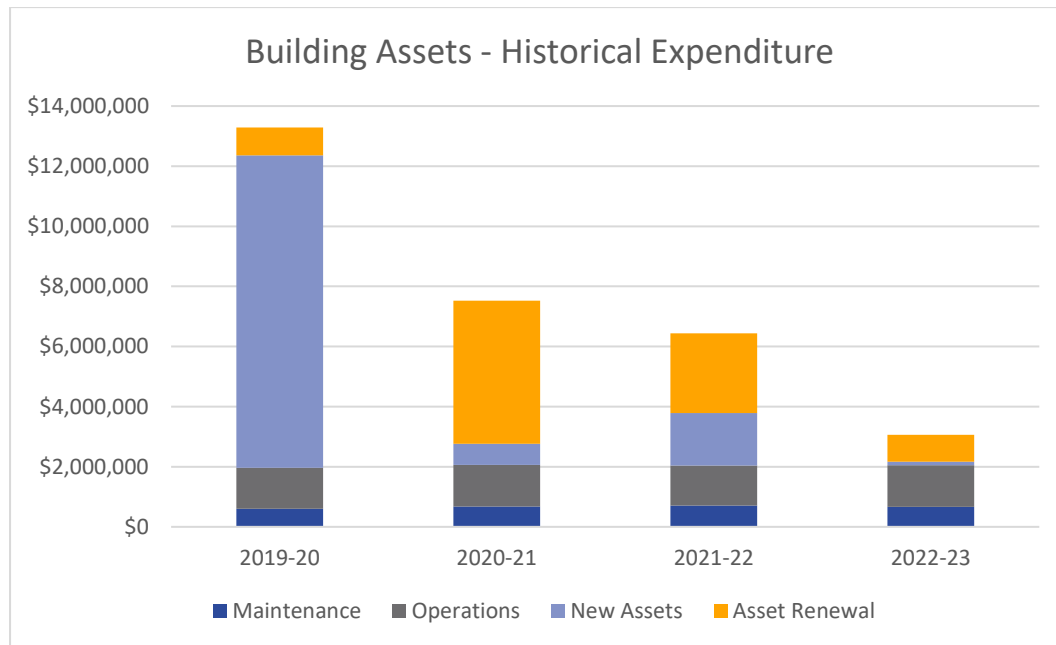


Figure 5.3 Historical expenditure

### 5.4 Operation and Maintenance Plan

Assets are maintained and serviced throughout the lifecycle to ensure service delivery and safety are maintained.

Typical operations associated with building assets include cleaning and regular inspection of electrical and plumbing assets.

Maintenance activities include all actions required to retain an asset’s condition and amenity, and can be classified as either reactive or planned. Typical maintenance activities include repair of electrical and plumbing services in buildings, external and internal painting and surface treatments on buildings, and structural repairs as required.

Expenditures from the previous financial years have been indexed by the local government price index (LGPI) to create 2024-25 equivalent expenditures.

The operation and maintenance costs of building assets are forecast to trend in line with the previous four years of costs.

Annual amounts of \$1,366,856 for operations and \$661,672 for maintenance have been adopted, based on the average of the previous four years, to provide equivalent 2024-25 estimates.

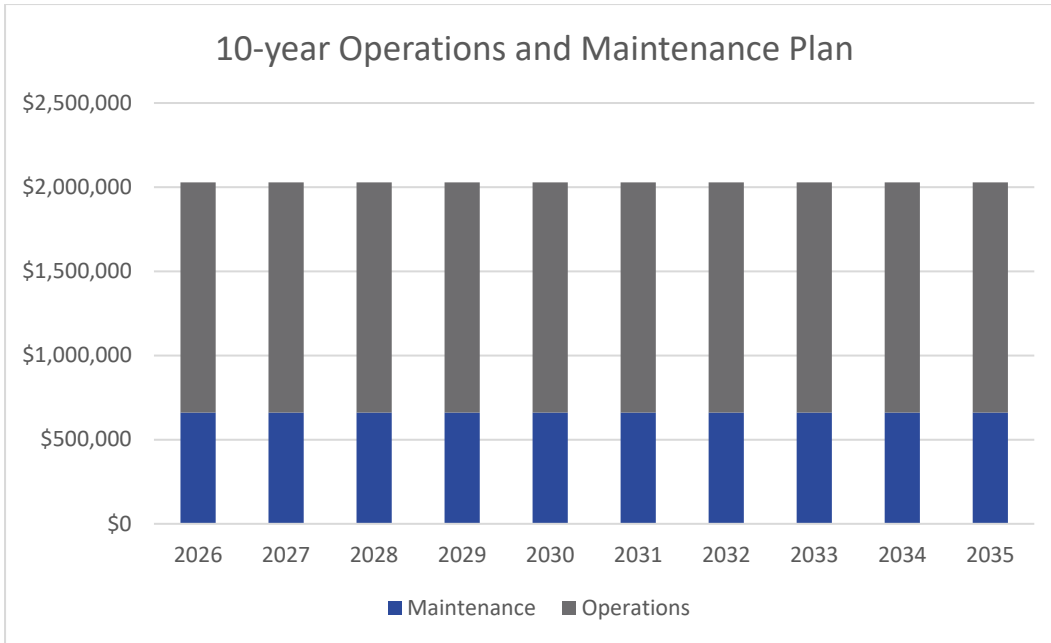


Figure 5.4 Operations and Maintenance Plan

### 5.5 Renewal Plan (capital)

Asset renewal is capital work which restores, rehabilitates, replaces, or renews an existing asset to its original service potential.

Asset renewal is undertaken for reasons including deteriorating asset condition, function, and amenity considerations, or to align works in an area to minimise disruption and undertake works efficiently.

The building replacement program outlined in this plan has been developed based on condition data, standard useful lives of assets, and reported defects and failures.

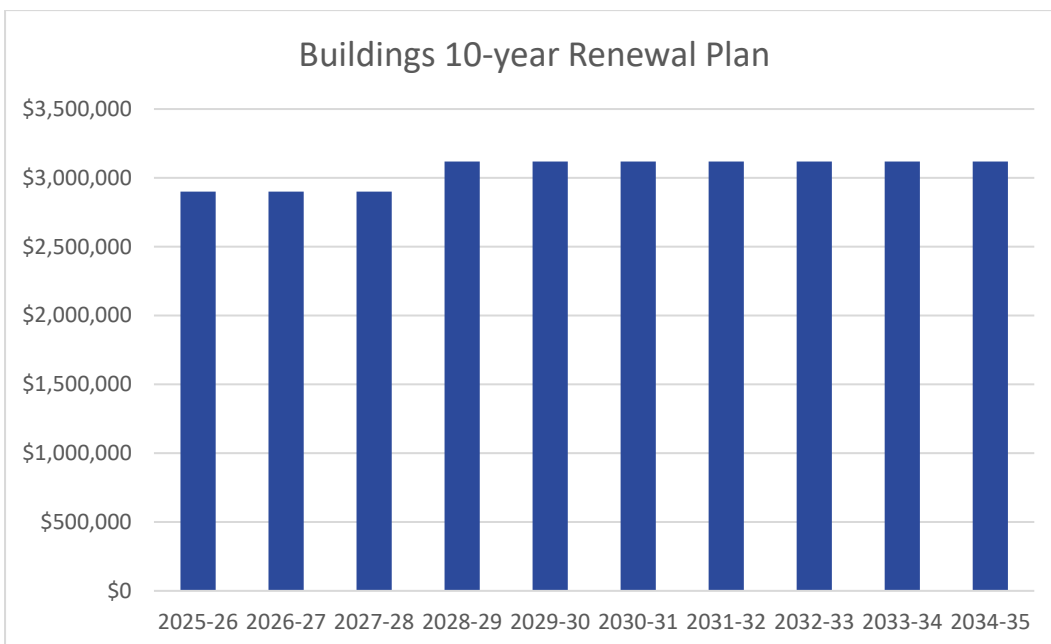


Figure 5.5 10-year Renewal Plan

Following the 2024-25 condition assessment and building service review a revised renewal program will be developed and implemented into an updated asset management plan.

## **5.6 Acquisition Plan (new capital)**

Acquisitions are new assets that did not previously exist or works resulting in significant upgrade of the asset and an increased capacity to deliver a service. The requirement for an acquisition may result from growth, changed demand, social or environmental needs. Assets may also be donated to Council.

Acquisition works result in additional future operations and maintenance costs.

Acquisition of new assets is often based on community expectations and strategies to change a service offering in a specific location.

Council is currently undertaking and planning upgrades and acquisitions for the:

- Brighton Beachfront Holiday Park redevelopment
- Seacliff Amenities Building and Beach Access Redevelopment
- Patawalonga toilet

The Brighton Beachfront Holiday Park redevelopment is a funded project being undertaken over several years. Works still to be undertaken include replacement and development of cabins and internal roads.

The Seacliff Amenities Building and Beach Access Redevelopment, and Patawalonga toilet, are both being delivered in 2024-25 and have been excluded from acquisitions in this plan.

## **5.7 Disposal Plan**

Disposal of assets refers to activities associated with disposing of a decommissioned asset including sale, demolition, or relocation. Council's Disposal of Assets Policy outlines this process.

Council has no upcoming disposals for building assets and currently there is no funding requirement for building asset disposals.



## 6 Financial summary

Financial requirements for the building asset class are outlined in this section.

### 6.1 Asset class valuation

Valuations are undertaken for each asset class in alignment with Australian Accounting Standard AASB13 Fair Value and are generally undertaken at least every five years.

The revaluation of Council's building asset class was last undertaken as of 30 June 2022 and was developed by an external independent valuer based on the current building asset register data.

While building inspections were undertaken during development of this valuation, a full condition audit of all building asset components was not undertaken at this time. It is planned to complete a condition audit and defect collection for all of Council's buildings assets during the 2024-25 financial year and develop a revaluation as of 1 July 2025 using the asset component and condition data.

Before starting the condition audit, building asset data will be reviewed and updated to ensure a high level of data quality and structure prior to the audit. All building asset components will be assigned an asset type, asset dimension, a unit rate for current replacement cost, and standard useful life to develop an overall valuation for building assets as of 1 July 2025.

The current valuation of Council's building asset class is summarised below.

Building subcategory	Current asset cost	Accumulated depreciation	Carrying value	Number of buildings
Commercial	\$7,129,956	\$2,971,176	\$4,158,780	59
Community	\$28,964,848	\$14,111,012	\$14,853,836	22
Council	\$31,919,434	\$17,451,492	\$14,467,942	8
Public toilets	\$4,829,530	\$1,850,053	\$2,979,478	25
Sporting	\$65,157,920	\$20,429,695	\$44,728,224	47
Utility	\$84,000	\$37,085	\$46,915	2
<b>Total</b>	<b>\$138,085,688</b>	<b>\$56,850,512</b>	<b>\$81,235,176</b>	<b>163</b>

Table 6.1 Building assets valuation

## Building Asset Valuation

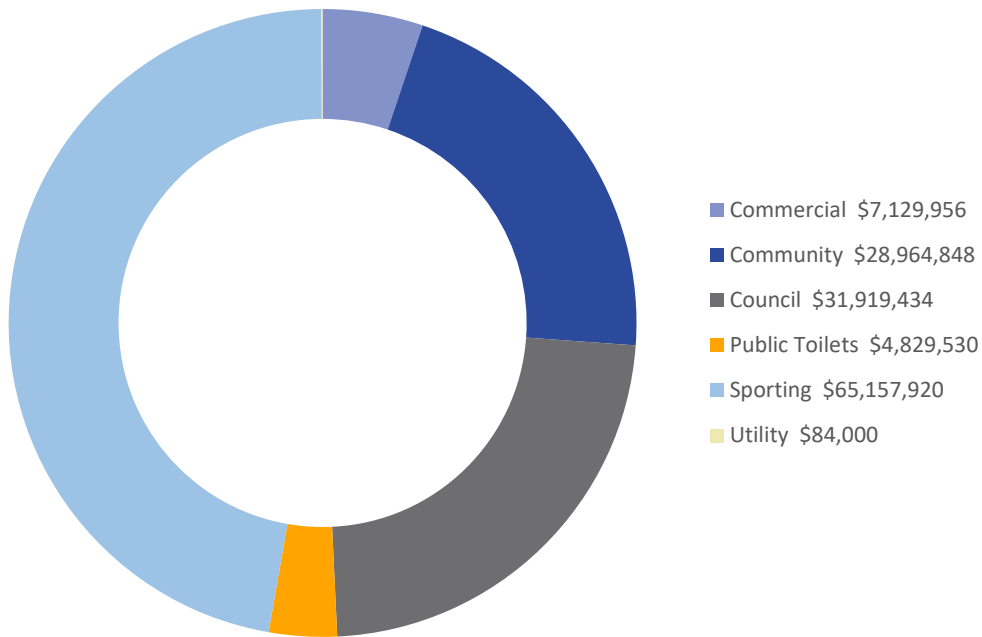


Figure 6.1 Building assets valuation

## 6.2 Expenditure forecast summary

The overall buildings expenditure forecast for operations, maintenance, renewal of existing assets and acquisition of new assets is provided in Table 6.2. The building asset renewal forecast is provided in Table 6.3.

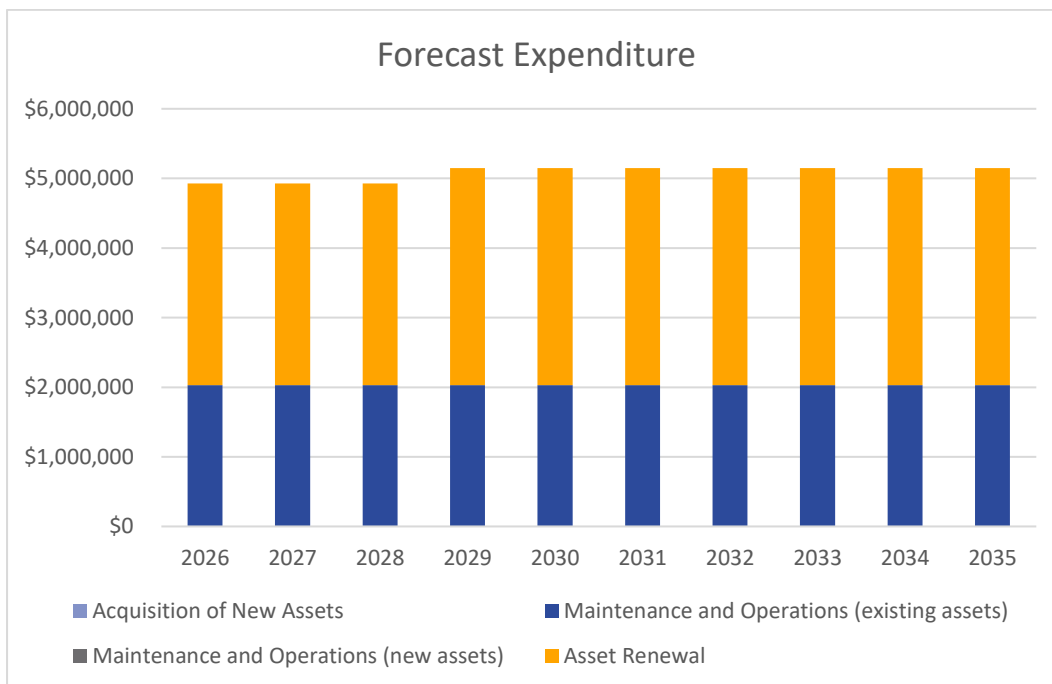


Figure 6.2 Building forecast expenditure

Financial year	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Acquisition of new assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Maintenance and operations (existing assets)	\$2,028,528	\$2,028,528	\$2,028,528	\$2,028,528	\$2,028,528	\$2,028,528	\$2,028,528	\$2,028,528	\$2,028,528	\$2,028,528
Maintenance and operations (new assets)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Asset renewal	\$2,900,000	\$2,900,000	\$2,900,000	\$3,119,398	\$3,119,398	\$3,119,398	\$3,119,398	\$3,119,398	\$3,119,398	\$3,119,398
Asset disposal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
External grant funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Council funding required</b>	<b>\$4,928,528</b>	<b>\$4,928,528</b>	<b>\$4,928,528</b>	<b>\$5,147,926</b>	<b>\$5,147,926</b>	<b>\$5,147,926</b>	<b>\$5,147,926</b>	<b>\$5,147,926</b>	<b>\$5,147,926</b>	<b>\$5,147,926</b>

Table 6.2 Forecast expenditure

Financial year	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Building asset renewal	\$2,900,000	\$2,900,000	\$2,900,000	\$3,119,398	\$3,119,398	\$3,119,398	\$3,119,398	\$3,119,398	\$3,119,398	\$3,119,398
<b>Total renewal</b>	<b>\$2,900,000</b>	<b>\$2,900,000</b>	<b>\$2,900,000</b>	<b>\$3,119,398</b>	<b>\$3,119,398</b>	<b>\$3,119,398</b>	<b>\$3,119,398</b>	<b>\$3,119,398</b>	<b>\$3,119,398</b>	<b>\$3,119,398</b>

Table 6.3 10-year renewal plan

### 6.3 Funding strategy

Key strategic activities that will affect the future financial position for buildings:

- The AMP to inform the LTFP
- Valuation 1 July 2025
- Building condition data collection in 2024-25
- Building leasing agreement review
- Building service review
- Carbon Neutral Plan implementation
- Resilient Asset Management Program implementation
- Property Plan (in development)

### 6.4 Assumptions

The following assumptions have been adopted in the development of the financial forecasts:

- The renewal budget requirement is currently based on previous AMP data and LTFP budgets.
- Operation and maintenance budget forecasts have been based on actual operation and maintenance costs for a four-year period adjusted to 2024-25 equivalent costs.
- No decommissioning of assets has been assumed.

### 6.5 Data confidence

Expenditure requirements for asset replacement and operational costs have been based on the best available data.

Asset replacement costs for buildings have been based on the previous 2020 AMP for the first five years of the planning period and average budget requirements for the last five years of the planning period. While the budget can be managed in the short term, it is accepted that new condition data and review of the buildings asset class during 2024-25 will result in an updated renewal plan.

The buildings asset register is currently being restructured prior to a condition audit in 2024-25. Data restructuring will include the separate identification of service assets such as large switchboards and solar panels and lifts that operate on a service life in a similar manner to plant and equipment assets. Smaller assets such as wall and floor finishes will be grouped together rather than being identified as individual assets.

The data confidence for this asset class is classified as “C – Uncertain” based on the IPWEA data confidence scale provided in Table 6.4.

Once each building is identified separately and assigned either one or several commissioned assets based on complexity, it is anticipated data confidence can be upgraded to “B – reliable” prior to the next asset management plan update.

Confidence level	Description
A – Highly reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$ .
B – Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, e.g. some of the data is

	old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$ .
C – Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data is available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated at $\pm 25\%$ .
D – Very uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$ .
E – Unknown	None or very little data held.

**Table 6.4 Data confidence**

## 7 Risk management

The objective of the risk management process is to ensure all significant asset management risks are identified and assessed. Following a risk assessment and consideration of both likelihood and consequence, risks identified as high or very high in the short to medium term are investigated. Strategies and treatments are implemented to mitigate or address unacceptable risks.

An assessment of risks in line with Council’s risk matrix (Figure 7.1) associated with the building asset class is detailed in Table 7.1.

Likelihood \ Consequence		Insignificant	Minor	Moderate	Major	Catastrophic
		1	2	3	4	5
Almost Certain	E	Medium	Medium	High	Extreme	Extreme
Likely	D	Low	Medium	High	High	Extreme
Possible	C	Low	Medium	Medium	High	High
Unlikely	B	Low	Low	Medium	Medium	High
Rare	A	Low	Low	Low	Medium	Medium

Figure 7.1 Risk matrix

Table 7.1 summarises the asset management risk register, which is reviewed and updated at minimum annually in line with our risk management procedures. The asset management risk register should be reviewed in line with the strategic and operational risk register.

<b>Building risk statement</b>	<b>Current controls</b>	<b>Residual risk rating</b>	<b>Further risk treatments/actions</b>	<b>Target risk rating</b>
Climate change affecting useful life of assets and ability for buildings to be refuges	<ul style="list-style-type: none"> <li>- Ongoing participation in the Resilient Asset Management Program (RAMP) with Resilient South Councils.</li> <li>- Coastal adaptation planning in place, including hazard identification and assessment.</li> <li>- Integrated IPWEA Practice Note 12.1 into asset project design &amp; planning processes.</li> <li>- Consideration of climate change risks in strategic and long-term planning.</li> </ul>	HIGH	<ul style="list-style-type: none"> <li>- Implement RAMP actions for all asset classes and across the asset lifecycle.</li> <li>- Complete coastal adaptation planning including data collation, risk assessments and community engagement.</li> </ul>	MEDIUM
Inconsistency caused by changes to Elected Members or Senior Leadership personnel	<ul style="list-style-type: none"> <li>- Alignment of asset management framework (AM Policy, Strategy and plans) including service levels and long-term financial plans.</li> <li>- Development of AM Steering Committee.</li> <li>- Regular asset management updates provided to Elected Members.</li> </ul>	MEDIUM	<ul style="list-style-type: none"> <li>- Improving asset management maturity aligned with AM Strategy improvement plan.</li> <li>- Keep Elected Members and Senior Leadership Committee, informed via the Asset Management Steering Committee. Identify training where required.</li> </ul>	MEDIUM
Insufficient budget to meet service levels for maintenance and renewal	<ul style="list-style-type: none"> <li>- Clear budget planning process, identifying any funding dependencies within planned/major upgrades.</li> <li>- Operational management plans for complex and high-risk sites.</li> <li>- 10-year financial planning and rolling 3-year capital works program.</li> <li>- Regular condition audits of assets.</li> <li>- Community service levels developed through ongoing feedback.</li> </ul>	MEDIUM	<ul style="list-style-type: none"> <li>- AM Strategy Improvement Program Action Number 8 and Improvement Action 4: Review operational LoS and update responsibilities, resourcing and planning to meet agreed LoS. Implement system to prioritise, assess and action requests in-line with operational LoS.</li> <li>- AM Strategy Improvement Program Action Number 4: Undertake cyclic data collection to continue to improve data quality for decision-making.</li> </ul>	MEDIUM
Lack of accuracy and consistency in asset management source data	<ul style="list-style-type: none"> <li>- Current asset information data levels through cyclic condition audits. See confidence levels.</li> <li>- Annual cyclic data collection schedule in place.</li> <li>- Ongoing improvements to data management guidelines.</li> <li>- Regular updates from routine maintenance spot checks/issue reporting.</li> </ul>	HIGH	<ul style="list-style-type: none"> <li>- Controls aligned to improvement plan (section 8) including 2024-25 building data collection.</li> <li>- AM Strategy Improvement Program Action Number 3: Establish the data management framework and guidelines for asset register to future-proof for predictive modelling.</li> <li>- AM Strategy Improvement Program Action Number 4: Undertake cyclic data collection to continue to improve data quality for decision-making.</li> </ul>	LOW

<b>Building risk statement</b>	<b>Current controls</b>	<b>Residual risk rating</b>	<b>Further risk treatments/actions</b>	<b>Target risk rating</b>
Lack of alignment between strategic property management and building renewal works	<ul style="list-style-type: none"> <li>- Planned condition audit 2024-25.</li> <li>- Planned service review 2024-25.</li> </ul>	HIGH	<ul style="list-style-type: none"> <li>- Complete condition audit.</li> <li>- Develop a strategic plan for property.</li> <li>- Strategic planning alignment for new and existing buildings.</li> <li>- Update AMP to reflect strategic direction for property.</li> </ul>	MEDIUM
Inconsistent / inaccurate property data	<ul style="list-style-type: none"> <li>- Existing data based on 2019 condition audit.</li> </ul>	MEDIUM	<ul style="list-style-type: none"> <li>- Property data collected and used as the base for property management system.</li> <li>- Periodic data cleansing/updating program.</li> </ul>	MEDIUM
Lack of compliance with legislative and Australian Standards requirements, including DDA compliance	<ul style="list-style-type: none"> <li>- DDA compliance program following audit of all key buildings.</li> <li>- Ongoing programs to complete related audit recommendations.</li> <li>- Other legislative compliance met, including inspections and testing.</li> </ul>	MEDIUM	<ul style="list-style-type: none"> <li>- Undertake a gap analysis for DDA compliance.</li> <li>- Use the 2024-25 data collection to identify improvement areas and include within renewal programs.</li> </ul>	MEDIUM
Lease buildings not suitably maintained	<ul style="list-style-type: none"> <li>- Established buildings maintenance program.</li> <li>- Regular site inspections give assurance that lease holders adequately maintain the facilities.</li> </ul>	MEDIUM	<ul style="list-style-type: none"> <li>- Undertake review of buildings maintenance program to ensure all properties are correctly listed and detailed.</li> <li>- Review and update lease templates as required.</li> </ul>	LOW
Risk of change in community service standards or expectations	<ul style="list-style-type: none"> <li>- Track service levels with Quality of Life Survey</li> <li>- Community feedback through customer requests records</li> <li>- Feedback through community engagement on strategies and plans</li> </ul>	MEDIUM	<ul style="list-style-type: none"> <li>- Improvement action 5 review of service levels</li> <li>- Improvement action 7 undertake strategic property review</li> </ul>	LOW

**Table 7.1 Risk assessment**



## 8 Improvement plan

The following tasks have been identified for improving building asset management practices and future versions of this plan.

Task No	Task	Responsibility	Resources required	Due for review
1	Undertake building condition assessment	Manager Building and Facilities	Existing	June 2025
2	Undertake annual safety inspection program.	Manager Building and Facilities	Existing	June 2025, ongoing
3	Establish a compliance register for DDA requirements within each building.	Manager Building and Facilities	Additional	June 2025
4	Establish Facilities Management Plans for complex, heritage-listed or high-risk sites.	Manager Building and Facilities	Additional	June 2028
5	Review the levels of service, incorporate into renewal planning and define asset hierarchy service levels aligned to core business.	Manager Building and Facilities	Existing	December 2025
6	Implement defined maintenance and capital replacement responsibilities in lease agreements that align with building hierarchy service standards.	Manager Building and Facilities	Existing	June 2026
7	Undertake a strategic property review development of Council's Property Plan.	Manager Building and Facilities	Additional	June 2026
8	Update Buildings Asset Management Plan based on: <ul style="list-style-type: none"> <li>- new condition data</li> <li>- service level review</li> <li>- strategic property review</li> <li>- lease agreement review</li> </ul>	Manager Building and Facilities	Existing	June 2026

**Table 8.1 Improvement plan**

# Attachment 3

# Draft Open Space Asset Management Plan

2024



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## Executive summary

The City of Holdfast Bay owns and maintains approximately 6000 open space assets worth over \$76 million. These assets provide a large range of services in these spaces for sport, recreation and leisure activities, contributing to the health and wellbeing of our residents and visitors.

The objective of asset management is to ensure the City of Holdfast Bay’s assets are managed in the most cost-effective and sustainable way, so we can continue to deliver valuable services for our community now and into the future.

To ensure our assets are providing the appropriate service to the community, levels of service are tracked each year. These levels of service are defined under quality, function, capacity and climate.

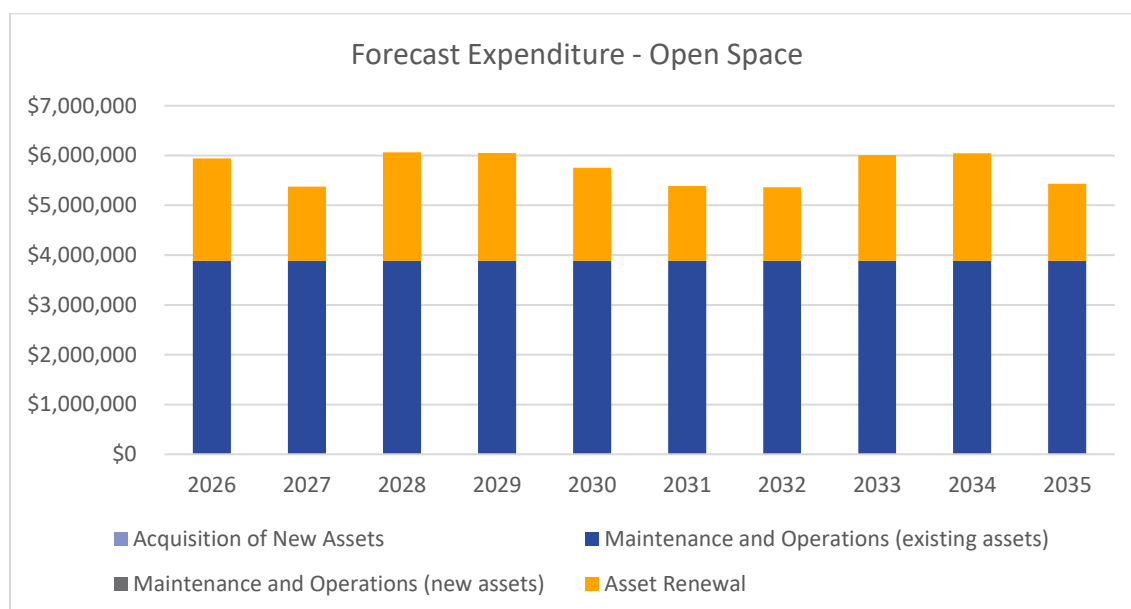
Asset lifecycle planning outlines how Council plans to manage open space assets in an optimised cost-effective manner while ensuring delivery of the agreed service levels. The lifecycle of assets can be defined in four stages, including:

- Creation/acquisition (planning, design, procurement, construction)
- Operations and maintenance (operate, maintain, monitor)
- Capital renewal/replacement
- Decommission/disposal

The physical condition of our assets is a level of service indicator to ensure we are appropriately investing in assets. The targets for condition are overall average condition better than 3.0 (fair) and the percentage of assets in fair to very good condition above 90%. The current condition levels are:

- Average condition: 2.2 (good)
- Fair to very good percentage: 97%

The expenditure forecast for all four stages of the asset lifecycle is summarised below.



Council is committed to continuously improving the quality and maturity of its asset management practices. The open space improvement program has been developed as a roadmap for these improvements in conjunction with the Asset Management Strategy.



# 1 Introduction

## 1.1 Purpose

Open space is land commonly open to public access and provided for community and recreation activity. These are areas such as parks, sportsgrounds, natural areas, greenways, public plazas, the beach, foreshore and other land freely available for community activity.

City of Holdfast Bay owns and maintains open space assets to provide a large range of services in these spaces for physical activity and leisure activities, contributing to the health and wellbeing of our residents and visitors. These areas enhance the liveability and economic vitality of our council area while encouraging biodiversity and resilience to climate change.

The strategic direction for the overall management of open space is detailed in several documents including Council's Strategic Plan (Our Holdfast 2050+) and Open Space and Public Realm Strategy 2018-2030. The Plan addresses how we manage our open space infrastructure assets.

Assets covered in this plan include:

- Artwork, including monuments and plaques
- Electrical and lighting, including switchboards and public lighting
- Fencing and walls
- Fittings and fitouts, including seating, shelters, barbecues, CCTV, shade sails
- Marine assets including sand groynes and a jetty
- Other structures such as boardwalks, decked areas, ramps and stairs
- Playground equipment, exercise equipment softfall
- Signs
- Sporting structures and court surfaces such as tennis and basketball courts
- Waste assets such as bins and dog bag dispensers
- Water assets such as drinking fountains, showers and irrigation

The plan aims to demonstrate proactive management of assets in compliance with regulatory requirements to sustainably meet present and future community needs through:

- Aligning with industry best practice for asset management ISO 55000:2014 without seeking accreditation as an ISO document or process.
- Aligning delivery of asset management activities with organisational goals and objectives.
- Creating transparency and accountability through all aspects of asset management.
- Meeting the agreed Levels of Service in the most cost-effective way through creation, acquisition, maintenance, operation, rehabilitation, and disposal of assets.

## 1.2 Strategic context

In accordance with the Local Government Act 1999 (the Act) and the Strategic Plan (Our Holdfast 2050+), Council provides a range of community services to the local community and visitors.

Assets are the foundation stones of the Council, and management of assets is essential to achieve our Council's vision of:

*"Protecting our heritage and beautiful coast, while creating a welcoming and healthy place for all in South Australia's most sustainable city."*

The plan is developed and implemented in conjunction with the following plans, strategies and policies:

- Strategic Plan (Our Holdfast 2050+)
- Corporate Plan (Four-year delivery plan)
- Long Term Financial Plan (LTFP)
- Asset Management Policy
- Asset Management Strategy
- Asset management plans (AMPs)
- Open Space and Public Realm Strategy 2018–2030
- Playspace Action Plan 2019–29
- Coastal Adaptation Planning
- Carbon Neutral Plan

Council’s planning framework (draft) is outlined in Figure 1.1.

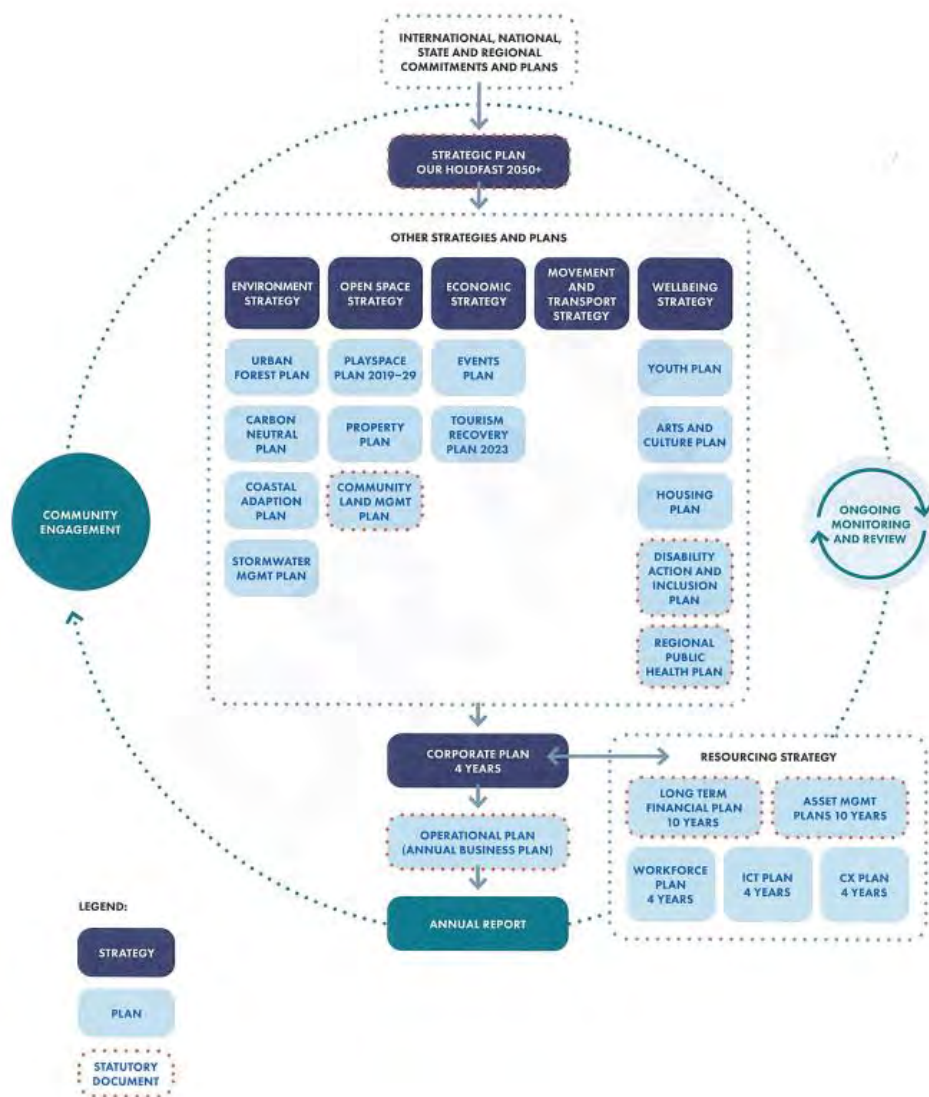


Figure 1.1 Planning framework (draft)

## 1.3 Stakeholders

Key stakeholders responsible for asset management and end users of open space assets are provided below.

Key stakeholders	Role in Asset Management Plan
Residents / community	<p>End users of the services provided directly and indirectly by the assets.</p> <p>Provide feedback collected throughout the year, including the annual satisfaction survey.</p>
Elected Members	<p>Act as custodians of community assets.</p> <p>Set asset management policy and vision.</p> <p>Allocate resources to meet council objectives in providing services while managing risks.</p>
Audit Committee	<p>Reviews, and makes recommendations and observations to Council on the financial outcomes of the asset management plans.</p>
Chief Executive Officer and Senior Leadership Team	<p>Provide leadership and strategic direction.</p> <p>Review Asset Management Policy and Asset Management Strategy.</p> <p>Ensure community needs and agreed service levels are incorporated into asset management planning and the LTFP.</p> <p>Ensure councillors and staff are provided with training in financial and asset management practices.</p> <p>Ensure accurate and reliable information is presented to Council.</p> <p>Ensure appropriate delegations and approval processes are followed.</p>
Manager Engineering	<p>Manages development, implementation and review of asset management plans, the Asset Management Policy and Asset Management Strategy.</p> <p>Responsible for advancing asset management within the organisation.</p>
Asset Management Lead	<p>Prepares asset management plans.</p> <p>Manages the asset register and spatial systems.</p> <p>Coordinates data collection.</p> <p>Coordinates annual renewal budget planning.</p> <p>Delivery of asset management improvement programs.</p> <p>Provides technical asset management expertise to the organisation.</p>
Senior Project Manager	<p>Coordinates Council's capital works program.</p>
Public Realm Urban Design	<p>Develops Open Space and Public Realm Strategy and Playspace Action Plan</p>
Field Services	<p>Ensures the maintenance and works programs are achieving service standards.</p>

**Table 1.1 Stakeholder responsibilities**



## 1.4 Asset management framework

The Asset Management Strategy aims to align the delivery of asset management activities with the organisation’s goals and objectives; this process is known as the “line of sight” with asset management.

The asset management framework consists of the three key asset management documents - the Asset Management Policy, Asset Management Strategy and asset management plans. These documents create transparency and accountability through all aspects of asset management to ensure all stakeholders understand their roles and responsibilities.

The Council’s asset management system is outlined in Figure 1.2. The asset management system is the end-to-end process of asset management within Council. The asset management framework connects Council’s strategic vision and goals to the on-the-ground delivery of our services.

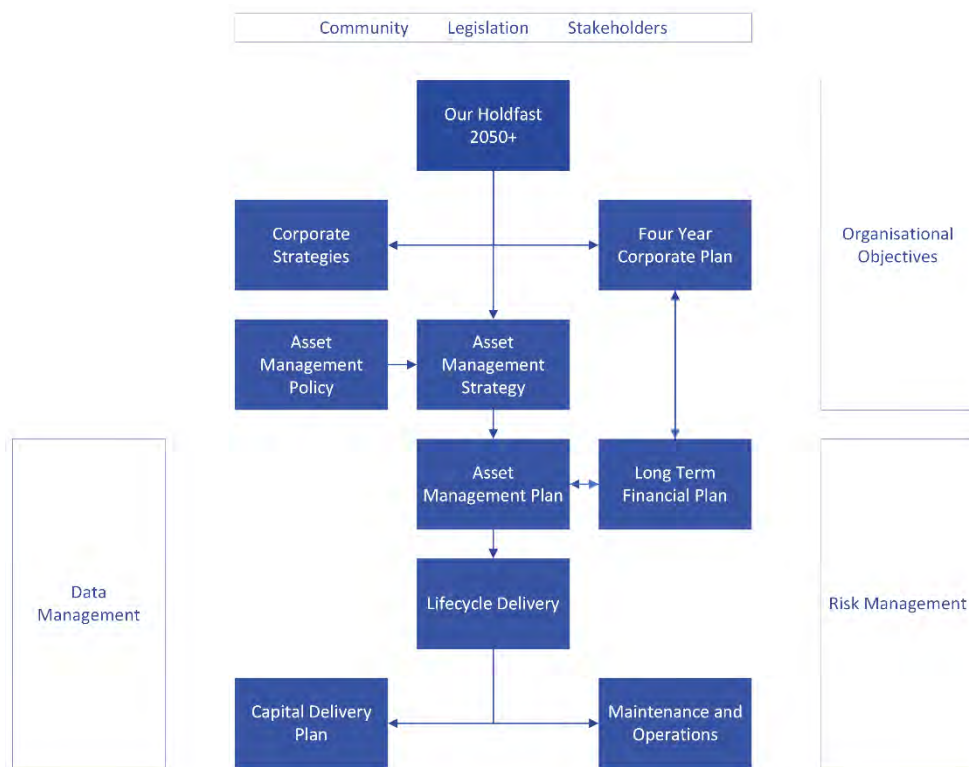


Figure 1.2 Asset management system

## 2 Asset class information

Council's open space asset class includes approximately 6,000 assets and is defined into 11 categories and further into subcategories as summarised in Table 2.1.

Category	Typical assets	Number of assets
Artwork	Art, monument, plaque	478
Electrical and lighting	Lighting, electrical distribution boards, other electrical assets	864
Fencing and walls	Fences, walls, balustrades, bollards, gates	1,033
Fittings and fitouts	Arbors, barbecues, flag poles, planting structures, pathways, base pads, CCTV, seating, shelters	1,521
Marine	Sand groynes, jetty	19
Other structures	Boardwalk, decked area, paved area, ramp, stairs	192
Playground	Playground equipment, edging, softfall	279
Signs	Signs	627
Sporting	Sporting structures and surfaces	296
Waste	Bins, dog bag dispensers, cigarette butt disposal	390
Water	Drinking fountains, fire hydrants, irrigation, showers, other	294
<b>Total</b>		<b>5,993</b>

Table 2.1 Open space assets

Previously, the open space asset class was separated into two sub-classes for open space and coastal assets. In 2023 it was determined to consolidate the open space and coastal asset classes into a single asset class for open space.

Both previous sub-classes included pathway assets not associated with road corridors. This resulted in path assets across the transport, open space and coastal asset classes. In 2023 the path assets were consolidated into the transport asset class.

The open space asset register does not include natural assets such as trees and plants.

### 2.1 Open Space Hierarchy

The Open Space and Public Realm Strategy uses a consolidated categorisation and hierarchy. This hierarchy is consistent with community facility planning, play space planning and other purposes, and will enable greater alignment. The open space hierarchy has four levels:

- State/Regional
- District
- Neighbourhood

- Local

It provides a link with the Public Realm Style Guide which describes the materials and techniques relating to physical design and construction. The hierarchy is used to indicate the significance of a given open space based on open space type, user catchment area, and primary nature of use. Other factors used to order the consideration of open space are character, size, location, management, and maintenance treatments.

The hierarchy enables coordinated development of open space and public realm projects, in line with community expectations. By linking to Council's planning framework (Figure 1.1) and the asset management plan, works will be delivered in a well-planned manner, with the aim to achieve a high level of community satisfaction of our open spaces and places.

The categorisation guide and full hierarchy can be found in the Open Space and Public Realm Strategy.

### 3 Levels of Service

The International Infrastructure Management Manual (IIMM) describes Levels of Service (LoS) as “defined service quality for an activity or service area against which service performance may be measured”.

City of Holdfast Bay has defined Levels of Service for open space assets for both:

- Community Levels of Service – community perception of service
- Technical Levels of Service – technical indicators of performance

The defined Levels of Service are designed to support continued performance and function of the open space assets to a reasonable standard, where maintenance and servicing are compliant with legislative requirements and manufacturing specifications. They are intended to ensure the open space assets and associated budgets are appropriate to meet the service levels.

Community and technical Levels of Service are used as performance indicators.

Detailed operational Levels of Service for individual business processes are defined within the department’s operational plans. Requirements are identified in the improvement actions section.

#### 3.1 Community Levels of Service

Council receives feedback from a variety of sources including:

- Community enquiries and requests
- Community Strategy consultation
- Consultation from strategies such as Open Space Strategy and Playspace Action Plan
- Annual Business Plan consultation
- Project feedback
- Development of AMPs
- Quality of Life Report
- Customer satisfaction surveys

This feedback is built into all areas of the Plan, and we seek to measure our performance against community expectation through our service level links to customer request records and the Quality of Life Report 2023.

Performance measure	Objective	Performance measure	Key performance indicator	2024 performance
Quality	Providing and maintaining open space and reserves	Quality of Life Survey score	Greater than 7.5	8.4
Quality	Providing and maintaining sporting facilities	Quality of Life Survey score	Greater than 7.5	8.3
Quality	Providing and maintaining playgrounds	Quality of Life Survey score	Greater than 7.5	8.4
Quality	Maintaining beaches and coastal areas	Quality of Life Survey score	Greater than 7.5	8.1
Function	Providing services and programs that encourage a healthy and	Quality of Life Survey score	Greater than 7.5	8.1

Performance measure	Objective	Performance measure	Key performance indicator	2024 performance
	active lifestyle			
Safety	Parks and reserves are well laid out and allow me to keep an eye on my children/my surrounds	Quality of Life Survey score	Greater than 7.5	8.3
Safety	There is plenty of lighting along paths and in parks in the City of Holdfast Bay	Quality of Life Survey score	Greater than 7.5	7.0

Table 3.1 Community Levels of Service

### 3.2 Technical Levels of Service

Performance measure	Objective	Performance measure	Key performance indicator	2024 performance
Quality (condition)	Physical condition of open space assets is within agreed service level condition	Condition of open space assets	Average condition less than 3.0	2.2
Quality (condition)	Physical condition of open space assets is within agreed service level condition	Condition of open space assets	Percentage of poor or very poor (PVP) assets below 10%	3.1%
Quality (renewal)	Sustainably managing the renewal of assets	Asset renewal ratio (Renewal expenditure over forecast budget).	90% - 110%	59% (2021-2023)
Quality (responsiveness)	Open space assets are functioning and maintained within determined response times	Time taken to respond to requests	Meet response times for priority 4 and 5 requests (90%)	TBC
Capacity	Assets have the capacity to meet community demand	Parks and reserves are within in 400m of each property	Above 90%	95%
Function (Safety)	Playgrounds are safe and free of hazards	Monthly and annual playground inspections	Inspections completed and actions managed within timeframes	Yes
Functionality (accessibility)	Open spaces are accessible to all.	Accessibility is improved through renewal and capital works	Increased accessibility compliance of open space assets	Yes
Climate (mitigation)	Reduce and eliminate emissions to reach 2030 carbon-neutral target	Emissions reduction from previous year	Evidence-based reduction	TBC
Climate (adaptation)	Reduction of asset management climate risk to Council	Consider climate risk in infrastructure decision-making	Progress the RAMP and implementation of actions	Yes

Table 3.2 Technical Levels of Service

All community and technical Levels of Service have been achieved with the following exceptions:

Service level	Response action
Quality – There is plenty of lighting along paths and in parks in the City of Holdfast Bay: 7.0 (target 7.5)	Review of the Public Lighting Policy and development of the Public Lighting Framework has addressed service levels of lighting in reserves. The need for lighting is determined by the open space hierarchy and criteria in the Public Lighting Framework.
Quality (renewal) – asset renewal ratio: 59% (target 90%-110%)	Due to the high-quality condition of open space assets, the dedicated renewal budget (2021-2023) was not required for renewal. Significant investment has been made in new, and upgrades of, open space assets in this time. The forward 10-year renewal program has been developed using up-to-date condition data from 2022-23.

Table 3.3 Response actions

Levels of Service with 2024 performance labelled TBC (to be confirmed) do not currently have a baseline indicator. These are to be measured and reported on going forward.

### 3.3 Legislation and relevant Acts

Under the *Local Government Act 1999* (the Act), Council is required to develop and adopt an infrastructure and asset management plan covering a period of at least 10 years.

Council is additionally required to adopt a long term financial plan (LTFP) for a period of at least 10 years. There is a direct link between the development and implementation of these two plans, with the LTFP updated to reflect forecast expenditure as detailed in the AMPs.

Council considers the following legislative framework in the management of its open space assets.

Legislation	Requirements
<i>Aboriginal Heritage Act 1988</i>	An Act to provide for the protection and preservation of Aboriginal heritage; to repeal the Aboriginal and Historic Relics Preservation Act 1965 and the Aboriginal Heritage Act 1979; and for other purposes.
Australian Accounting Standards	Standards applied in preparing financial statements, relating to the valuation, revaluation, and depreciation of assets.
<i>Climate Change and Greenhouse Emissions Reduction Act 2007</i>	An Act to provide for measures to address climate change with a view to assisting to achieve a sustainable future.
<i>Disability Discrimination Act 2018</i> and other relevant disability legislation	To eliminate, as much as possible, discrimination against persons on the grounds of disability. Sets the standard for accessibility.
<i>Electricity Act 1996</i> and <i>Electricity (General) Regulations 2012</i>	An Act to regulate the electricity supply industry; to make provision for safety and technical standards for electrical installations; and for other purposes.
<i>Environment Protection Act 1993</i>	Responsibility not to cause environmental harm (e.g. noise pollution, contamination of water).
<i>Local Government Act 1999</i>	Sets out the role, purpose, responsibilities and powers of local governments, including preparation of an LTFP supported by asset management plans for sustainable service delivery.

<b>Legislation</b>	<b>Requirements</b>
<i>Local Government (Financial Management and Rating) Amendment Act 2005</i>	Impetus for the development of a strategic management plan, comprising an asset management plan and an LTFP.
<i>Landscape South Australia Act 2019</i>	An Act to promote sustainable and integrated management of the State's landscapes, to make provision for the protection of the State's natural resources, and for other purposes.
<i>Native Title Act (South Australia) 1994</i>	Consideration should be undertaken in the provision, development, and management of open space.
<i>SA Public Health Act 2011</i>	An Act to promote and provide for the protection of the health of the public of South Australia and to reduce the incidence of preventable illness, injury, and disability; and for other purposes.
<i>Work Health and Safety Act 2012</i>	An Act to provide for the health, safety, and welfare of persons at work; and for other purposes.

**Table 3.4 Legislative requirements**

## 4 Demand forecast

A community's demand for services may change over time depending on factors including environmental, technological and capacity requirements. Council may need to make changes to manage future demand for services.

Demand Driver	Current position	Demand forecast	Demand impact	Demand management	Impact on assets
Population and housing density increases	Total estimated population 37,543 (2021), 51% of dwellings are medium to high density.	Planned to accommodate for 40,000 in Holdfast Bay by 2031.	Expected pressure for higher density development.  A growing population will lead to a gradual loss of private greenspace. This will place more demand on public open space, requiring innovative new responses.  Increasing demand on places for recreation activities.	The Open Space and Public Realm Strategy 2018–2030 identifies:  <ul style="list-style-type: none"> <li>- Key project opportunities;</li> <li>- Opportunities for improved use of open space, corridors and streets; and,</li> <li>- Challenges in future years.</li> </ul> Potential requirements for new open space or multi-function use of existing spaces.	Increased maintenance requirements.  Renewals to consider changes to usage and function leading to increased costs.
Ageing population	Median age is 48 years	Growth in ageing population	Increased demand for accessibility in open space.	Ongoing review of suitability of assets to meet the needs of the community.  Development of the Wellbeing Strategy to inform the role of open space to make our community happy, healthy and connected.  Alignment of actions in the Disability Access and Inclusion Plan.	Early renewal/upgrade of assets to meet compliance or functionality requirements.  Higher costs associated with upgrades to existing assets to meet community demand and accessibility requirements.
Legislative requirements	Increasing requirement for Disability Discrimination	Higher standards of safety and improved open space assets.	Higher Level of Service may impact on the amount of maintenance and renewal that can be undertaken within	Disability Action and Inclusion Plan 2020-2024 defines actions for access to services including open space.	Requirement to redesign networks and some specific assets to meet legislative



Demand Driver	Current position	Demand forecast	Demand impact	Demand management	Impact on assets
	Act (DDA) compliance on open space assets (e.g. playground equipment)		allocated budgets.	assets.	requirements.
Environmental sustainability (climate mitigation)	Council and the community are increasingly aware of our impact on the environment and Council's role in environmental sustainability.	Council is committed to pursuing, supporting, and creating an environment that will sustain current and future generations. This goal is shared by our community and is a primary objective of most governments across the world.	Requirement to use fewer, recycled and renewable resources that can contribute to the development of a circular economy and reduce Council's carbon footprint.  Greater environmental sustainability requirements placed on the construction industry.	Implement actions from the Environment Strategy 2020-25, Climate Governance Risk Assessment and Carbon Neutral Plan.	Higher costs associated with material supply and construction methods that are environmentally sustainable.  Changeover to LED lighting.
Climate change (climate adaptation)	Increase in severe weather events including droughts, extreme heat events, storms, storm surges, high tides, and sea level rise.	Increasing number of hot weather days and events.  Increase in intensity of rain events.  Sea level rise is accelerating.  Increased evapotranspiration.	Assets not reaching their expected useful lives due to lack of consideration of climate change.  Increasing management and maintenance demand associated with climate change adaptation.	The Open Space and Public Realm Strategy 2018–2030 supports the environment by addressing the issues of climate change adaptation, biodiversity and water sensitive urban design (WSUD).  Resilient Asset Management Program assessing resilience and suitability of assets under changing climate conditions.  Coastal Adaptation Planning.	Higher costs associated with designing, constructing, maintaining and operating climate-resilient assets.  Increase cooling and shading in open spaces through WSUD, trees and biodiversity, improved irrigation systems, access to drinking fountains and shade structures.

**Table 4.1 Demand factors**

## 5 Lifecycle planning

Asset lifecycle planning outlines how Council plans to manage open space assets in an optimised cost-effective manner while ensuring delivery of agreed service levels. The lifecycle of assets can be defined in four stages, including:

- Creation/acquisition (planning, design, procurement, construction)
- Operations and maintenance (operate, maintain, monitor)
- Capital renewal/replacement
- Decommission/disposal

Each of these stages are further detailed in this lifecycle planning section.

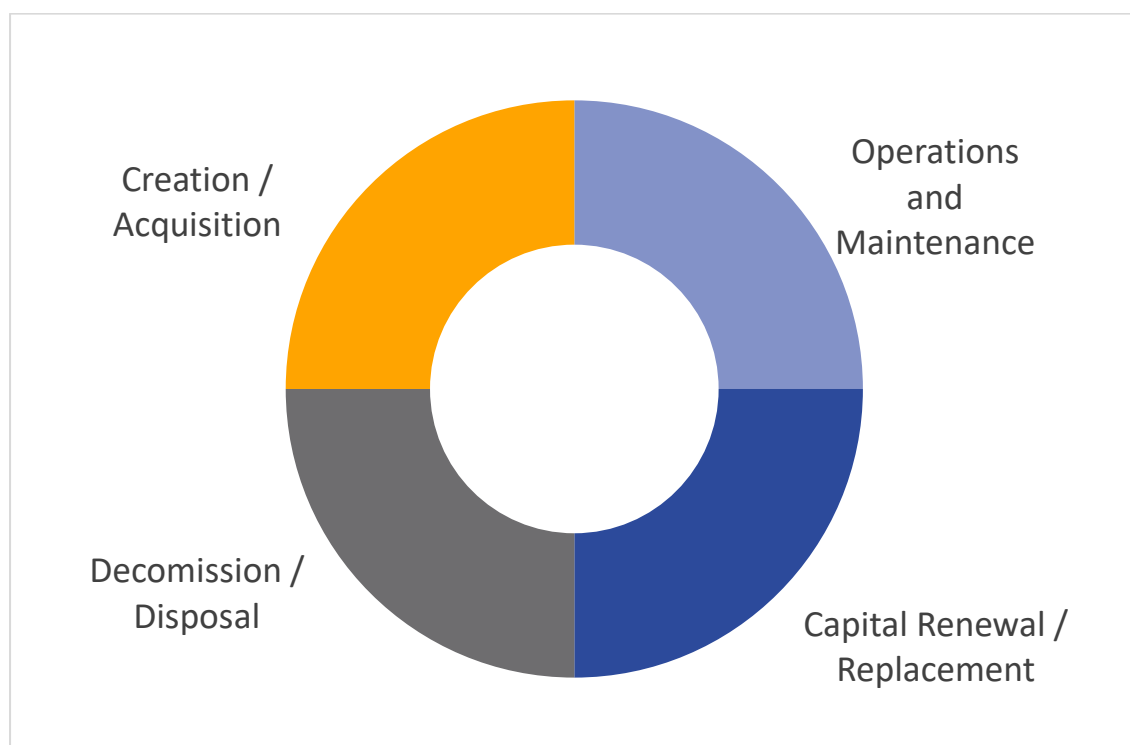


Figure 5.1 Asset lifecycle

Open space assets are managed to provide services and are maintained and replaced based on defined services levels, community expectations, condition, usage, and amenity.

Planning for the replacement or acquisition of open space assets requires consideration of multiple criteria and often master planning of a location involving multiple asset classes.

### 5.1 Asset life

Throughout the asset lifecycle, assets are inspected, condition-rated and revalued on a periodic basis. Asset condition and expected useful life are used to estimate the remaining life of each asset.

Open Space assets are managed financially using a straight-line depreciation method whereby an asset has a baseline current replacement cost that is depreciated over time using an assigned expected useful life for each type of asset.

Assets may be renewed or replaced based on several factors including condition, amenity, capacity, function and increasing requirement for asset maintenance and repair as assets age. The service life of an asset may therefore differ from the design life or the useful life. During an asset's service life, maintenance and repair work will be required to maintain the service level provided by the asset.

A summary of expected useful lives of open space assets is provided in Table 5.1.

Open space category	Subcategory	Expected useful life (years)
Artwork	Art	Varied
	Monuments	
	Plaques	
Electrical and lighting	Distribution boards	25 to 80
	Electrical other	25 to 50
	Lighting	25 to 30
Fencing and walls	Balustrades	20 to 40
	Bollards	40
	Fences	20 to 40
	Gates	25 to 40
	Walls	30 to 60
Fittings and fitouts	Arbors, barbecues, bike rails, cages	20 to 40
	Base pads, flagpoles	40
	Planting structures	30 to 50
	Seating	20 to 25
	Shelters	10 to 30
	CCTV	10
Marine	Sand groynes	20
	Jetty	100
Other structures	Boardwalks, ramps, stairs	40
	Decked areas, paved areas	20 to 80
Playground	Playground edging	20 to 40
	Playground equipment	15 to 40
	Softfall	5 to 20
Signs	Signs	5 to 20
	Concrete signs, Pylon for sign	40 to 50
Sporting	Sporting structures	15 to 35
	Sporting surface, base	7 to 100

Open space category	Subcategory	Expected useful life (years)
Waste	Waste	10 to 15
Water	Water assets	10 to 60
	Irrigation	20 to 60
	Backflow prevention	8

Table 5.1 Useful lives

## 5.2 Asset condition

Council is responsible for maintaining open space assets in the appropriate condition for the defined level of service (section 3). This is achieved through the following works:

- Regular inspection of open space assets, in particular playground assets, to ensure safety requirements are met.
- Periodic open space asset condition audits.
- Development of a forward works program for capital renewal works and maintenance activities.
- Undertaking capital renewal works of open space assets using Council's style guide to ensure the provision of consistent and aesthetically appealing assets.

During the service life of an open space asset, it should be maintained and inspected regularly to ensure the asset remains safe for use and fit for purpose and to ensure the service life is achieved.

The condition scoring criteria adopted for open space asset audits is based on the IPWEA condition rating guidelines and is summarised in Table 5.2.

Condition grade	Condition	Description	Consumption score for condition (%)
0	New		0
1	Very good	Sound physical condition, no work required.	5
2	Good	Acceptable physical condition, minimal risk of failure but potential for deterioration, only minor work required (if any).	27.5
3	Fair	Significant deterioration evident, failure unlikely in near future however further deterioration likely. Renewal likely to be required in the medium term – 5 to 10 years.	55
4	Poor	Failure likely in short term. Renewal likely to be required in the short term – 2 to 5 years.	72.5
5	Very Poor	Failed or failure imminent/safety risk. Refurbishment, replacement or removal required as a priority.	95

**Table 5.2 Condition score criteria**

An open space asset condition assessment was completed in 2023. Condition audits are undertaken on a periodic basis to understand the condition of assets and to estimate the expected remaining life of each asset to enable the development of asset renewal plans.

The condition inspection was limited to a visual inspection of all assets. Further specialised structural, mechanical or electrical inspections were not undertaken.

A summary of the condition of open space assets is provided in Table 5.3.

<b>Asset Category</b>	<b>Number of assets</b>	<b>Average condition rating</b>	<b>Percentage below condition 3</b>
Artwork	478	1.5	1.3%
Electrical and lighting	864	2.3	0.8%
Fencing and walls	1033	2.5	6.4%
Fittings and fitouts	1521	2.3	2.1%
Marine	19	3.0	47.4%
Other structures	192	2.3	5.7%
Playgrounds	279	2.2	3.2%
Signs	627	2.2	3.3%
Sporting	296	2.3	6.8%
Waste	390	2.1	0.8%
Water	294	2.0	0%
<b>Total</b>	<b>5993</b>	<b>2.2</b>	<b>3.1%</b>

**Table 5.3 Condition ratings**

Only 3.1% of assets are in a condition 4 (poor) or 5 (very poor), indicating there is minimal condition-based renewal required in the short term. There is approximately 25% of assets in condition 3 (fair), which will be approaching a poor condition and likely to require renewal in the medium term.

The high percentage of marine assets in poor condition includes the nine sand groyne assets along the foreshore. These have been included in the 2025-26 renewal plan.

## Open Space Condition

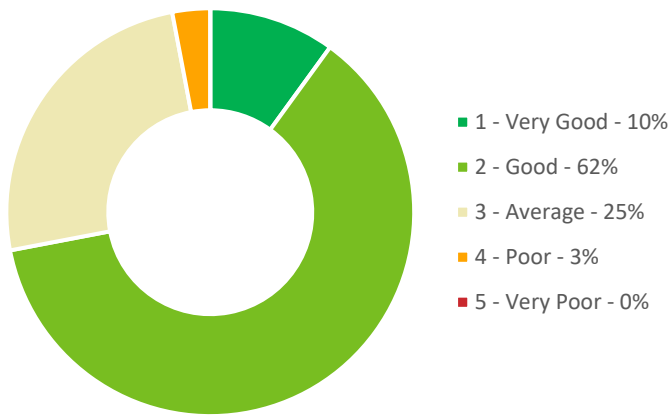


Figure 5.2 Open space condition profile

### 5.3 Historical expenditure

Historical expenditure for 2019-20 to 2022-23 for operation, maintenance, new assets and renewal of existing assets for the open space asset class is summarised in Figure 5.3. The actual expenditures for each year have been indexed by the local government price index (LGPI) to create 2024-25 equivalent expenditures.

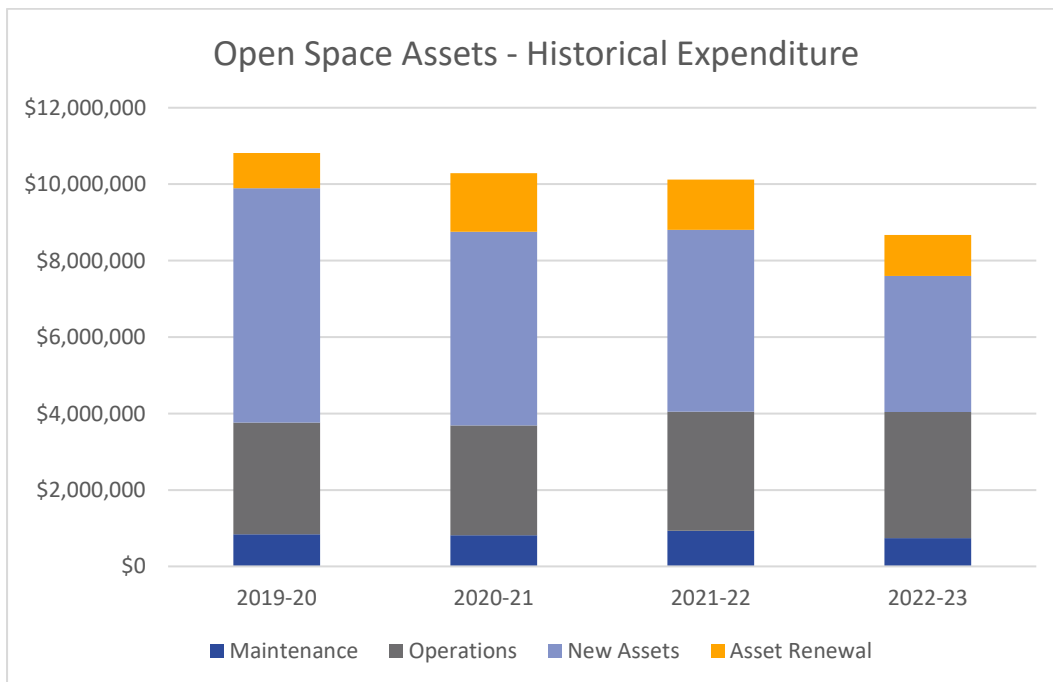


Figure 5.3 Historical expenditure

## 5.4 Operation and Maintenance Plan

Operations include regular activities and costs required to provide services. Operational costs associated with open space assets include cleaning and maintenance of equipment, irrigation and mowing of reserve areas, removal of graffiti and maintenance of electrical assets.

Maintenance of open space assets includes the activities required to keep the assets in a serviceable condition during their service life. Maintenance activities can be defined as either planned or reactive maintenance.

Assessment and planning of both reactive maintenance and planned maintenance is undertaken by council personnel who use judgment to minimise interruption to operations and service delivery.

Playground assets are inspected regularly by council personnel and an annual playground safety audit is undertaken to ensure the equipment is safe to use. Repair and replacement works are undertaken as required. Water backflow prevention devices are tested annually and repaired or replaced as required.

The operations and maintenance costs of Council's open space assets are forecast to trend in line with the previous four years of costs as the number of assets and the services provided have not changed and are not expected to change substantially. Annual amounts of \$3,052,802 for operations and \$832,225 for maintenance have been adopted based on the average of the previous four years.

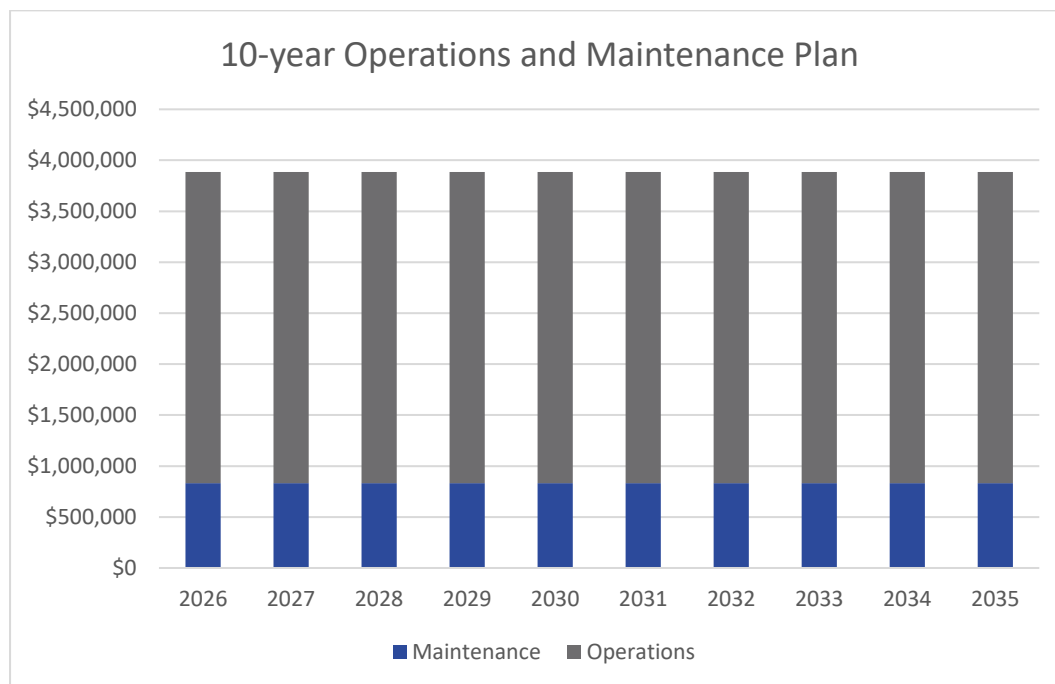


Figure 5.4 Operations and Maintenance Plan

## 5.5 Renewal Plan

Renewal is capital work which restores, rehabilitates, replaces, or renews an existing asset to its original service potential.

Renewal of open space assets is generally aligned to asset condition, however assets are also replaced or upgraded to align with works in the same location, master planning or strategic outcomes to provide an improved level of service.

Asset renewal is undertaken to ensure continuity of service provision for the community. The open space renewal plan has been developed for each asset category on the following basis:

- Asset condition data has been used to develop annual budget requirements to maintain asset category condition within agreed service level condition.
- For each asset, the remaining life or forecast renewal data has been calculated using the asset condition data, the defined condition at end of life and the standard useful life of the asset.
- DDA compliance requirements for bus shelters and kerb ramps is considered and incorporated into renewal plans to improve the DDA compliance over the 10-year period.
- Resourcing considerations for council were considered with asset condition to distribute the program over the 10-year period.
- The renewal ratio of average annual renewal to annual depreciation was also considered in the development of the renewal plan.

The open space renewal program outlined is developed based on condition data from the 2022-23 condition audit and standard useful lives of assets. Adjustments to the forecast renewal years of assets align with the replacement of grouped assets and where renewal requirements provide efficiency and ensure continuity of service provision. Replacement costs have been estimated using the 2023 revaluation. Additional project costs have been included where known to ensure sufficient budget is available for modern standard equivalent replacement to all compliance and service standards.

The playground replacement program has been identified as a program where the modern standard equivalent replacement far exceeds the base renewal cost. This is due to a number of factors including compliance requirements, safety requirements, natural assets and landscaping, materiality to maximise whole-of-life cost and service requirements for the appropriate playground demographics. This also includes providing shading and drink fountain facilities as well as accessible pathways, seating, and play equipment where possible. Additional funding has been included in the renewal program to facilitate service levels for playground renewal.

In Figure 5.5, “Other” includes asset categories Other structures, Signs, Waste, Fences and walls, and Fittings and fitouts. For complete values, see Table 6.3.



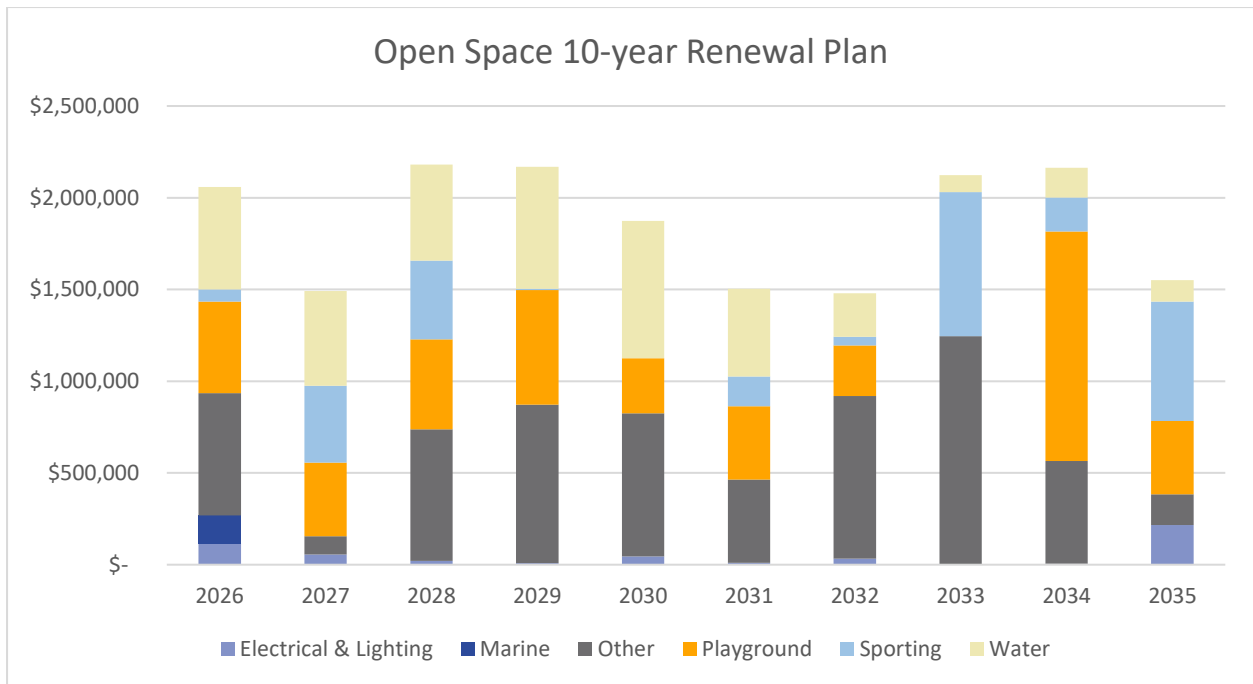


Figure 5.5 10-year renewal plan

## 5.6 Acquisition Plan (new capital)

Acquisitions are new assets that did not previously exist or works resulting in significant upgrade of the asset and an increased capacity to deliver a service. The requirement for an acquisition may result from growth, changed demand, or social or environmental needs. Assets may also be donated to Council.

Acquisition works result in additional future operations and maintenance costs.

Acquisition of new assets is often based on community expectations and strategies to change a service offering in a specific location.

Council is currently undertaking and planning upgrade and acquisition works at the following sites:

- Transforming Jetty Road
- Former Buffalo site improvements
- Brighton Beachfront Holiday Park
- Kingston Park Coastal Reserve

The Transforming Jetty Road project is a large project that will result in primarily transport assets, including road, footpath, and kerb assets. There will also be the creation of new open space assets via the streetscape and public realm improvements.

The former Buffalo site is being redeveloped during the 2024-25 financial year and will not require funding during the 10-year period of this plan.

The Brighton Beachfront Holiday Park redevelopment is being undertaken over several years inclusive of the creation of transport, building and open space assets. Works still to be undertaken include replacement and development of cabins and internal roads.

Open space new capital projects are funded through the annual business plan new initiative process.

The coastal seawalls (rock walls) are excluded from Council's asset register. Ownership and responsibilities for maintenance and renewal are not defined across the South Australian metropolitan coastline for these assets. Conversations are ongoing between the two levels of government to define the future governance responsibilities for these assets. There are no future planned acquisitions for coastal seawalls in this plan.

## **5.7 Disposal Plan**

Disposal of assets refers to activities associated with disposing of a decommissioned asset including sale, demolition, or relocation. Council's Disposal of Assets Policy outlines this process.

Council has a 60-year lease on the Glenelg Jetty with the State Government that will conclude in 2029. In 2029 the lease will either be renewed or the asset will be handed back to the State Government and removed from Council's asset register.

Council has no planned upcoming disposals for open space assets and currently there is no funding requirement for open space asset disposals.

## 6 Financial summary

The financial requirements for the open space asset class are outlined in this section.

### 6.1 Asset valuation

Asset values are projected to increase as additional assets are added through capital works. Unit rates are also expected to increase over time as the construction costs for infrastructure increases.

Additional assets will generally increase the requirement for maintenance and operations as well as future renewal.

Valuations are undertaken for each asset class in alignment with Australian Accounting Standard AASB13 Fair Value, and are generally undertaken at least every five years.

The open space asset class revaluation was undertaken as of 30 June 2023 based on open space asset data reviewed and updated to improve data quality prior to the 2022-23 open space condition assessments.

All open space assets were assigned an asset type, asset dimension and unit rates to develop an overall current replacement cost as of 30 June 2023.

Accumulated depreciation and carrying values of assets were calculated based on condition data collected during the audit and standard useful lives assigned to asset types.

The valuation of the open space asset class as of 2024 is summarised in Table 6.1

Asset category	Current asset cost	Accumulated depreciation	Carrying value	Number of in-use assets
Artwork	\$3,063,000	\$1,113,149	\$1,949,851	478
Electrical and lighting	\$11,000,425	\$5,112,725	\$5,887,700	864
Fences and walls	\$15,852,406	\$6,233,539	\$9,618,867	1,033
Fittings and fitouts	\$10,131,601	\$3,781,999	\$6,349,602	1521
Marine	\$6,635,000	\$3,617,821	\$3,017,179	19
Other structures	\$6,353,817	\$2,271,493	\$4,082,324	192
Playground	\$4,568,414	\$1,673,092	\$2,895,322	279
Signs	\$1,453,500	\$502,513	\$950,987	627
Sporting	\$10,338,186	\$3,759,186	\$6,579,000	296
Waste	\$589,200	\$193,378	\$395,822	390
Water	\$6,529,332	\$2,380,014	\$4,149,318	294
<b>Total</b>	<b>\$76,514,880</b>	<b>\$30,638,910</b>	<b>\$45,875,971</b>	<b>5,993</b>

Table 6.1 Open space asset valuation

## Open Space Asset Valuation

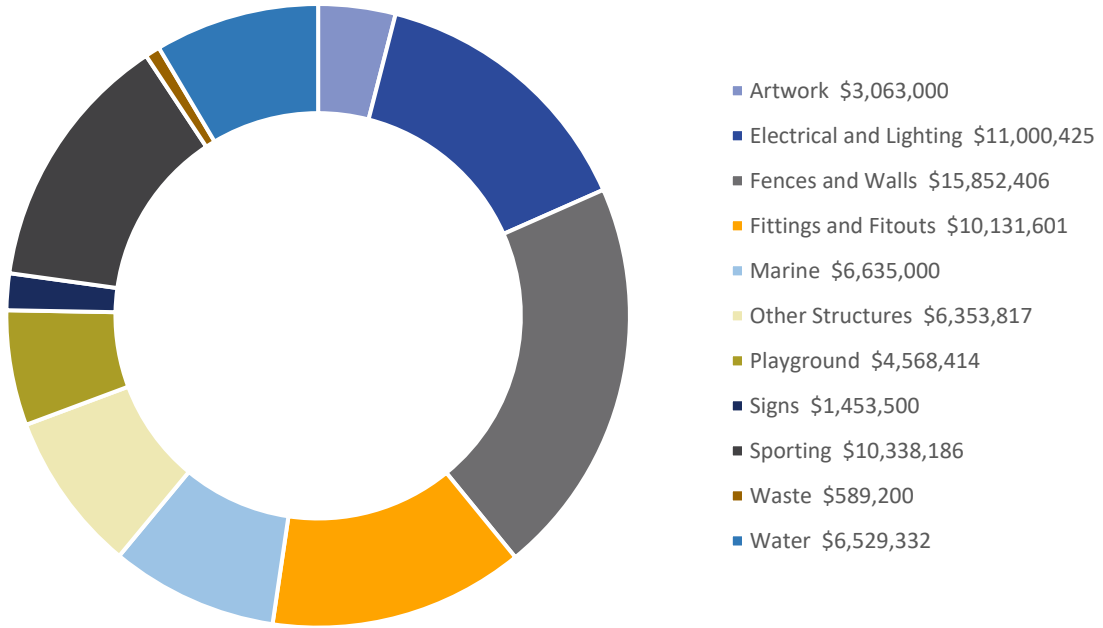


Figure 6.1 Open space asset valuation

## 6.2 Expenditure forecast summary

The overall open space expenditure forecast for operations, maintenance, renewal of existing assets and acquisition of new assets is provided in Figure 6.2 and Table 6.2. The open space asset renewal forecast is provided in Table 6.3.

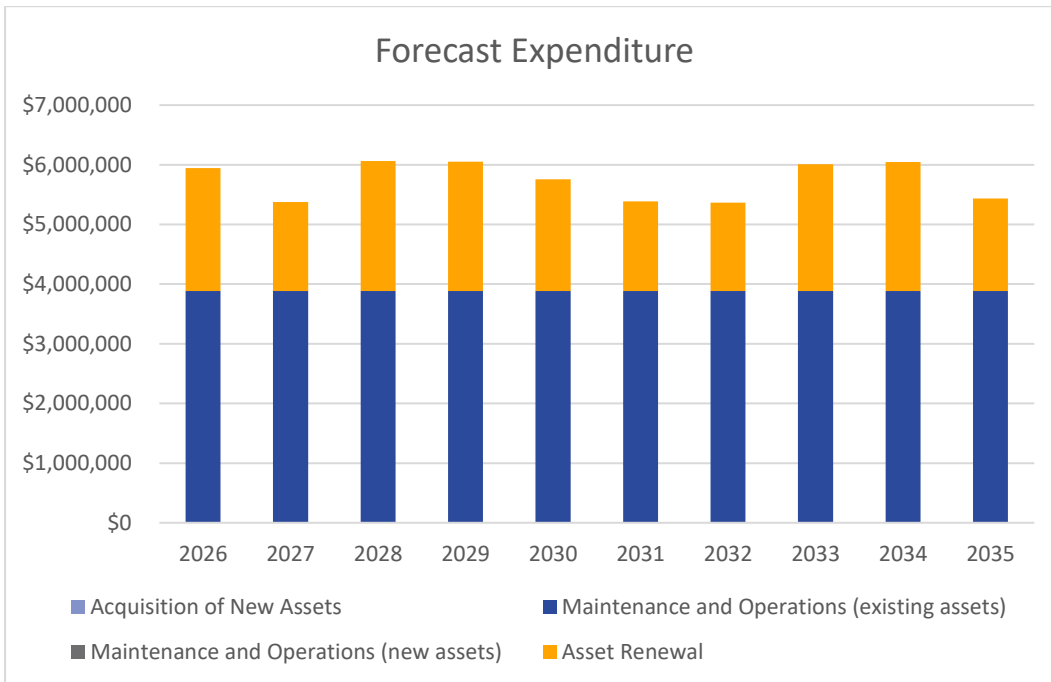


Figure 6.2 Forecast expenditure

Financial year	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Acquisition of new assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Maintenance and operations (existing assets)	\$3,884,027	\$3,884,027	\$3,884,027	\$3,884,027	\$3,884,027	\$3,884,027	\$3,884,027	\$3,884,027	\$3,884,027	\$3,884,027
Maintenance and operations (new assets)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Asset renewal	\$2,058,040	\$1,492,300	\$2,180,550	\$2,169,330	\$1,873,080	\$1,504,650	\$1,478,680	\$2,123,450	\$2,163,400	\$1,550,920
Asset disposal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
External grant funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Council funding required</b>	<b>\$5,942,067</b>	<b>\$5,376,327</b>	<b>\$6,064,577</b>	<b>\$6,053,357</b>	<b>\$5,757,107</b>	<b>\$5,388,677</b>	<b>\$5,362,707</b>	<b>\$6,007,477</b>	<b>\$6,047,427</b>	<b>\$5,434,947</b>

Table 6.2 Forecast expenditure

Financial year	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Electrical and lighting	\$114,880	\$55,540	\$20,180	\$9,090	\$45,090	\$10,230	\$33,350	\$0	\$5,680	\$216,700
Fences and walls	\$15,340	\$20,330	\$427,510	\$433,420	\$520,530	\$0	\$424,340	\$325,890	\$0	\$95,900
Fittings and fitouts	\$137,120	\$19,540	\$240,510	\$380,330	\$9,090	\$389,060	\$357,910	\$767,990	\$391,260	\$18,180
Marine	\$153,360	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other structures	\$442,760	\$0	\$0	\$0	\$201,860	\$0	\$0	\$0	\$0	\$0
Playground	\$500,000	\$400,000	\$491,660	\$625,000	\$300,000	\$400,000	\$275,000	\$0	\$1,250,500	\$400,000
Signs	\$22,260	\$11,400	\$0	\$0	\$0	\$16,010	\$55,370	\$102,680	\$119,860	\$3,410
Sporting	\$66,540	\$418,780	\$428,490	\$6,360	\$0	\$162,040	\$47,800	\$785,940	\$185,670	\$651,260
Waste	\$48,900	\$48,900	\$48,900	\$48,900	\$48,900	\$48,900	\$48,900	\$48,900	\$48,900	\$48,900
Water	\$556,880	\$517,810	\$523,300	\$666,230	\$747,610	\$478,410	\$236,010	\$92,050	\$161,530	\$116,570
<b>Total renewal</b>	<b>\$2,058,040</b>	<b>\$1,492,300</b>	<b>\$2,180,550</b>	<b>\$2,169,330</b>	<b>\$1,873,080</b>	<b>\$1,504,650</b>	<b>\$1,478,680</b>	<b>\$2,123,450</b>	<b>\$2,163,400</b>	<b>\$1,550,920</b>

Table 6.3 10-year renewal

### 6.3 Funding strategy

Key strategic activities that will affect the future financial position for open space:

- The AMP to inform the LTFP
- Open Space and Public Realm Strategy update
- Playspace Action Plan update
- Wellbeing Strategy development
- Economic Development Strategy
- Tourism Plan
- Precinct plans or master planning
- Coastal Adaptation Planning
- Valuation following condition data collection 2027
- Carbon Neutral Plan implementation
- Resilient Asset Management Program implementation

### 6.4 Assumptions

The following assumptions have been adopted in development of the financial forecasts:

- The renewal program has been based on condition data collected in 2022-23.
- Condition data and standard useful lives have been used to estimate remaining lives of assets and the forecast renewal date for each asset. This raw renewal data has been adjusted where required to align renewal works and time renewal programs to achieve efficiencies and ensure continuity to the service the open space assets provide.
- Operation and maintenance budget forecasts have been based on actual operation and maintenance costs for a four-year period adjusted to 2024 costs.
- No decommissioning of assets has been assumed.
- No acquisition of coastal seawalls (rock walls). Seawalls are excluded from the asset register.
- Glenelg Jetty works (five-year program until the end of the lease) is currently being developed and has been excluded from this plan.

### 6.5 Data confidence

Expenditure requirements for asset replacement and operational costs have been based on the best available data.

Asset renewal costs have generally been based on open space revaluation data current as of 30 June 2023. Some renewal costs have been adjusted where up-to-date information is available.

Current open space asset register data is based on a project undertaken during 2022-23 which involved a reviewed and updated asset register, followed by a condition audit with post processing to form the basis of the revaluation as of 30 June 2023.

During the 2022-23 open space condition audit and asset revaluation, approximately 1,000 additional open space assets were identified and added to the register. All open space assets were assigned a condition score with the date of inspection, a material type and asset dimensions. All open space assets have photographic records in the asset register for ease of identification and ongoing management.

The data confidence for this asset class is classified as “B – Reliable” based on the IPWEA data confidence scale as provided in Table 6.4. The data is based on sound records, procedures, investigation, and analysis. The dataset is complete and estimated to be accurate  $\pm 5\%$ .

Confidence level	Description
A – Highly Reliable	Data based on sound records, procedures, investigations and analysis, documented properly, and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$ .
B – Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, e.g. some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$ .
C – Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$ .
D – Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete and most data is estimated or extrapolated. Accuracy $\pm 40\%$ .
E – Unknown	None or very little data held.

**Table 6.4 Data confidence**



## 7 Risk management

The objective of the risk management process is to ensure all significant asset management risks are identified and assessed. Following a risk assessment and consideration of both likelihood and consequence, risks identified as high or very high in the short to medium term are investigated. Strategies and treatments are implemented to mitigate or address unacceptable risks.

An assessment of risks in line with Council's risk matrix (Figure 7.1) associated with the open space asset class are detailed in Table 7.1.

Likelihood \ Consequence		Insignificant	Minor	Moderate	Major	Catastrophic
		1	2	3	4	5
Almost Certain	E	Medium	Medium	High	Extreme	Extreme
Likely	D	Low	Medium	High	High	Extreme
Possible	C	Low	Medium	Medium	High	High
Unlikely	B	Low	Low	Medium	Medium	High
Rare	A	Low	Low	Low	Medium	Medium

Figure 7.1 Risk matrix

Table 7.1 summarises the asset management risk register, which is reviewed and updated at minimum annually in line with our risk management procedures. The asset management risk register should be reviewed in line with the strategic and operational risk register.

Open space risk statement	Current controls	Residual risk rating	Further risk treatments/actions	Target risk rating
Climate change affecting useful life of assets	<ul style="list-style-type: none"> <li>- Ongoing participation in the Resilient Asset Management Program (RAMP) with Resilient South Councils.</li> <li>- Coastal adaptation planning in place, including hazard identification and assessment.</li> <li>- Integrated IPWEA Practice Note 12.1 into asset project design and planning processes.</li> <li>- Consideration of climate change risks in strategic and long-term planning.</li> </ul>	HIGH	<ul style="list-style-type: none"> <li>- Implement RAMP actions for all asset classes and across the asset lifecycle.</li> <li>- Complete coastal adaptation planning including data collation, risk assessments and community engagement.</li> </ul>	MEDIUM
Inconsistency caused by changes to Elected Members or Senior Leadership personnel.	<ul style="list-style-type: none"> <li>- Alignment of asset management framework (AM Policy, Strategy and Plans) including service levels and long-term financial plans.</li> <li>- Development of AM Steering Committee.</li> <li>- Regular asset management updates provided to Elected Members.</li> </ul>	MEDIUM	<ul style="list-style-type: none"> <li>- Improving asset management maturity aligned with AM Strategy improvement plan.</li> <li>- Keep Elected Members and Senior Leadership Committee, informed via the Asset Management Steering Committee. Identify training where required.</li> </ul>	MEDIUM
Insufficient budget to meet service levels for maintenance and renewal	<ul style="list-style-type: none"> <li>- Clear budget planning process, identifying any funding dependencies within planned/major upgrades.</li> <li>- Operational management plans for complex and high-risk sites.</li> <li>- 10-year financial planning and rolling 3-year capital works program.</li> <li>- Regular condition audits of assets.</li> <li>- Community service levels developed through ongoing feedback.</li> </ul>	MEDIUM	<ul style="list-style-type: none"> <li>- AM Strategy Improvement Program Action Number 8 and Improvement Action 4: Review operational LoS and update responsibilities, resourcing and planning to meet agreed LoS. Implement a system to prioritise, assess and action requests in-line with operational LoS.</li> <li>- AM Strategy Improvement Program Action Number 4: Undertake cyclic data collection to continue to improve data quality for decision-making.</li> </ul>	MEDIUM
Lack of accuracy and consistency in asset management source data	<ul style="list-style-type: none"> <li>- Satisfactory data confidence level in current asset information data levels through cyclic condition audits. See confidence levels..</li> <li>- Annual cyclic data collection schedule in place.</li> <li>- Ongoing improvements to data management guidelines.</li> <li>- Regular updates from routine maintenance spot checks/issue reporting.</li> </ul>	MEDIUM	<ul style="list-style-type: none"> <li>- AM Strategy Improvement Program Action Number 3: Establish the data management framework and guidelines for asset register to future-proof for predictive modelling.</li> <li>- AM Strategy Improvement Program Action Number 4: Undertake cyclic data collection to continue to improve data quality for decision-making.</li> </ul>	LOW
Lack of	<ul style="list-style-type: none"> <li>- Undertake independent annual audits.</li> </ul>	MEDIUM	<ul style="list-style-type: none"> <li>- Training need analysis review targeting improvement of</li> </ul>	LOW

<b>Open space risk statement</b>	<b>Current controls</b>	<b>Residual risk rating</b>	<b>Further risk treatments/actions</b>	<b>Target risk rating</b>
compliance with legislative requirements and Australian Standards	- All audit recommendations resolved as a priority.		technical skills for existing and new staff including additional training to support compliance knowledge.	
Lack of alignment between open space strategy and renewal	- Developed Open Space Strategy and Playspace Action Plan. - AMP 2024 renewal planning considering strategic plans to ensure appropriate budget is available to meet service levels.	MEDIUM	- Consideration of renewal impacts in review of key strategies. - Update AMPs following endorsement of key strategies.	LOW
Risk of change in community service standards or expectations	- Track service levels with Quality of Life Survey - Community feedback through customer requests records - Feedback through community engagement on strategies and plans	MEDIUM	- Improvement action 1, undertake review of Open Space and Public Realm Strategy including community engagement	LOW

**Table 7.1 Risk assessment**

## 8 Improvement Plan

The following tasks have been identified for improving open space asset management practices and future versions of this plan.

Task No	Improvement task	Responsibility	Resources required	Due
1	Undertake review of open space strategy to inform future asset management planning.	Manager Public Realm Urban Design	Existing	June 2026
2	Higher order condition assessment program for critical assets including but not limited to electrical (switchboards), lighting and heritage assets.	Asset Management Lead	Existing	June 2025 and ongoing
3	Improved scope development of three-year capital renewal program. Alignment of renewal and improvement projects to achieve efficiencies of scale and minimise disruption to stakeholders.	Senior Project Manager	Existing	June 2025 and ongoing
4	Develop Patawalonga Lock Maintenance, Operations and Renewals Plan.  Review every 5 years.	Manager Buildings and Facilities	Existing	June 2026

**Table 8.1 Improvement Plan**

# Attachment 4

# Draft Plant & Equipment Asset Management Plan

2024



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## Executive summary

The City of Holdfast Bay owns and maintains 32 cars, 35 heavy vehicles, 33 major plant, 80 minor plant assets, and approximately 400 pieces of minor equipment worth over \$7.7 million. These assets support our civil, rapid response, and open space programs, and Community Wellbeing bus program.

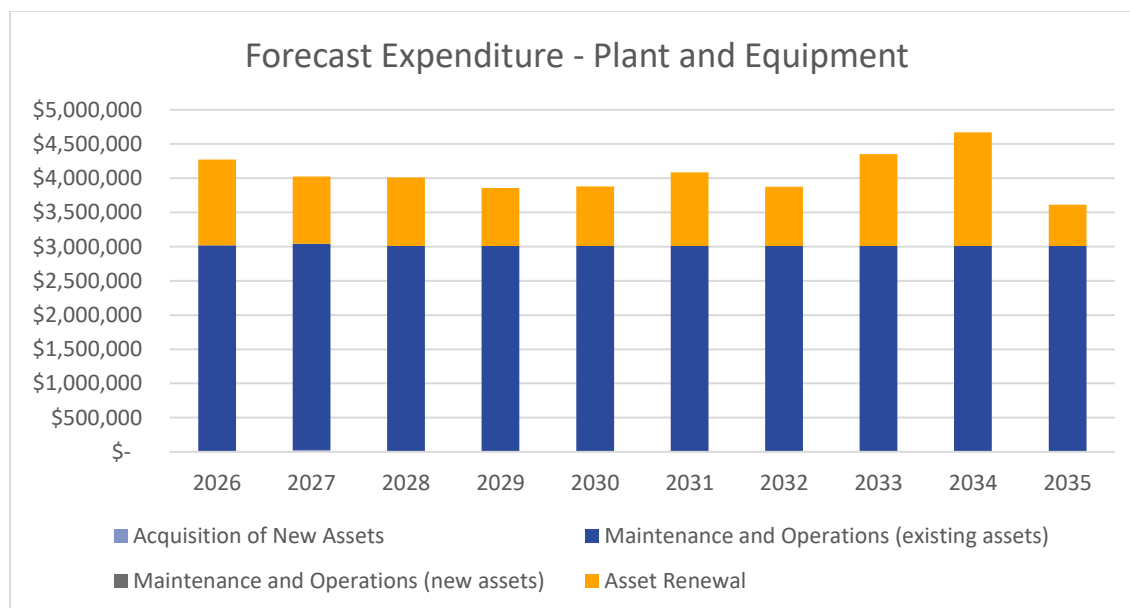
The objective of asset management is to ensure the City of Holdfast Bay's assets are managed in the most cost-effective and sustainable way, so we can continue to deliver valuable services for our community now and into the future.

To ensure our assets are providing the appropriate service to the community, levels of service are tracked each year. These levels of service are defined under quality, function, capacity and climate.

Asset lifecycle planning outlines how Council plans to manage plant and equipment assets in an optimised cost-effective manner while ensuring delivery of the agreed service levels. The lifecycle of assets can be defined in four stages, including:

- Creation/acquisition (planning, design, procurement, construction)
- Operations and maintenance (operate, maintain, monitor)
- Capital renewal/replacement
- Decommission/disposal

The expenditure forecast for all four stages of the asset lifecycle is summarised below.



Council is committed to continuously improving the quality and maturity of its asset management practices. The plant and equipment improvement program has been developed as a roadmap for these improvements in conjunction with the Asset Management Strategy.



# 1 Introduction

## 1.1 Purpose

City of Holdfast Bay owns and maintains a portfolio of plant and equipment assets for the purpose of providing a large variety of services to the community.

Our plant and equipment assets allow us to:

- Undertake civil maintenance and capital works projects.
- Maintain our open space reserves and sporting facilities.
- Clean our streets and open space areas.
- Undertake our buildings and facilities management and maintenance work.
- Inspect and manage our capital works projects.
- Deliver equipment for our numerous events that are held annually.

The assets covered in this plan include four categories of plant and equipment:

- Car fleet
- Heavy vehicles
- Major plant
- Minor plant (commissioned and non-commissioned)

The plan aims to demonstrate proactive management of assets in compliance with regulatory requirements to sustainably meet the present and future community needs through:

- Aligning with industry best practice for asset management ISO 55000:2014 without seeking accreditation as an ISO document or process.
- Aligning delivery of asset management activities with organisational goals and objectives.
- Creating transparency and accountability through all aspects of asset management.
- Meeting the agreed Levels of Service in the most cost-effective way through creation, acquisition, maintenance, operation, rehabilitation, and disposal of assets.

## 1.2 Strategic context

In accordance with the Local Government Act 1999 (the Act) and the Strategic Plan (Our Holdfast 2050+), Council provides a range of community services to the local community and visitors.

Assets are the foundation stones of the Council and management of assets is essential to achieve our Council's vision of:

*“Protecting our heritage and beautiful coast, while creating a welcoming and healthy place for all in South Australia’s most sustainable city.”*

The plan is developed and implemented in conjunction with the following plans, strategies and policies:

- Strategic Plan (Our Holdfast 2050+)
- Corporate Plan (Four-year delivery plan)
- Long Term Financial Plan (LTFP)
- Asset Management Policy
- Asset Management Strategy

- Asset management plans (AMPs)
- Carbon Neutral Plan
- Fleet Transition Plan

City of Holdfast Bay’s planning framework (draft) is outlined in Figure 1.1.

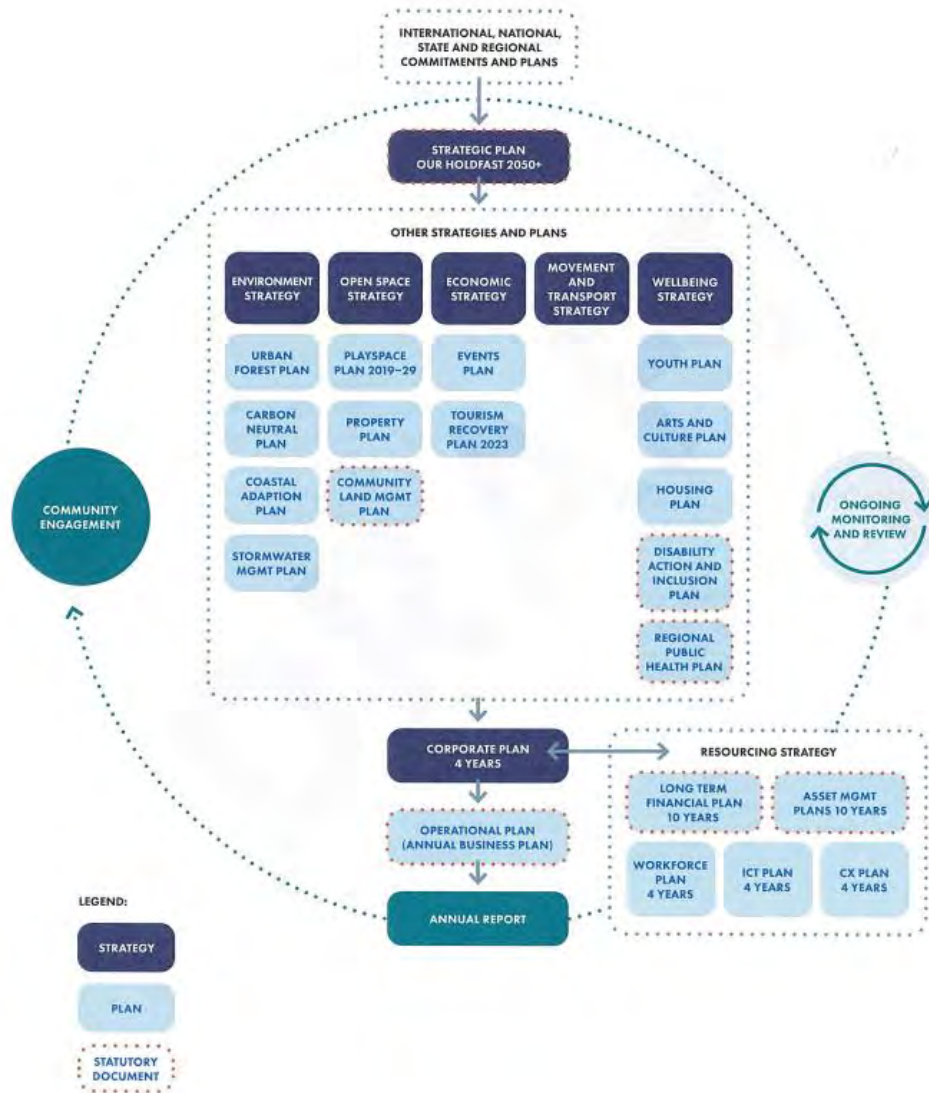


Figure 1.1 Planning framework (draft)

### 1.3 Stakeholders

Key stakeholders responsible for the asset management lifecycle of plant and equipment are provided in Table 1.1.

Key stakeholders	Role in Asset Management Plan
Residents / community	End users of the services provided directly and indirectly by the assets. Provide feedback collected throughout the year, including the annual satisfaction survey.
Elected Members	Act as custodians of community assets. Set asset management policy and vision. Allocate resources to meet council objectives in providing services while managing risks.
Audit Committee	Reviews, and makes recommendations and observations to Council on the financial outcomes of the asset management plans.
Chief Executive Officer and Senior Leadership Team	Provide leadership and strategic direction regarding management of assets and service provision. Review Asset Management Policy and Asset Management Strategy. Ensure community needs and agreed service levels are incorporated into asset management planning and the Long Term Financial Plan. Ensure councillors and staff are provided with training in financial and asset management practices. Ensure accurate and reliable information is presented to Council. Ensure appropriate delegations and approval processes are followed.
Manager Engineering	Manages development, implementation and review of asset management plans, the Asset Management Policy and Asset Management Strategy. Responsible for advancing asset management within the organisation.
Asset Management Lead	Prepares asset management plans. Manages the asset register and spatial systems. Coordinates data collection. Coordinates annual renewal budget planning. Delivery of asset management improvement programs. Provide technical asset management expertise to the organisation.
Assets and Delivery	Deliver plant and equipment capital works program.
Field Services	Ensure the maintenance programs are achieving service standards.

**Table 1.1 Stakeholder responsibilities**

## 1.4 Asset management framework

The Asset Management Strategy aims to align delivery of asset management activities with the organisation’s goals and objectives; this process is known as the “line of sight” with asset management.

The asset management framework consists of the three key asset management documents - the Asset Management Policy, Asset Management Strategy and asset management plans. These documents create transparency and accountability through all aspects of asset management to ensure all stakeholders understand their roles and responsibilities.

The Council’s asset management system is outlined in Figure 1.2. The asset management system is the end-to-end process of asset management within Council. The asset management framework connects Council’s strategic vision and goals to the on-the-ground delivery of our services.

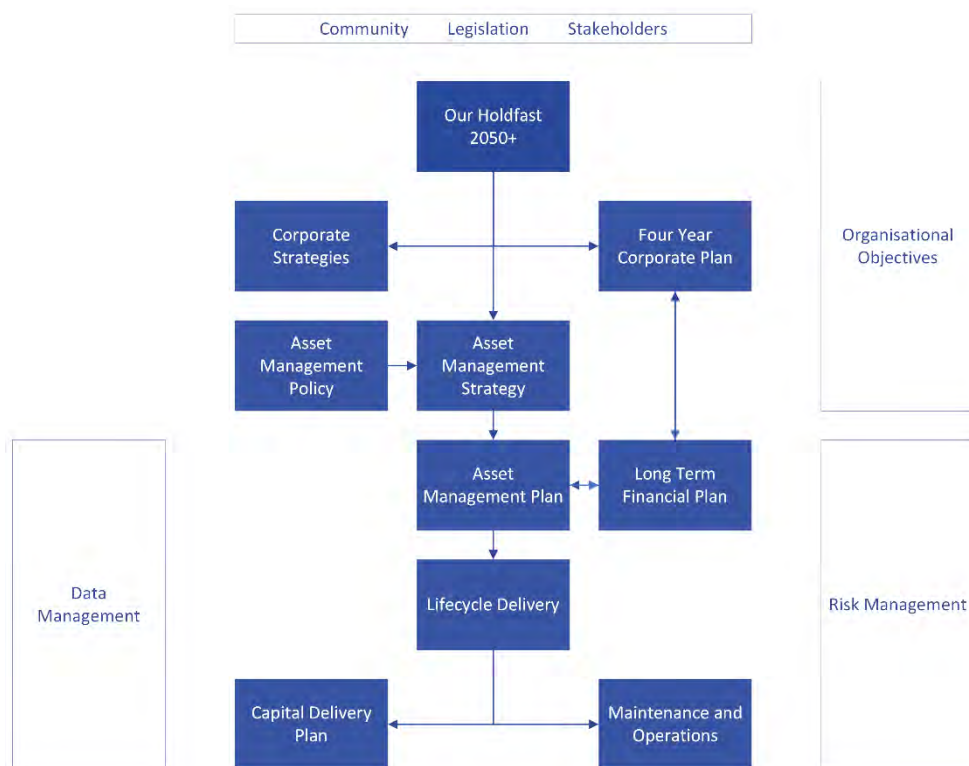


Figure 1.2 Asset management system

## 2 Asset class information

The plant and equipment asset class is defined in four categories:

- Car fleet
- Heavy vehicles
- Major plant
- Minor plant (commissioned and non-commissioned)

Category	Total replacement value	Number of assets	Useful service life
Car fleet	\$1.2 million	32	3 – 5 years
Heavy vehicles	\$4.4 million	35	5 – 9 years
Major plant	\$0.7 million	33	10 years
Minor plant (commissioned)	\$1.4 million	80	3 – 25 years
Minor plant (non-commissioned)	N/A	446	varying
<b>Total</b>	<b>\$7.7 million</b>	<b>626</b>	

Table 2.1 Plant and equipment assets

### 2.1 Asset hierarchy

The asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class, asset category and subcategory used for asset planning, financial reporting and service level hierarchy used for service planning and delivery.

The plant and equipment asset class is defined in four categories for car fleet, heavy vehicles, major plant and minor plant. Within each asset category the assets are defined into hierarchy levels based on criticality of service.

Hierarchy level	Criticality	Description
Car fleet - standard	Medium	Typical use, standard maintenance and servicing, simple vehicle replacement. Includes pool vehicles, utility vehicles and personal use vehicles.
Car fleet – complex	Medium	Typical use, standard maintenance and servicing, vehicle replacement requires specialised build. Includes community safety vehicles and specific-use vehicles.
Heavy vehicles - standard	Medium	Typical use, standard maintenance and servicing, vehicle replacement requires specialised build.
Heavy vehicles – critical	High	High use, complex maintenance and repair requirements, critical to Council’s core service delivery, vehicle replacement requires specialised build. Includes three sweeper vehicles, a ride-on scrubber unit, two large community buses and a tractor that works on the beach.

Major plant	Medium	Typical use, standard maintenance and servicing.
Minor plant - minor	Low	Variety of non-commissioned minor plant assets that are replaced only as required.
Minor plant - standard	Medium	Variety of commissioned minor plant assets with varying service lives.

**Table 2.2 Asset hierarchy**

### 3 Levels of Service

The International Infrastructure Management Manual (IIMM) describes Levels of Service (LoS) as “defined service quality for an activity or service area against which service performance may be measured”.

City of Holdfast Bay has defined Levels of Service for plant and equipment assets for both:

- Community Levels of Service – community perception of service
- Technical Levels of Service – technical indicators of performance

Defined Levels of Service are designed to support continued performance and function of the plant and equipment assets to a reasonable standard, where maintenance and servicing are compliant with legislative requirements and manufacturing specifications. They are intended to ensure the plant and equipment assets and associated budgets are appropriate to meet the service levels.

#### 3.1 Community Levels of Service

No community Levels of Service as Council’s fleet provides an internal service.

#### 3.2 Technical Levels of Service

Performance measure	Objective	Performance measure	Key performance indicator	2024 performance
Quality (condition)	Physical state of assets in a serviceable condition	Average condition of assets	Average condition better than 3.0 (fair)	TBC
Quality (condition)	Physical state of assets in a serviceable condition	Percentage of poor or very poor (PVP) assets	PVP below 10%	TBC
Quality (renewal)	Sustainably managing the renewal of assets	Asset renewal ratio (Renewal expenditure over forecast budget).	90% - 110%	106% (2021-2023)
Function (safety)	Car fleet and heavy vehicles are inspected monthly by internal staff and serviced at least annually by external qualified personnel	Work order records maintained for monthly inspection and annual servicing	100% compliance	100%
Climate change	Transition light fleet to EVs	Deliver in line with fleet transition plan	Annual delivery planned, budgeted and delivered	Yes

**Table 3.1 Technical Levels of Service**

Levels of Service with 2024 performance labelled TBC (to be confirmed) do not currently have a baseline indicator. These are to be measured and reported on, going forward.

### 3.3 Legislation and relevant Acts

Under the *Local Government Act 1999*, Council is required to develop and adopt an infrastructure and asset management plan (AMP) covering a period of at least 10 years.

Council is additionally required to adopt a long-term financial plan (LTFP) associated with such service plans, also covering a period of at least 10 years. There is a direct link between the development and implementation of these two plans, with the LTFP updated to reflect forecast expenditure as detailed in these plans.

Council considers the following legislative framework in the management of its plant and equipment assets.

Legislation	Requirements
<i>Australian Accounting Standards</i>	Standards applied in preparing financial statements, relating to the valuation, revaluation, and depreciation of assets.
<i>Climate Change and Greenhouse Emissions Reduction Act 2007</i>	An Act to provide for measures to address climate change with a view to assisting to achieve a sustainable future.
<i>Disability Discrimination Act 2018</i> and other relevant disability legislation	To eliminate, as much as possible, discrimination against persons on the grounds of disability. Sets the standard for accessibility.
<i>Highway Act 1926</i>	Sets out the legislative framework for roads and road authorities in SA.
<i>Local Government Act 1999</i>	Sets out the role, purpose, responsibilities and powers of local governments including preparation of an LTFP supported by asset management plans for sustainable service delivery.
<i>Local Government (Financial Management and Rating) Amendment Act 2005</i>	Impetus for development of a strategic management plan, comprising an asset management plan, and LTFP.
<i>Motor Vehicles Standards Act 1989 (Australian Design Rules)</i>	National standards for vehicle safety, anti-theft, and emissions.
<i>Relevant Australian Standards</i>	Standards relating to requirements to inspect and certify cranes, elevated work platforms and lifting devices.
<i>Relevant Heavy Vehicle National Law and Regulations</i>	Laws and regulations related to heavy vehicles over 4.5 tonnes gross vehicle mass.
<i>Road Traffic Act 1961</i>	To provide for vehicle standards, mass and loading requirements and other safety measures in relation to light vehicles. Contains powers for Council to install and remove traffic control devices.
SafeWork SA relevant to fleet management	Registering relevant plant with Safework SA Code of Practice – Managing risks of plant in the workplace.
<i>Work Health and Safety Act 2012</i>	An Act to provide for the health, safety, and welfare of persons at work; and for other purposes.

**Table 3.2 Legislation requirements**



## 4 Demand forecast

A community's demand for services may change over time depending on factors including environmental, technological and capacity requirements. Council may need to make changes to manage future demand for services.

Demand driver	Current position	Demand forecast	Demand impact	Demand management	Impact on assets
Population increases	Total estimated population 37,543 (2021).	Planned to accommodate for 40,000 by 2031.	Increased demand for operational services and associated fleet.	Track operational and maintenance through request management and review plant and equipment requirements.	Potential to increase fleet as service requirements increase with population.
Environmental sustainability (Climate mitigation)	Council and the community are increasingly aware of our impact on the environment and Council's role in environmental sustainability.  Council is committed to achieving zero net carbon emissions by 2030 through reduced carbon emissions.	Council is committed to pursuing, supporting, and creating an environment that will sustain current and future generations.	Requirement to use fewer, recycled and renewable resources that can contribute to the development of a circular economy and reduce Council's carbon footprint.  Greater environmental sustainability requirements placed on the construction industry.	Implement actions from the Environment Strategy 2020-2025, Climate Governance Risk Assessment recommendations, Carbon Neutral Plan and Fleet Transition Plan.	Transition to a lower energy fleet through the fleet transition plan.  Capital and operational costs associated with energy efficient fleet to be considered through the fleet transition plan and included in the AMP.
Climate change (climate adaptation)	Increase in severe weather events including droughts, extreme heat events, storms, storm surges, high tides, and sea level rise.	Increasing number of hot weather days and events. Increase in intensity of rain events. Sea level rise is accelerating. Increased evapotranspiration.	Need appropriate fleet to facilitate emergency management planning.  Increase in tree canopy will require additional specialised resourcing, including fleet.	Development of the Urban Forest Plan to provide indications of any effect on Council's fleet.	Increased or changed fleet and operating costs to adapt to changing environments.

Table 4.1 Demand factors

## 5 Lifecycle planning

Asset lifecycle planning outlines how Council plans to manage plant and equipment assets in an optimised cost-effective manner while ensuring delivery of agreed service levels. The lifecycle of assets can be defined in four stages, including:

- Creation/acquisition (planning, design, procurement, construction)
- Operations and maintenance (operate, maintain, monitor)
- Capital renewal/replacement
- Decommission/disposal

Each of these stages is further detailed in this lifecycle planning section.

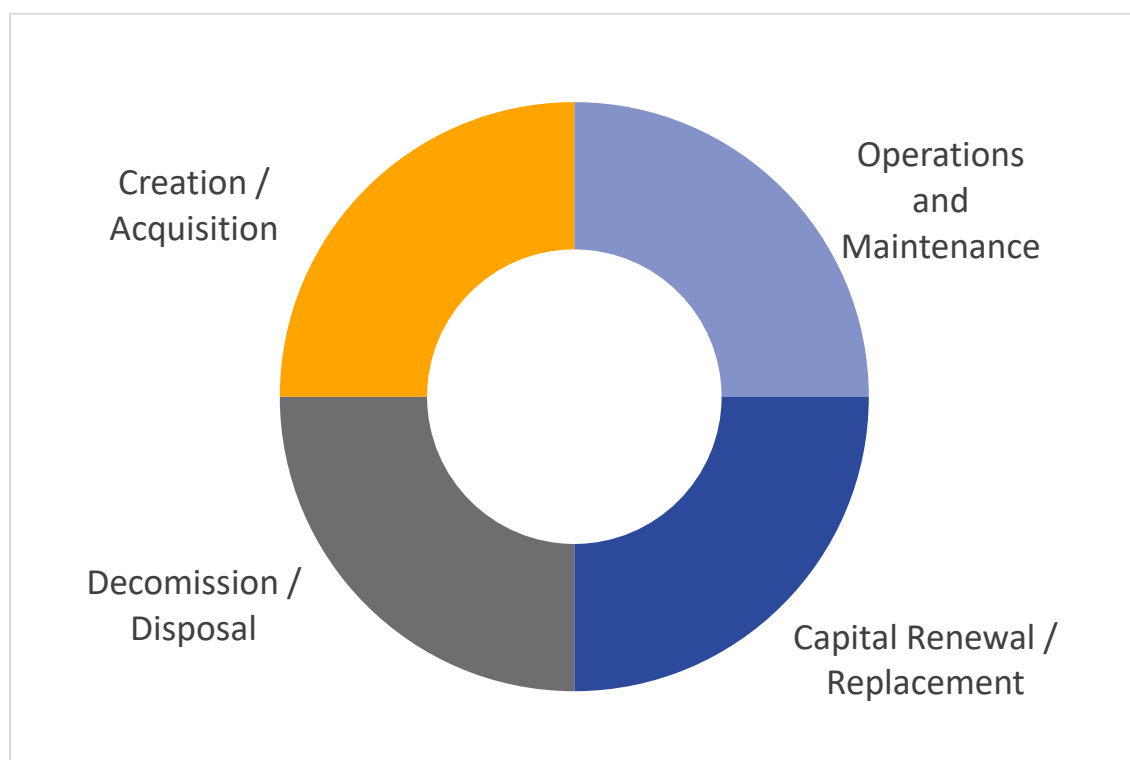


Figure 5.1 Asset lifecycle

Council's plant and equipment assets are managed to provide the services that Council provides to the community. Council's car fleet, heavy vehicles and major plant assets are replaced based on defined service lives of these assets. Council's minor plant assets are replaced either based on service lives or upon failure of the asset, depending on the item. During the life of an asset, it is maintained and serviced to ensure delivery of service and safety is provided.

### 5.1 Asset life

Plant and equipment assets are assigned a service life to define renewal timeframes rather than the standard expected useful life that is used for other asset classes. The service life assigned to plant and equipment assets considers factors such as the criticality of the asset, operation and maintenance costs, resale value of the asset, and the requirement to maintain the level of service provided by the asset.

Council replaces car fleet, heavy vehicles and major plant assets based on a defined service life rather than replacing assets based on condition. However, if an asset’s condition results in the asset being unsafe or no longer fit for service, an asset may require replacement earlier than originally planned.

Minor plant assets are defined as either a minor asset that is not commissioned and generally costs less than \$2,000 each, or a standard asset commissioned for plant and equipment generally costs more than \$2,000. Commissioned minor plant assets are assigned a service life between three years and 25 years, depending on the asset type and use. Non-commissioned minor plant assets are replaced upon failure, if they become unsafe to use or no longer able to provide the intended service.

During the service life of a plant and equipment asset, it should be serviced and maintained and inspected regularly to ensure the asset remains safe for use and fit for purpose and to ensure the service life is achieved. Regular risk assessments of assets should also be undertaken.

<b>Plant and equipment category</b>	<b>Service life</b>
Car fleet - standard	3 years
Car fleet - complex	5 years
Heavy vehicles – standard	9 years
Heavy vehicles – critical	5 years
Major plant	10 years
Minor plant – minor	As required
Minor plant – standard	3 years – 25 years

**Table 5.1 Service life of plant and equipment assets**

## **5.2 Historical expenditure**

Historical expenditures for 2019-20 to 2022-23 for operation, maintenance, new assets and renewal of existing assets for the plant and equipment asset class is summarised in Figure 5.2. The actual expenditures for each year have been indexed by the local government price index (LGPI) to create 2024-25 equivalent expenditures.

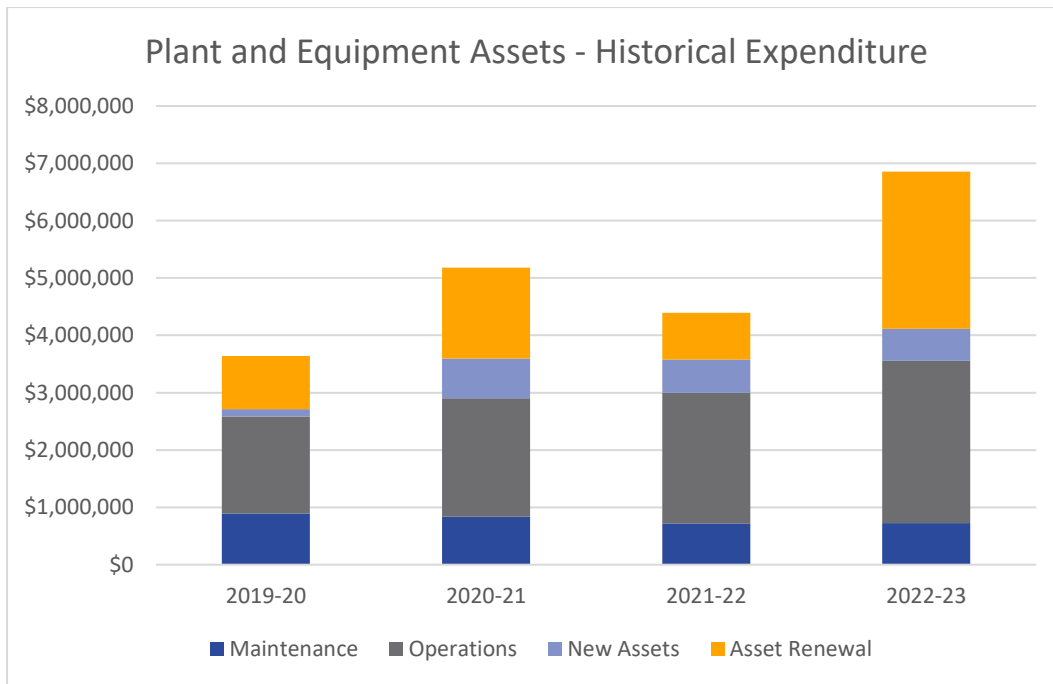


Figure 5.2 Historical expenditure

### 5.3 Operation and maintenance

Operations includes regular activities and costs required to provide services. Operational costs associated with plant and equipment includes fuel, vehicle registration, insurance, batteries and tyres.

Maintenance of plant and equipment assets includes activities required to keep the assets in a serviceable condition during their service life. Car fleet and heavy vehicles are inspected and serviced regularly, and repairs are undertaken following any incidents. Other plant and equipment assets are inspected, serviced and repaired as required to maintain service delivery.

Maintenance activities can be defined as either planned or reactive maintenance. Reactive maintenance is unplanned repair work that is generally carried out following damage, failure or safety issues associated with the asset. Planned maintenance is planned work including regular inspections, servicing of vehicles and equipment, and condition assessment of assets. Assessment and planning of both reactive maintenance and planned maintenance is undertaken by Council personnel who use judgment to minimise interruption to operations and service delivery.

The operations and maintenance costs of Council’s plant and equipment assets are forecast to trend in line with the previous four years of costs as the number of vehicles and the services provided have not changed and are not expected to change substantially. Annual amounts of \$2,216,748 for operations and \$793,448 for maintenance have been adopted based on the average of the previous four years.

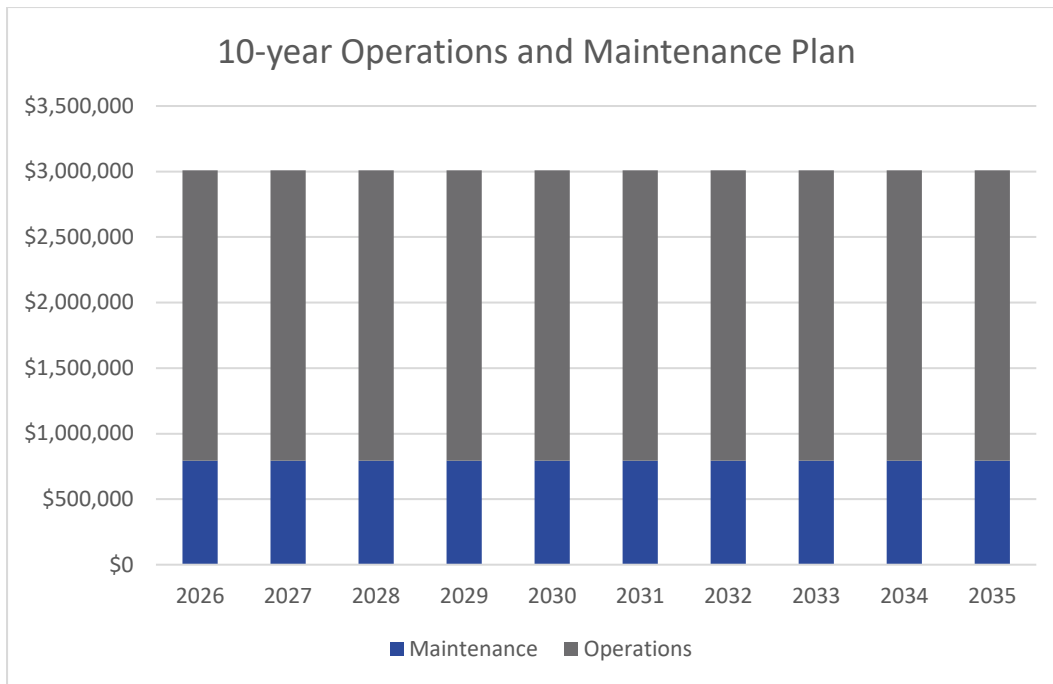


Figure 5.3 Operations and maintenance plan

#### 5.4 Renewal Plan (Capital Renewal)

Replacement of plant and equipment assets is undertaken regularly to ensure continuity of service provision. To ensure continuity of service, maintain safety standards and maximise return on the trade-in of old vehicles and equipment, Council’s plant and equipment assets are replaced according to the following program:

- Car fleet assets are replaced between three years and five years.
- Critical heavy vehicles are replaced every five years.
- Medium-use heavy vehicles are replaced every nine years.
- Major plant assets are replaced every 10 years.
- Minor plant assets are replaced either on a defined timeframe or upon failure depending on each item.

The plant and equipment replacement program outlined in this plan has been developed to align with the service lives defined for the asset categories and with some adjustment to allow for an even spread of replacement budget over the 10 year period. Replacement costs have been estimated using a combination of inputs including the original purchase costs of vehicles with an allowance for inflation to 2024 and updated cost estimates where available.

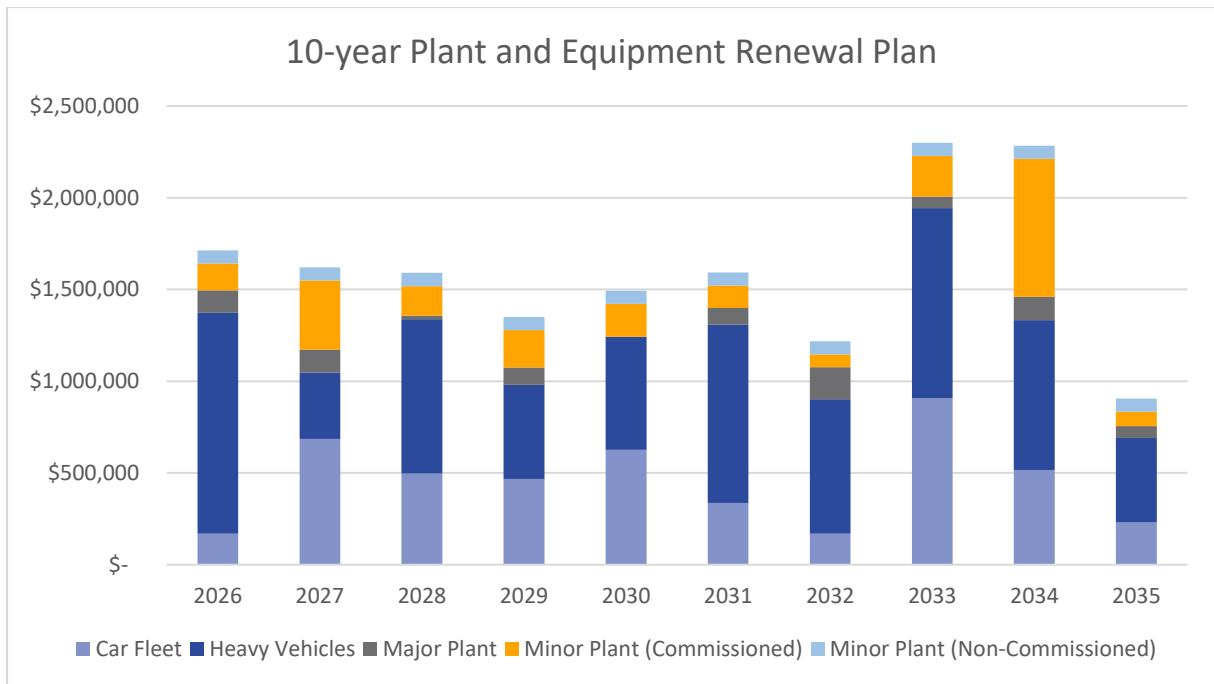


Figure 5.4 10-year renewal plan

## 5.5 Acquisition and Upgrade Plan (New Capital)

Acquisitions are new assets that did not previously exist or works resulting in an upgrade of the asset and an increased capacity to deliver a service. The requirement for an acquisition may result from growth, changed demand, social or environmental needs. Assets may also be donated to the City of Holdfast Bay.

Council is currently planning the following upgrades:

- Replacement of the current elevated work platform with a new elevated work platform that has an insulated bucket.
- Replacement of car fleet assets and some heavy vehicles with electric vehicles.
- Electric vehicle charging stations to facilitate the new electric vehicle fleet, including \$10,000 in 2025-26 and \$30,000 in 2026-27. Further requirements are subject to an update of the fleet transition plan.

## 5.6 Disposal Plan

Plant and equipment assets are generally disposed of following delivery of new replacement plant and equipment assets. Car fleet, heavy vehicles and major plant assets are usually traded-in as part of the new vehicle purchase. Minor plant assets are either disposed of due to failure or sold following delivery of the new replacement asset. All assets are disposed of in accordance with Council's Disposal of Assets Policy.

## 6 Financial summary

The financial requirements for the plant and equipment asset class are outlined in this section.

### 6.1 Asset class valuation

Valuation of Council’s plant and equipment asset class differs from the other asset classes in that the values are based on the original capitalised cost of each asset. The depreciated values are based on the service life assigned to each asset.

The valuation of Council’s plant and equipment asset class as of 1 January 2024 is summarised in Table 6.1.

Asset category	Cost	Accumulated depreciation	Carrying value	Number of assets
Car fleet	\$1,193,747	\$373,121	\$820,626	32
Heavy vehicles	\$4,376,368	\$1,964,605	\$2,411,763	35
Major plant	\$710,781	\$375,897	\$334,884	33
Minor plant (commissioned)	\$1,435,537	\$1,108,353	\$327,184	80
Minor plant (non-commissioned)	N/A	N/A	N/A	446
<b>Total</b>	<b>\$7,716,433</b>	<b>\$3,821,976</b>	<b>\$3,894,458</b>	<b>626</b>

Table 6.1 Plant and equipment asset valuation

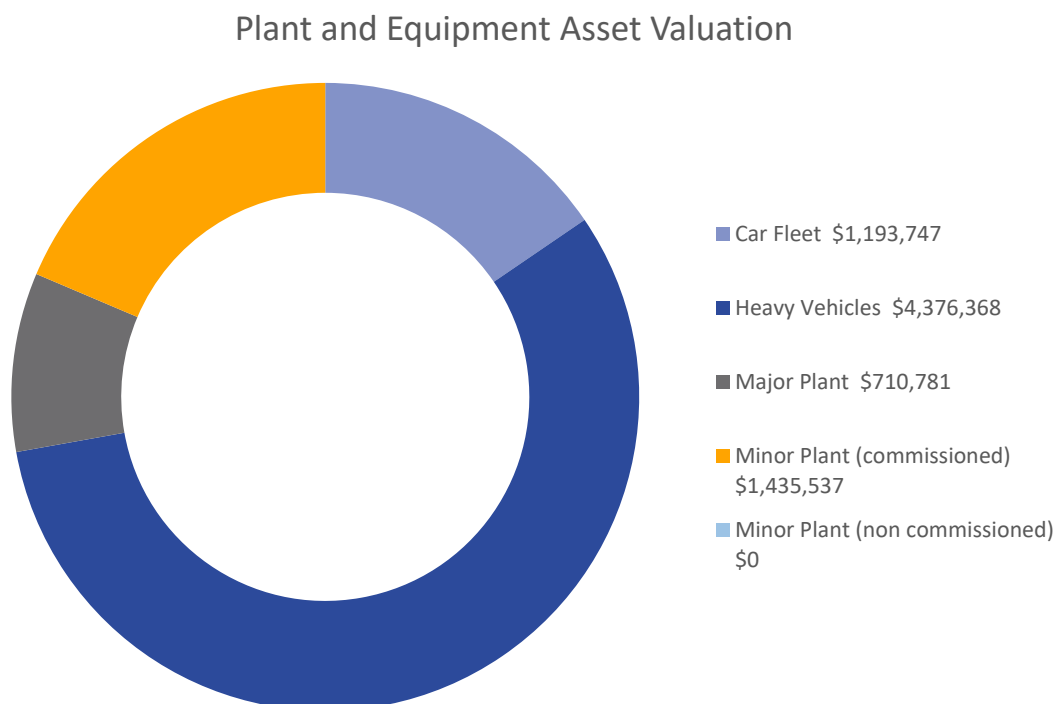


Figure 6.1 Plant and equipment assets

## 6.2 Expenditure forecast summary

The overall plant and equipment expenditure forecast for operations, maintenance, renewal of existing assets, and acquisition of new assets is provided in Figure 6.2 and Table 6.2. The plant and equipment asset renewal forecast is provided in Table 6.3.

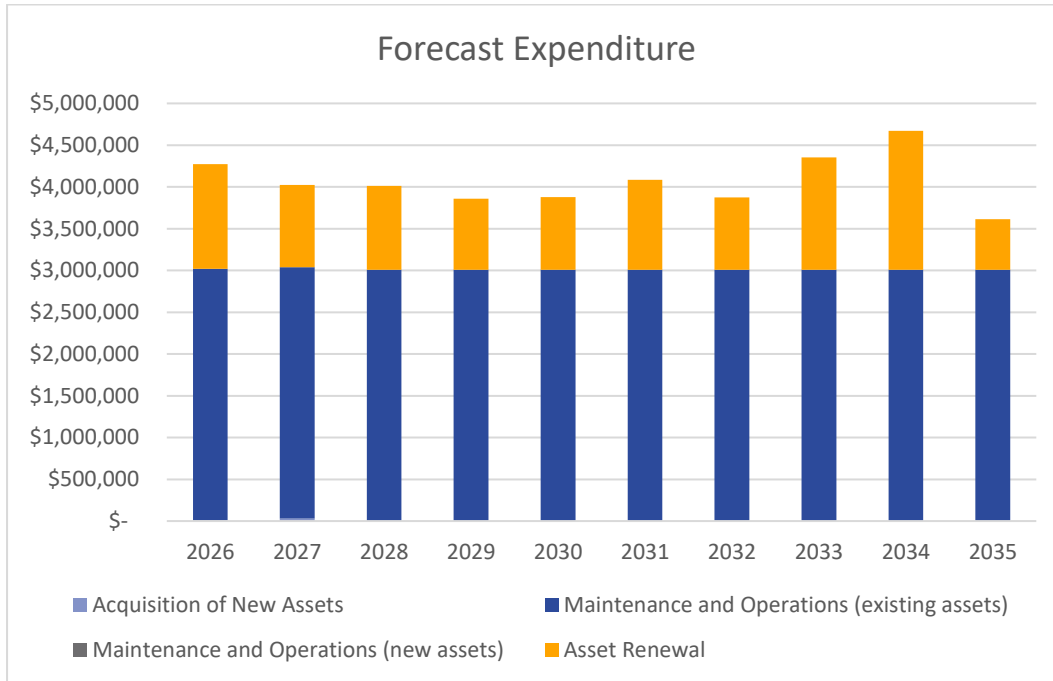


Figure 6.2 Plant and equipment forecast expenditure



Financial year	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Acquisition of new assets	\$10,000	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Maintenance and operations (existing assets)	\$3,010,196	\$3,010,196	\$3,010,196	\$3,010,196	\$3,010,196	\$3,010,196	\$3,010,196	\$3,010,196	\$3,010,196	\$3,010,196
Maintenance and operations (new assets)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Asset renewal	\$1,712,871	\$1,620,831	\$1,590,325	\$1,350,232	\$1,492,814	\$1,592,328	\$1,218,085	\$2,299,078	\$2,283,639	\$905,723
Asset disposal	-\$458,469	-\$636,013	-\$587,942	-\$502,727	-\$623,806	-\$518,156	-\$353,727	-\$954,827	-\$623,073	-\$303,359
External grant funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Council funding required</b>	<b>\$4,264,598</b>	<b>\$3,995,014</b>	<b>\$4,012,579</b>	<b>\$3,857,701</b>	<b>\$3,879,204</b>	<b>\$4,084,368</b>	<b>\$3,874,554</b>	<b>\$4,354,447</b>	<b>\$4,670,762</b>	<b>\$3,612,560</b>

Table 6.2 Forecast expenditure

<b>Financial year</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>	<b>2028-29</b>	<b>2029-30</b>	<b>2030-31</b>	<b>2031-32</b>	<b>2032-33</b>	<b>2033-34</b>	<b>2034-35</b>
Car fleet	\$169,413	\$686,277	\$497,150	\$468,040	\$626,277	\$337,150	\$169,413	\$906,277	\$515,777	\$229,413
Heavy vehicles	\$1,203,330	\$361,203	\$841,618	\$511,701	\$616,394	\$970,747	\$732,212	\$1,036,606	\$816,212	\$462,198
Major plant	\$122,305	\$124,018	\$18,700	\$95,087	\$0	\$90,428	\$174,455	\$63,872	\$128,749	\$63,000
Minor plant (commissioned)	\$146,028	\$377,538	\$161,062	\$203,609	\$178,348	\$122,208	\$70,210	\$220,528	\$751,106	\$79,317
Minor plant (non- commissioned)	\$71,795	\$71,795	\$71,795	\$71,795	\$71,795	\$71,795	\$71,795	\$71,795	\$71,795	\$71,795
<b>Total renewal</b>	<b>\$1,712,871</b>	<b>\$1,620,831</b>	<b>\$1,590,325</b>	<b>\$1,350,232</b>	<b>\$1,492,814</b>	<b>\$1,592,328</b>	<b>\$1,218,085</b>	<b>\$2,299,078</b>	<b>\$2,283,639</b>	<b>\$905,723</b>

Table 6.3 10-Year Renewal Plan

## 6.3 Funding strategy

Key strategic activities that will affect the future financial position for plant and equipment:

- The AMP to inform the LTFP
- Carbon Neutral Plan implementation
- Resilient Asset Management Program implementation

## 6.4 Assumptions

The following assumptions have been adopted in development of the renewal program:

- The renewal program has been based on acquisition date and service life for car fleet, heavy vehicles, major plant and commissioned minor plant assets.
- The replacement of non-commissioned minor plant assets will be undertaken as required to maintain service provision and safe use of equipment.
- Replacement cost estimates have been developed as of 2024; purchase costs have been indexed by CPI to develop 2024-25 cost estimates however no CPI has been added for future year replacements.
- No allowance has been made for acquisition of new assets or decommissioning of existing assets.
- Current operational and maintenance expenditure is sufficient to maintain service levels.
- Information and Technology (IT) assets have been excluded from this plan. An improvement action item has been outlined in section 8 to incorporate the IT asset register into the plant and equipment asset management plan.
- The IT renewals are budgeted through the LTFP.

## 6.5 Data confidence

Expenditure requirements for asset replacement and operational costs have been based on the best available data. Replacement cost estimates have been based on a combination of previous costs indexed to 2025 and consideration of recent purchase prices to provide expected cost estimates as of 2025. Operational and maintenance expenditure requirements have been based on actual expenditures from the past four years. It has been assumed these actual costs from the past four years provide the most accurate estimate of required costs to maintain service levels going forward.

Based on the IPWEA data confidence scale, the plant and equipment data is classified as “B - reliable”. The asset registers for car fleet, heavy vehicles and major plant are accurate and kept up to date. The asset register for the minor plant category is maintained, however, as there are periods between audits the data accuracy is estimated to be accurate to  $\pm 10\%$ .

Confidence level	Description
A – Highly reliable	Data based on sound records, procedures, investigations, and analysis, documented properly, and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$ .
B – Reliable	Data based on sound records, procedures, investigations, and analysis, documented properly but has minor shortcomings, e.g. some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$ .

C – Uncertain	Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data is available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$ .
D – Very uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$ .
E – Unknown	None or very little data held.

**Table 6.4 Data confidence**

## 7 Risk management

The objective of the risk management process is to ensure all significant asset management risks are identified and assessed. Following a risk assessment and consideration of both likelihood and consequence, risks identified as high or very high in the short to medium term are investigated. Strategies and treatments are implemented to mitigate or address unacceptable risks.

An assessment of risks in line with Council’s risk matrix (Figure 7.1) associated with the plant and equipment asset class are detailed in Table 7.1.

Likelihood \ Consequence		Insignificant	Minor	Moderate	Major	Catastrophic
		1	2	3	4	5
Almost Certain	E	Medium	Medium	High	Extreme	Extreme
Likely	D	Low	Medium	High	High	Extreme
Possible	C	Low	Medium	Medium	High	High
Unlikely	B	Low	Low	Medium	Medium	High
Rare	A	Low	Low	Low	Medium	Medium

Figure 7.1 Risk matrix

Table 7.1 summarises the asset management risk register, which is reviewed and updated at minimum annually in line with our risk management procedures. The asset management risk register should be reviewed in line with the strategic and operational risk register.

<b>Plant and equipment risk statement</b>	<b>Current controls</b>	<b>Residual risk rating</b>	<b>Further risk treatments/actions</b>	<b>Target risk rating</b>
Risk of climate change affecting useful life of assets	<ul style="list-style-type: none"> <li>- Ongoing participation in the Resilient Asset Management Program (RAMP) with Resilient South Councils.</li> <li>- Coastal adaptation planning in place including hazard identification and assessment.</li> <li>- Integrated IPWEA Practice Note 12.1 into asset project design &amp; planning processes.</li> <li>- Consideration of climate change risks in strategic and long-term planning.</li> </ul>	HIGH	<ul style="list-style-type: none"> <li>- Implement RAMP actions for all asset classes and across the asset lifecycle.</li> <li>- Complete coastal adaptation planning including data collation, risk assessments and community engagement.</li> </ul>	MEDIUM
Inconsistency caused by changes to Elected Members or Senior Leadership personnel.	<ul style="list-style-type: none"> <li>- Alignment of asset management framework (AM Policy, Strategy and plans) including service levels and long-term financial plans.</li> <li>- Development of AM Steering Committee.</li> <li>- Regular asset management updates provided to Elected Members.</li> </ul>	MEDIUM	<ul style="list-style-type: none"> <li>- Improving asset management maturity aligned with AM Strategy improvement plan.</li> <li>- Keep Elected Members and Senior Leadership Committee informed via the Asset Management Steering Committee. Identify training where required.</li> </ul>	MEDIUM
Insufficient budget to meet service levels for maintenance and renewal	<ul style="list-style-type: none"> <li>- Clear budget planning process, identifying any funding dependencies within planned/major upgrades.</li> <li>- Operational management plans for complex and high risk sites.</li> <li>- 10-year financial planning and rolling 3-year capital works program.</li> <li>- Regular condition audits of assets.</li> <li>- Community service levels developed through ongoing feedback.</li> </ul>	MEDIUM	<ul style="list-style-type: none"> <li>- AM Strategy Improvement Program Action Number 8 and Improvement Action 4: Review operational LoS and update responsibilities, resourcing and planning to meet agreed LoS. Implement system to prioritise, assess and action requests in-line with operational LoS.</li> <li>- AM Strategy Improvement Program Action Number 4: Undertake cyclic data collection to continue to improve data quality for decision-making</li> </ul>	MEDIUM
Lack of accuracy and consistency in asset management source data	<ul style="list-style-type: none"> <li>- Satisfactory data confidence level in current asset information data levels through cyclic condition audits. See confidence levels.</li> <li>- Annual cyclic data collection schedule in place.</li> <li>- Ongoing improvements to data management guidelines.</li> <li>- Regular updates from routine maintenance spot checks/issue reporting.</li> </ul>	MEDIUM	<ul style="list-style-type: none"> <li>- AM Strategy Improvement Program Action Number 3: Establish the data management framework and guidelines for asset register to future-proof for predictive modelling.</li> <li>- AM Strategy Improvement Program Action Number 4: Undertake cyclic data collection to continue to improve data quality for decision-making</li> </ul>	LOW
Loss or damage of	<ul style="list-style-type: none"> <li>- Updated and relevant Safe Work Method Statement</li> </ul>	MEDIUM	<ul style="list-style-type: none"> <li>- Annual review of SWMS, SWIs, SOPs and operating</li> </ul>	MEDIUM

<b>Plant and equipment risk statement</b>	<b>Current controls</b>	<b>Residual risk rating</b>	<b>Further risk treatments/actions</b>	<b>Target risk rating</b>
plant & equipment	(SWMS), Safe Work Instructions (SWI), Safe Operating Procedure (SOP) and operating manuals are in place for all plant and equipment. - Plant-specific risk assessments are in place. - Training for new/high-risk operations completed and captured in Training Needs Analysis.		manuals. - Training analysis / skills gap analysis to be undertaken for new/high-risk/complex operations.	
Non-compliance with heavy vehicle (HV) laws	- Fleet management process recognises heavy vehicle assets. - Required details incorporated into the procurement process. - Recorded service detail provides a compliance register for all HV vehicles.	MEDIUM	- Ensure all vehicles are compliant with HV laws prior to final procurement. - Ensure effective record keeping within newly decentralisation of Depot fleet management.	MEDIUM
Obsolete/ineffective plant & equipment assets	- Plant and equipment utilisation and capacity review undertaken. - Asset Management Plan for Plant and Equipment. - Asset registers with detailed End of Life data.	MEDIUM	- Undertake plant & equipment review of utilisation and capacity. - Update the Asset Management Plan for Plant and Equipment	LOW

**Table 7.1 Risk assessment**

## 8 Improvement Plan

The following tasks have been identified for improving plant and equipment asset management practices and future versions of this plan.

Task No	Improvement task	Responsibility	Resources required	Due for review
1	Review Use of Vehicles Policy.	Asset Management Lead	Existing	June 2025
2	Deliver fleet transition to electric vehicles in line with Fleet Transition Plan including supporting charging infrastructure.	Asset Management Lead	Existing	Ongoing
3	Review the service life of low-use passenger fleet and consider replacement based on mileage versus service life.	Asset Management Lead	Existing	June 2026
4	Develop continuity plan for critical plant and equipment.	Manager Field Services	Existing	June 2026
5	Undertake minor plant assets audit and develop annual replacement cost estimates for non-commissioned minor plant assets. Incorporate the annual cost estimate requirement into the next asset management plan.	Manager Field Services	Existing	June 2028
6	Incorporate the Information Technology (IT) asset register into the Plant and Equipment Asset Management Plan. Improve data standards for the Information Technology (IT) asset register to align with best practice.	Asset Management Lead	Existing	June 2028

**Table 8.1 Improvement Plan**



# Attachment 5

# Draft Stormwater Asset Management Plan 2024



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## Executive summary

The City of Holdfast Bay owns and maintains 67km of underground pipes and over 2,000 pits, 9 gross pollutant traps (GPTs) and 48 water sensitive urban design assets worth over \$68 million. These assets help manage the quality and quantity of rainfall runoff.

The objective of asset management is to ensure the City of Holdfast Bay's assets are managed in the most cost-effective and sustainable way, so we can continue to deliver valuable services for our community now and into the future.

To ensure our assets are providing the appropriate service to the community, levels of service are tracked each year. These levels of service are defined under quality, function, capacity and climate.

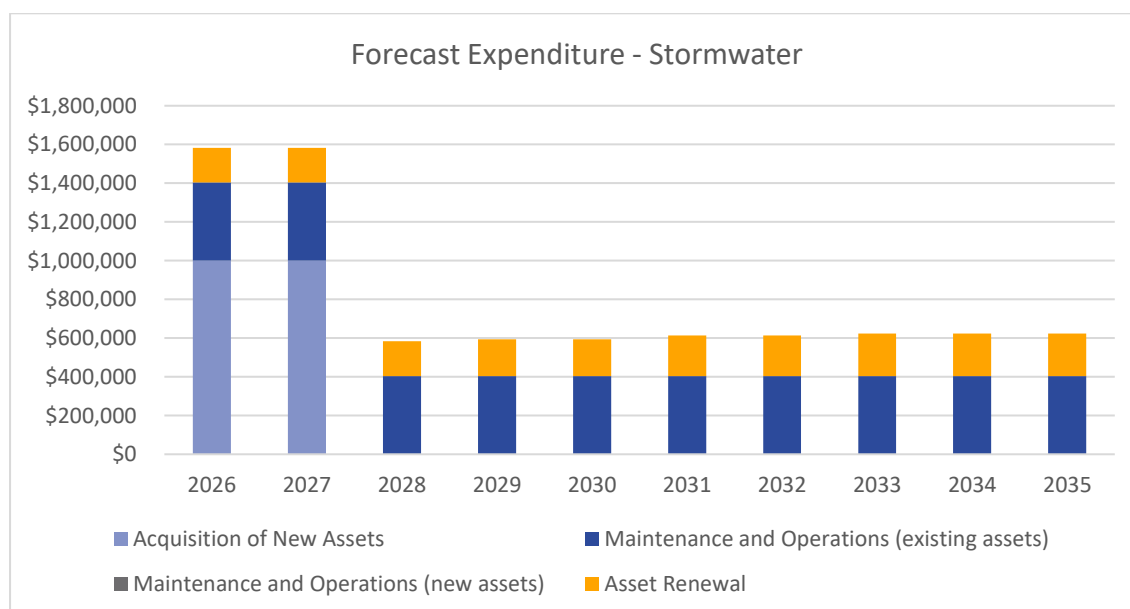
Asset lifecycle planning outlines how Council plans to manage stormwater assets in an optimised cost-effective manner while ensuring delivery of the agreed service levels. The lifecycle of assets can be defined in four stages, including:

- Creation/acquisition (planning, design, procurement, construction)
- Operations and maintenance (operate, maintain, monitor)
- Capital renewal/replacement
- Decommission/disposal

The physical condition of our assets is a level of service indicator to ensure we are appropriately investing in assets. The targets for condition are overall average condition better than 3.0 (fair) and the percentage of assets in fair to very good condition above 90%. The current condition levels are:

- Average condition: 1.7 (very good)
- Fair to very good condition percentage: 91%

The expenditure forecast for all four stages of the asset lifecycle is summarised below.



Council is committed to continuously improving the quality and maturity of its asset management practices. The stormwater improvement program has been developed as a roadmap for these improvements in conjunction with the Asset Management Strategy.

# 1 Introduction

## 1.1 Purpose

The primary purpose of stormwater assets is to manage the quality and quantity of rainfall runoff, with the objective to:

- Minimise property flooding
- Protect the health and safety of the community
- Minimise adverse impacts on the environment
- Harness the potential of stormwater to overcome water shortages
- Reduce urban temperatures
- Improve waterway health

The strategic direction for overall management of stormwater is detailed in Council's Stormwater Management Plans (SMPs). The Asset Management Plan focuses on how we manage our stormwater assets and infrastructure in line with the Stormwater Management Plan outcomes.

City of Holdfast Bay owns and maintains a variety of stormwater assets including:

- Underground drainage network (stormwater pits and pipes)
- Water quality devices such as gross pollutant traps (GPTs)
- Water sensitive urban design (WSUD)

The plan aims to demonstrate proactive management of assets in compliance with regulatory requirements to sustainably meet present and future community needs through:

- Aligning with industry best practice for asset management ISO 55000:2014 without seeking accreditation as an ISO document or process.
- Aligning delivery of asset management activities with organisational goals and objectives.
- Creating transparency and accountability through all aspects of asset management.
- Meeting the agreed Levels of Service in the most cost-effective way through the creation, acquisition, maintenance, operation, rehabilitation, and disposal of assets.

## 1.2 Strategic context

In accordance with the Local Government Act 1999 (the Act) and the Strategic Plan (Our Holdfast 2050+), the Council provides a range of community services to the local community and visitors.

Assets are the foundation stones of the Council and the management of assets is essential to achieve our Council's vision of:

*"Protecting our heritage and beautiful coast, while creating a welcoming and healthy place for all in South Australia's most sustainable city."*

The plan is developed and implemented in conjunction with the following plans, strategies and policies:

- Strategic Plan (Our Holdfast 2050+)
- Corporate Plan (Four-year delivery plan)
- Long Term Financial Plan (LTFP)
- Asset Management Policy



- Asset Management Strategy
- Asset management plans (AMP)
- Stormwater management plans (SMP)
- Coastal adaptation planning
- Carbon Neutral Plan

Council’s planning framework (draft) is outlined in Figure 1.1

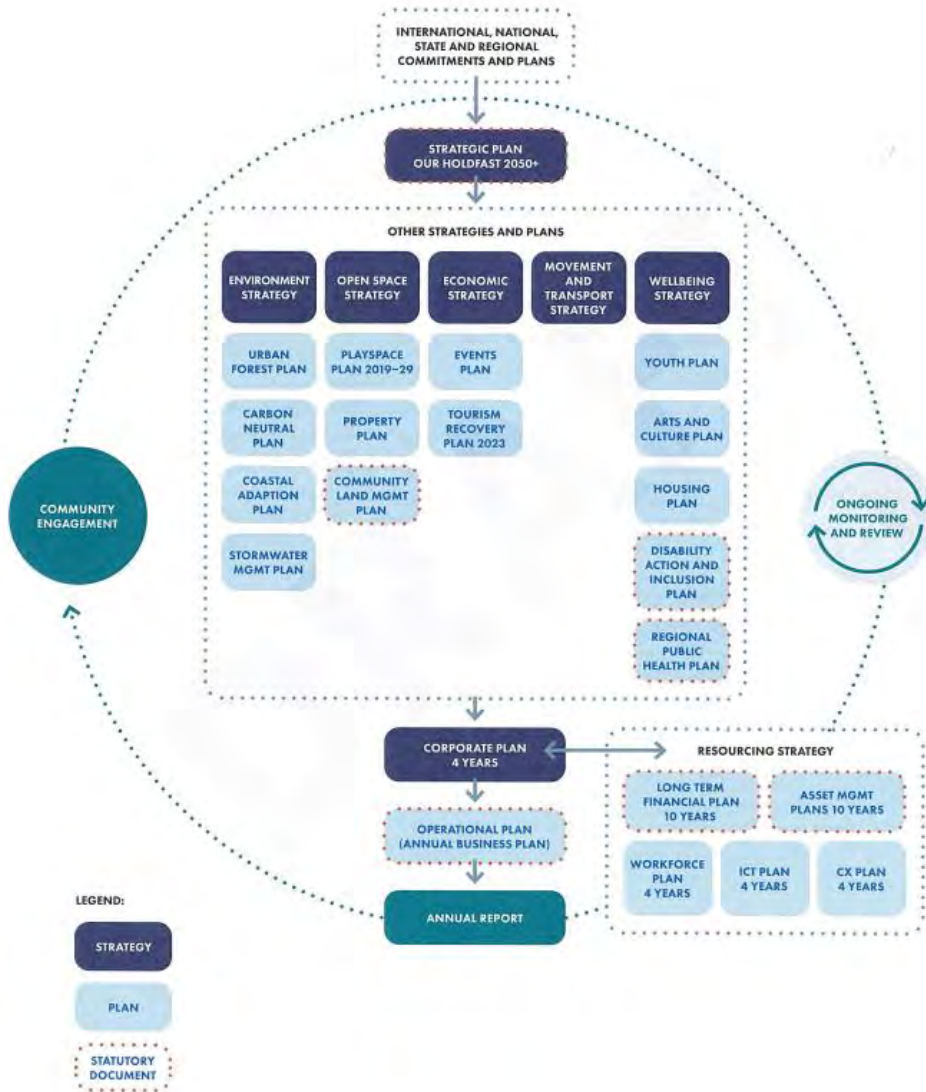


Figure 1.1 Planning framework (draft)

## 1.3 Stakeholders

Key stakeholders responsible in the asset management lifecycle of stormwater assets are provided in Table 1.1.

Key stakeholders	Role in Asset Management Plan
Residents / community	End users of the services provided directly and indirectly by the assets. Provide feedback collected throughout the year, including the annual satisfaction survey.
Elected Members	Act as custodians of community assets. Set asset management policy and vision. Allocate resources to meet council objectives in providing services while managing risks.
Audit Committee	Reviews, and makes recommendations and observations to Council on the financial outcomes of the asset management plans.
Chief Executive Officer and Senior Leadership Team	Provide leadership and strategic direction. Review Asset Management Policy and Asset Management Strategy. Ensure community needs and the outcomes of service reviews are incorporated into asset management planning and LTFP. Ensure councillors and staff are provided with training in financial and asset management practices. Ensure accurate and reliable information is presented to Council. Ensure appropriate delegations and approval processes are followed.
Manager Engineering	Manages development, implementation and review of asset management plans, the Asset Management Policy and Asset Management Strategy. Responsible for advancing asset management within the organisation.
Asset Management Lead	Prepares asset management plans. Manages the asset register and spatial systems. Coordinates data collection. Coordinates annual renewal budget planning. Delivery of asset management improvement programs. Provides technical asset management expertise to the organisation.
Senior Project Manager	Coordinates Council's capital works program.
Manager Field Services	Ensures the maintenance and works programs are achieving service standards.

Table 1.1 Stakeholder responsibilities

## 1.4 Asset management framework

The Asset Management Strategy aims to align the delivery of asset management activities with the organisation’s goals and objectives; this process is known as the “line of sight” with asset management.

The asset management framework consists of the three key asset management documents, the Asset Management Policy, Asset Management Strategy and asset management plans. These documents create transparency and accountability through all aspects of asset management to ensure all stakeholders understand their roles and responsibilities.

The Council’s asset management system is outlined in Figure 1.2. The asset management system is the end-to-end process of asset management within Council. The asset management framework connects Council’s strategic vision and goals to the on-the-ground delivery of our services.

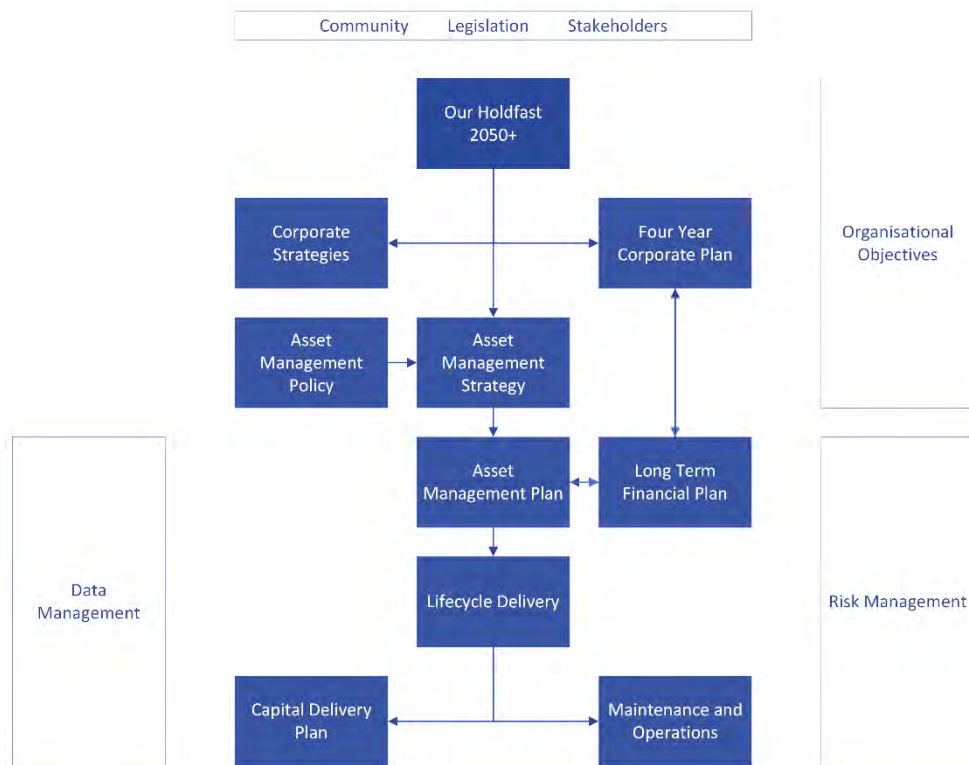


Figure 1.2 Asset management system



## 2 Asset class information

The stormwater asset class includes approximately 5,300 assets and is defined into two categories for drains and pits and, further, into subcategories as summarised below.

Stormwater drain assets	Number of assets	Length (m)
Stormwater pipes	2,800	67,360
Stormwater culverts	173	4,590
<b>Total</b>	<b>2,973</b>	<b>71,950</b>

Table 2.1 Stormwater drain assets

Stormwater pit assets	Number of assets
Side entry pit	1,711
Junction box	467
Grated inlet pit	112
Gross pollutant trap	9
Headwall	98
Other	92
Pump station	3
Water sensitive urban design (WSUD)	48
<b>Total</b>	<b>2,540</b>

Table 2.2 Stormwater pit assets

The stormwater asset class was last revalued in 2022 using current data. During 2023-24 the stormwater asset GIS register was reviewed and updated. An audit of the stormwater pits was undertaken to confirm asset data and collect pit condition information.

This Asset Management Plan has been based on the spatial data as of 2024. The next revaluation will be developed as of 1 July 2026.

### 3 Levels of Service

The International Infrastructure Management Manual (IIMM) describes Levels of Service (LoS) as “defined service quality for an activity or service area against which service performance may be measured”.

City of Holdfast Bay has defined Levels of Service for stormwater assets for both:

- Community Levels of Service – community perception of service
- Technical Levels of Service – technical indicators of performance

The defined Levels of Service are designed to support continued performance and function of stormwater assets to a reasonable standard, where maintenance and servicing are compliant with legislative requirements and manufacturing specifications. They are intended to ensure the stormwater assets and associated budgets are appropriate to meet the service levels.

Community and technical levels of service are used as performance indicators.

Detailed operational levels of service for individual business processes are defined within department’s operational plans. Requirements are identified in the improvement actions section.

#### 3.1 Community Levels of Service

Council receives feedback from a variety of sources including:

- Community enquiries and requests
- Community Strategy consultation
- Annual Business Plan consultation
- Project feedback
- Development of AMPs
- Quality of Life Report
- Customer satisfaction surveys

This feedback is built into all areas of the Plan and we seek to measure our performance against community expectation through our service level links to customer request records and the Quality of Life Report 2023.

Performance measure	Desired Level of Service	Performance measure	Key performance indicator	2024 performance
Quality	Stormwater network is well maintained. Function is effective drainage during rain events.	Number of reactive blockages requiring clearing	Reduction in blockages	TBC

Table 3.1 Community Levels of Service

## 3.2 Technical Levels of Service

Performance measure	Objective	Performance measure	Key performance indicator	2024 performance
Quality (condition)	Physical state of stormwater assets in functioning condition.	Average condition of stormwater assets.	Average condition better than 3.0.	Pipes: 1.8 (14%)
		Percentage of poor or very poor (PVP) stormwater assets.	Asset PVP below 10%.	Pits: 1.6 (1.6%)
Quality (condition)	Serviceable state of stormwater assets in functioning condition.	Condition of stormwater assets.	Average condition better than 3.0. Asset PVP below 10%.	Pipes: N/A Pits: 2.6 (21%)
Quality (renewal)	Sustainably managing renewal of assets.	Asset renewal ratio (Renewal expenditure over forecast budget).	90% - 110%	470%
Quality (responsiveness)	Stormwater maintenance services are provided within determined response time.	Time taken to respond to requests.	Meet response times for priority 4 and 5 requests.	TBC
Capacity	Stormwater assets have the capacity to drain stormwater effectively. Avoid local flooding in events less than a 20% Annual Exceedance Probability (AEP) event.	Number of local flooding events occurring during a below 20% AEP event. Customer request records.	Reduction in issues raised during events. Future goal of 0 flooding issues resulting from 20% AEP event.	TBC
Function (safety)	Stormwater assets are safe and free of hazards.	Number of injuries or accidents	0	0
Climate (mitigation)	Reduce and eliminate emissions to reach 2030 carbon-neutral target.	Emissions reduction from previous year.	Evidence-based reduction.	TBC
Climate (adaptation)	Reduction of asset management climate risk to Council	Consider climate risk in infrastructure decision-making	Progress the RAMP and implementation of actions	Yes

Table 3.2 Technical Levels of Service

All community and technical Levels of Service have been achieved with the following exceptions:

Service level	Response action
Quality (condition) – physical state of asset PVP below 10%: Pipes 14%	CCTV condition inspections have been historically limited to known high-risk areas, negatively skewing the condition data. The CCTV program is being increased to 5km a year. Targeting a broader range of areas to improve the representation of data and knowledge of the network.
Quality (condition) – serviceability state of asset PVP below 10%: Pits 21%	The pit condition inspection concluding 2023-24 found 21% of the network had poor serviceability (blockages). A program has been completed in 2024 to clear these blockages to reinstate a high serviceability rate.
Quality (renewal) – asset renewal ratio: 470% (target 90%-110%)	Through the Stormwater Management Plan, implementation of significant stormwater improvement projects has been delivered. These improvement projects have included associated renewal works to complement the network upgrades. These works have been funded through the stormwater improvement program.

Table 3.3 Response actions

Levels of Service with 2024 performance labelled TBC (to be confirmed) do not currently have a baseline indicator. These are to be measured and reported on, going forward.

### 3.3 Stormwater standards

Council develops Stormwater Management Plans (SMPs) as a coordinated approach to managing stormwater within a particular catchment. The intent of an SMP is to set out the strategies, actions and projects that can be implemented to minimise flooding, utilise stormwater and improve the quality of water that feeds into our waterways and the ocean.

There are two SMPs directly relating to Council’s stormwater catchments:

- Stormwater Management Plan Coastal Catchments Between Glenelg and Marino (2014) in the Cities of Holdfast Bay and Marion
- Stormwater Management Plan for the Urban Catchments of Lower Sturt River in the Cities of Holdfast Bay, Marion, Mitcham, Unley and West Torrens

Through the Coastal Catchments Between Glenelg and Marino SMP, the Cities of Holdfast Bay and Marion have an overarching objective of progressing towards becoming:

*“Water Sensitive Cities” and to minimise flooding and harness the potential of stormwater to overcome water shortages, reduce urban temperatures, and improve waterway health and the landscape of their cities. Water sensitive urban design is the process that will lead to Water Sensitive Cities.*

The result of the Coastal Catchments Between Glenelg and Marino SMP was an implementation plan to enable funding towards stormwater improvements in the LTFP. See section 5.6. This SMP is under review in 2024-25 and the outcome of the review will determine future new capital investment.

The SMPs define our Levels of Service for quantity and quality of stormwater run-off. They are defined by our minor drainage system (underground) and major drainage system (overland flow).

## Minor drainage system (underground)

The minor drainage system includes the pits and underground pipes whose primary function is to avoid nuisance flooding and ponding to maintain the serviceability and safety of the road network.

The original South Western Suburbs Drainage Scheme (1960s and 1970s), which drains the majority of the network, was designed to achieve a 20% AEP (Annual Exceedance Probability) or 5 year ARI (Average Recurrence Interval) standard.

Modelling of the pit and pipe network capacity indicates many of the pipes do not have the 20% AEP capacity when measured against contemporary standards. This is likely to be due to increased imperviousness of the catchment and changing storm intensities since the system was designed in the 1960s.

When designing new drainage systems, wherever technically possible and financially viable, Council aims to achieve a design standard for 20% AEP storms with gutter flow width no greater than 2.5m.

## Major drainage system (overland flow)

The major drainage system includes the minor system as well as the roads, open spaces, water courses and other overland flow routes.

The aim of the of the major system is to prevent flooding that causes property damage or threatens the safety of people in the floodplain during a 1% AEP storm (100 year ARI) wherever technically possible and financially viable.

All new developments have a minimum design standard for the major system with the minimum freeboard (distance between top of flood water and house floor level) to be 200mm to ensure the buildings are not subject to inundation during a 1% AEP flood.

Detailed objectives for acceptable level of protection for the community are detailed in the Coastal Catchments Between Glenelg and Marino SMP.

### 3.4 Legislation and relevant Acts

Under the *Local Government Act 1999*, Council is required to develop and adopt an infrastructure and asset management plan covering a period of at least 10 years.

Council is additionally required to adopt a long-term financial plan (LTFP) associated with such service plans also covering a period of at least 10 years. There is a direct link between the development and implementation of these two plans, with the LTFP updated to reflect forecast expenditure as detailed within these plans.

Council considers the following legislative framework in the management of its stormwater assets.

Legislation	Requirements
<i>Aboriginal Heritage Act 1988</i>	An Act to provide for the protection and preservation of Aboriginal heritage; to repeal the Aboriginal and Historic Relics Preservation Act 1965 and the Aboriginal Heritage Act 1979; and for other purposes.
<i>Australian Accounting Standards</i>	Standards applied in preparing financial statements, relating to the valuation, revaluation, and depreciation of assets.
<i>Climate Change and</i>	An Act to provide for measures to address climate change with a view to

<b>Legislation</b>	<b>Requirements</b>
<i>Greenhouse Emissions Reduction Act 2007</i>	assisting to achieve a sustainable future.
<i>Environment Protection Act 1993</i>	Responsibility not to cause environmental harm (e.g. noise pollution, contamination of water).
<i>Local Government Act 1999</i>	Sets out role, purpose, responsibilities and powers of local governments including preparation of an LTFP supported by asset management plans for sustainable service delivery.
<i>Local Government (Financial Management and Rating) Amendment Act 2005</i>	Impetus for the development of a strategic management plan, comprising an asset management plan and an LTFP.
<i>Local Government (Stormwater Management) Amendment Act 2007</i>	<p>Implementation of Stormwater Management Agreement and establishment of Stormwater Management Authority to ensure proper management of stormwater in SA.</p> <p>Formulates policy for stormwater management and facilitates stormwater management planning for councils including funding programs.</p>
<i>Landscape South Australia Act 2019</i>	An Act to promote sustainable and integrated management of the State's landscapes, to make provision for the protection of the State's natural resources, and for other purposes.
<i>Planning, Development and Infrastructure Act 2016</i>	An Act to provide for matters relevant to the use, development and management of land and buildings, including by providing a planning system to regulate development within the State, rules with respect to the design, construction and use of buildings, and other initiatives to facilitate the development of infrastructure, facilities and environments that will benefit the community.
<i>Work Health and Safety Act 2012</i>	An Act to provide for the health, safety, and welfare of persons at work; and for other purposes.

**Table 3.3 Legislation requirements**

## 4 Demand forecast

A community's demand for services may change over time depending on factors including environmental, technological and capacity requirements. Council may need to make changes to manage future demand for services.

Demand driver	Current position	Demand forecast	Demand impact	Demand management	Impact on assets
Population and housing density increases	Total estimated population 37,543 (2021); 51% of dwellings are medium to high density.	Planned to accommodate for 40,000 in Holdfast Bay by 2031.	Greater impervious areas through increased infill development have the potential to increase pressure on the stormwater network and cause local flooding problems.	Implementation of regional Stormwater Catchment Management Plan.  Audit and management of stormwater drainage to ensure serviceability of the network.  Installation of water-sensitive urban design features (WSUD).	Increased demand on stormwater capacity in the major and minor networks. Resulting in requirements to increase capacity or find alternate detention.
Water quality	The stormwater system transports stormwater to the marine environment.  Introduced impervious surfaces, human activities and industry since European settlement have all significantly altered the quantity, distribution and quality of water discharged to the marine environment.  The cumulative impact of continuous and episodic land-based discharges has resulted in a significantly	Pollutants will continue to be captured by the stormwater system, requiring water quality measures prior to entering the marine environment.	Increase demand for Council to introduce stormwater quality controls throughout the network.	To the extent it is technically possible, financially viable and without compromising flood protection; retrofit WSUD to capture and treat road runoff and retrofit GPTs to all stormwater outlets discharging to Adelaide beaches.  Minimise pollutants entering the drainage network by maintaining effective programs for cleaning and maintenance	Creates demand for new assets to treat stormwater quality such as WSUD and gross pollutant traps (GPTs).  Creates demand for appropriate management of these assets and minimising debris and rubbish entering our stormwater systems.

Demand driver	Current position	Demand forecast	Demand impact	Demand management	Impact on assets
	degraded coastal environment.			of GPT and street sweeping.  Installing and servicing of rubbish bins, particularly in commercial precincts.	
Environmental sustainability (climate mitigation)	Council and the community are increasingly aware of our impact on the environment and Council's role in environmental sustainability.	Council is committed to pursuing, supporting, and creating an environment that will sustain current and future generations.	Requirement to use fewer, recycled and renewable resources that can contribute to the development of a circular economy and reduce Council's carbon footprint.  Greater environmental sustainability requirements placed on the construction industry.	Implement actions from the Environment Strategy 2020-25, Climate Governance Risk Assessment and Carbon Neutral Plan.	Higher costs associated with construction methods that are environmentally sustainable.
Climate change (adaptation)	Increase in severe weather events including droughts, extreme heat events, storms, storm surges, high tides, and sea level rise.	Severe weather events to increase based on current trends, including more intense rainfall events.  Rise in sea level and coastal storm events.	More intense rainfall events are likely to place increased pressure on the existing drainage network to carry larger volumes of stormwater runoff.  Sea level rise will potentially cause blockages or reduced outlet capacity through sand and seawater inundation of the drainage network adjacent to the coast.	Ongoing review and update of design standards due to increased rainfall intensity.  Management of sand surrounding stormwater outlets adjacent to the coast.  Stormwater management planning (improvement actions 1 and 2).  Resilient Asset Management Program (RAMP) assessing resilience and suitability of assets	In the future, as definitions regarding expected rainfall intensity change, it may be required to construct larger pipes to achieve the same design standard.  Upgrade the drainage capacity of current stormwater networks.  Extension of the drainage network to new areas at risk of flooding.



Demand driver	Current position	Demand forecast	Demand impact	Demand management	Impact on assets
				under changing climate conditions.	
Technology change	Trialling new available technologies for stormwater management.	Ongoing review of efficient and effective stormwater management improvements.	Taking advantage of opportunities through studies and grants to progress stormwater management technology.	Using new technologies to monitor or control stormwater flows.	Trailing new technology will require additional budgets. Opportunities through SMP development.

**Table 4.1 Demand factor**

## 5 Lifecycle planning

Asset lifecycle planning outlines how Council plans to manage stormwater assets in an optimised cost-effective manner while ensuring delivery of agreed service levels. The lifecycle of assets can be defined in four stages:

- Creation/acquisition (planning, design, procurement, construction)
- Operations and maintenance (operate, maintain, monitor)
- Capital renewal/replacement
- Decommission/disposal

Each of these stages is further detailed in this lifecycle planning section.

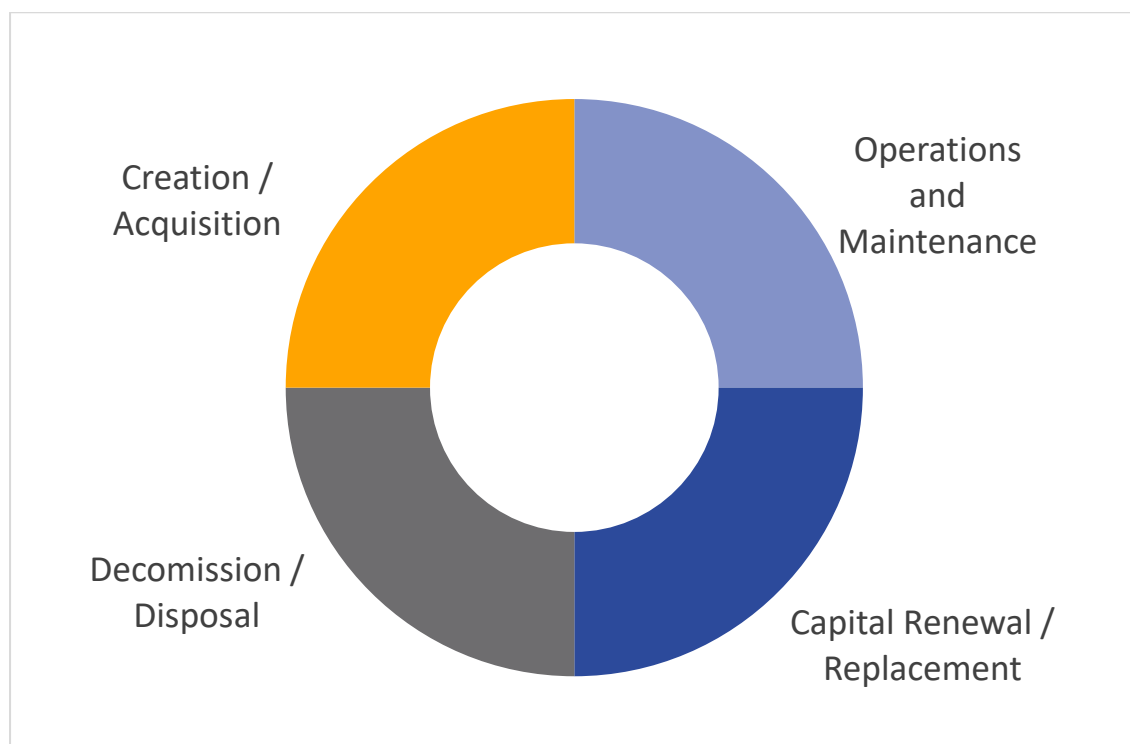


Figure 5.1 Asset lifecycle

### 5.1 Asset life

Throughout the asset lifecycle, assets are inspected, condition-rated and revalued on a periodic basis. Asset condition and expected useful life are used to estimate the remaining life of each asset.

Stormwater assets are managed financially using a straight-line depreciation method whereby an asset has a current replacement cost that is depreciated over time using an expected useful life.

Assets may be renewed or replaced based on several factors including condition, capacity, function and increasing requirement for asset maintenance and repair as an asset ages. The service life of an asset may therefore differ from the design life or the useful life. During an asset's service life, maintenance and repair works will be required to maintain the service level provided by the asset.

A summary of expected useful lives of stormwater assets is provided in Table 5.1.

<b>Stormwater assets</b>	<b>Expected useful life (years)</b>
PVC pipes	70
Concrete pipes	120
Box culvert drains	120
Concrete channels	80
Side entry pits	80
Small grated inlet pits	50
Grated inlet pits	80
Junction boxes	80
Gross pollutant traps	80
Headwalls	60
Pump stations	58
Pumps	20
Rain gardens	50
Tree net inlets	50

**Table 5.1 Useful lives**

## **5.2 Asset condition**

Council is responsible for maintaining stormwater assets in the appropriate condition for the defined Level of Service (section 3). This is achieved through the following work:

- Periodic inspection and asset condition audits of the stormwater pit assets.
- CCTV inspection and condition audit of stormwater pipes and drains as required to confirm alignments and requirements for associated work.
- Regular sweeping of streets and cleaning of stormwater pits to minimise inundation of leaves and waste into the stormwater drainage system.
- Development of a forward works program for capital renewal works and maintenance/operational activities.

During the service life of a stormwater asset, it should be maintained and inspected regularly to ensure the asset remains safe for use and fit for purpose and to ensure the service life is achieved.

The condition scoring criteria adopted for stormwater asset audits is based on the IPWEA condition rating guidelines and is summarised in Table 5.2.

Condition grade	Condition	Description	Estimated remaining useful life (%)
0	Not rated	Asset has not been properly decommissioned, no longer exists or is unable to be rated due to serviceability issues	N/A
1	Very good	Excellent physical condition. Observable deterioration is insignificant, routine maintenance is preserving asset condition	100% to 80%
2	Good	Sound physical condition, minor deterioration/minor defects observed.	80% to 50%
3	Fair or moderate	Moderate deterioration evident, minor components or isolated sections of the asset need replacement or repair.	50% to 20%
4	Poor	Serious deterioration and significant defects are evident, affecting structural integrity. Significant intervention is required to arrest deterioration. Renewal of all of the asset is required within short term.	20% to 5%
5	Very poor	Failed or failure imminent. Immediate need to replace most or all of asset. Major work including replacement or rehabilitation required urgently.	5% to 0%

**Table 5.2 Condition score criteria**

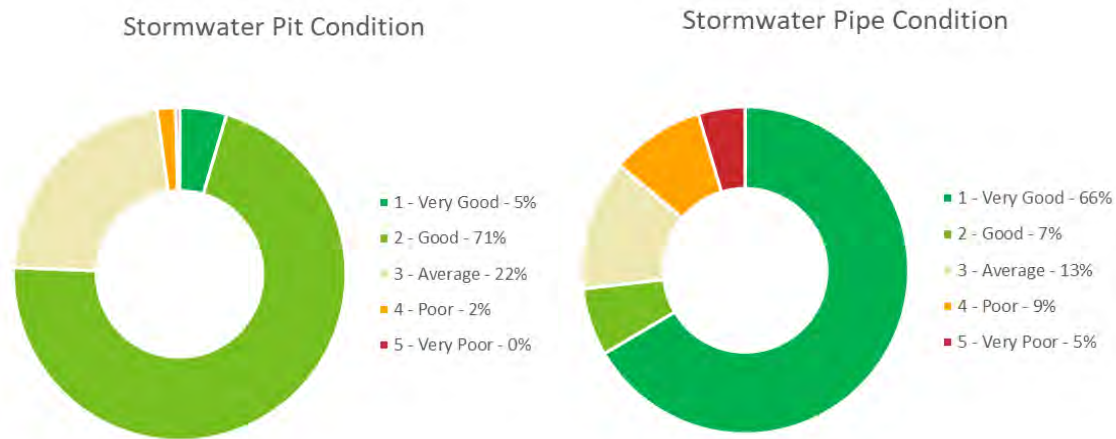
A summary of stormwater node asset conditions, from data captured during 2022-23 and 2023-24 is provided in Table 5.3.

Asset category	Count	Average condition rating	Target condition rating	Percentage below condition 3 (PVP)	Target percentage (PVP)
Side entry pit	1711	2.0	3.0	2.3%	10%
Junction box	467	0.9	3.0	0.0%	10%
Grated inlet pit	112	1.3	3.0	0.9%	10%
Gross pollutant trap	9	0.9	3.0	0.0%	10%
Headwall	98	0.8	3.0	0.0%	10%
Other	92	N/A	3.0	N/A	10%
Pump station	3	N/A	3.0	N/A	10%
WSUD	48	N/A	3.0	N/A	10%
<b>Total</b>	<b>2,540</b>	<b>1.6</b>	<b>3.0</b>	<b>1.6%</b>	<b>10%</b>

**Table 5.3 Stormwater node condition summary**

In the past five years, 6,740m of CCTV footage has been captured throughout the network across 198 surveys. The average condition rating of the pipes surveyed was 1.8 with 14% in poor or very poor condition.

A summary of the stormwater asset condition data, based on data captured in the past five years is provided in Figure 5.2.



**Figure 5.2 Stormwater condition profile**

Through the improvement program and maintenance forecasting, annual CCTV condition inspections of pipes will be increased from 1.3km a year to 5km a year, targeting areas associated with existing projects, investigation requests, high-risk areas and known gaps in the network data.

The condition data is currently negatively skewed to poor condition as a majority of our inspections occur as a result of a failure or serviceability issue. The above pipe data may not be an accurate representation of the whole network. As we increase our condition inspections, it is expected the condition data will produce a more accurate picture of the network.

Condition data found through the accelerated inspection programs will inform our renewal planning and projects. Opportunities to improve the capacity of our underground drainage network will be applied in line with our service levels and stormwater standards.

### 5.3 Historical expenditure

Historical expenditure for 2019-20 to 2022-23 for operation, maintenance, new assets and renewal of existing assets for the stormwater asset class is summarised in Figure 5.3. The actual expenditure for each year has been indexed by the local government price index (LGPI) to create 2024-25 equivalent expenditure.

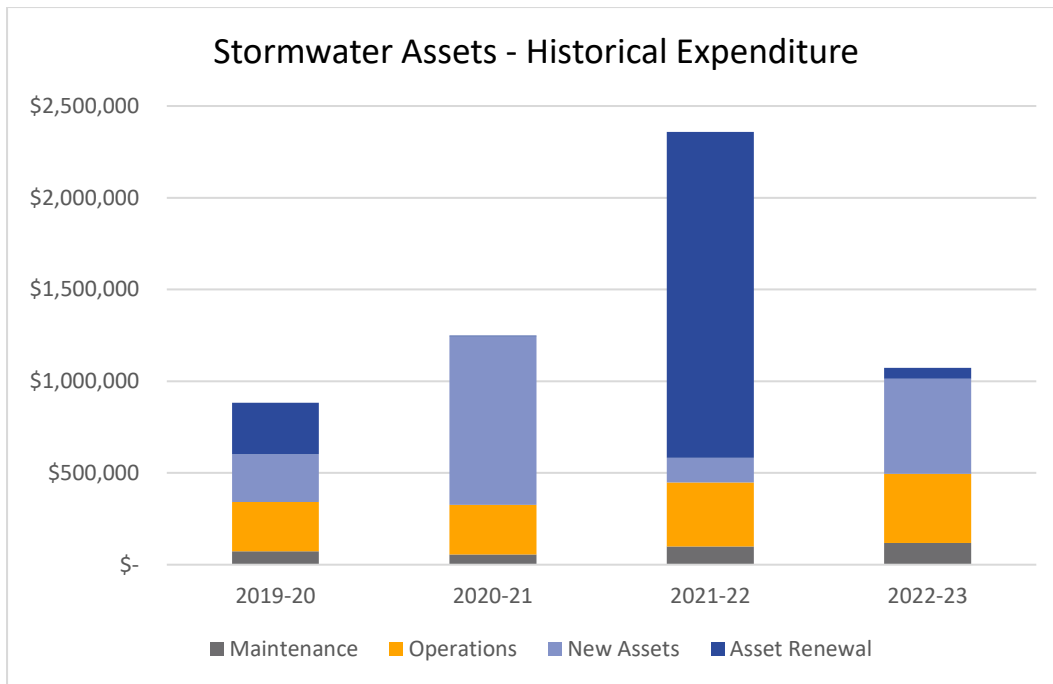


Figure 5.3 Historical expenditure

## 5.4 Operation and Maintenance Plan

Assets are maintained and serviced throughout the lifecycle to ensure service delivery and safety are maintained.

Typical operations associated with stormwater assets include pit and pipe cleaning, CCTV inspections, GPT cleaning and street sweeping.

Maintenance activities include all actions required to retain an asset's condition and amenity and can be classified as either reactive or planned.

Expenditures from previous financial years have been indexed by the local government price index (LGPI) to create 2024-25 equivalent expenditure.

The operations and maintenance costs of stormwater assets are forecast to trend in line with the previous four years of costs as the number of assets and the services provided have not changed and are not expected to change substantially.

Annual amounts of \$317,025 for operations and \$86,152 for maintenance have been adopted based on the average of the previous four years to provide equivalent 2024-25 estimates.

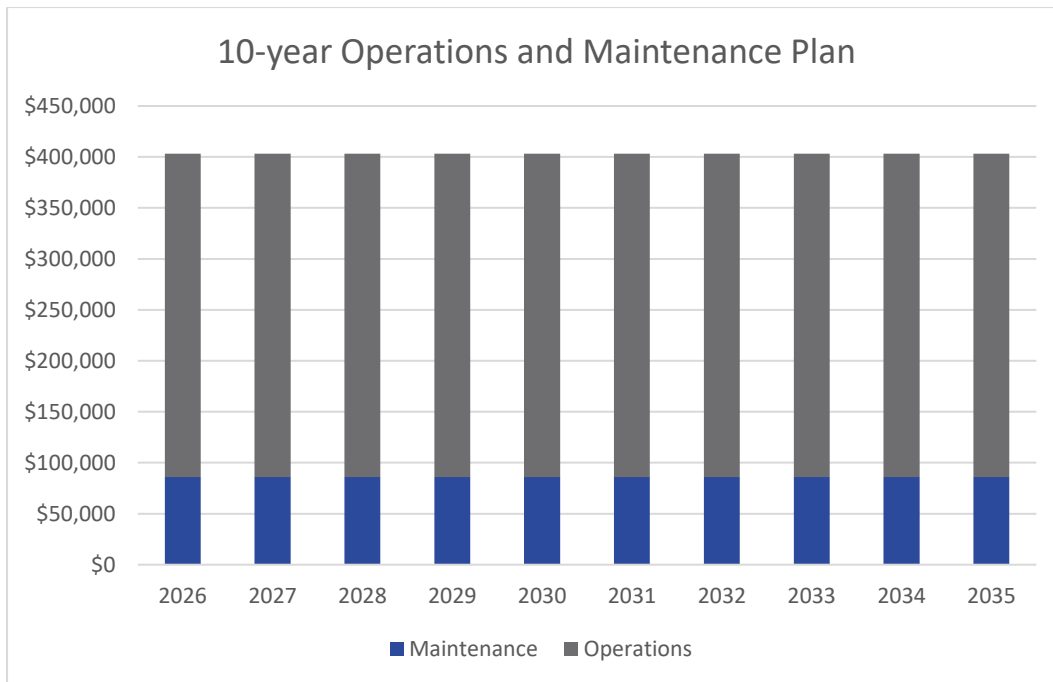


Figure 5.4 Operations and Maintenance Plan

## 5.5 Renewal Plan (capital)

Asset renewal is capital work which restores, rehabilitates, replaces, or renews an existing asset to its original service potential.

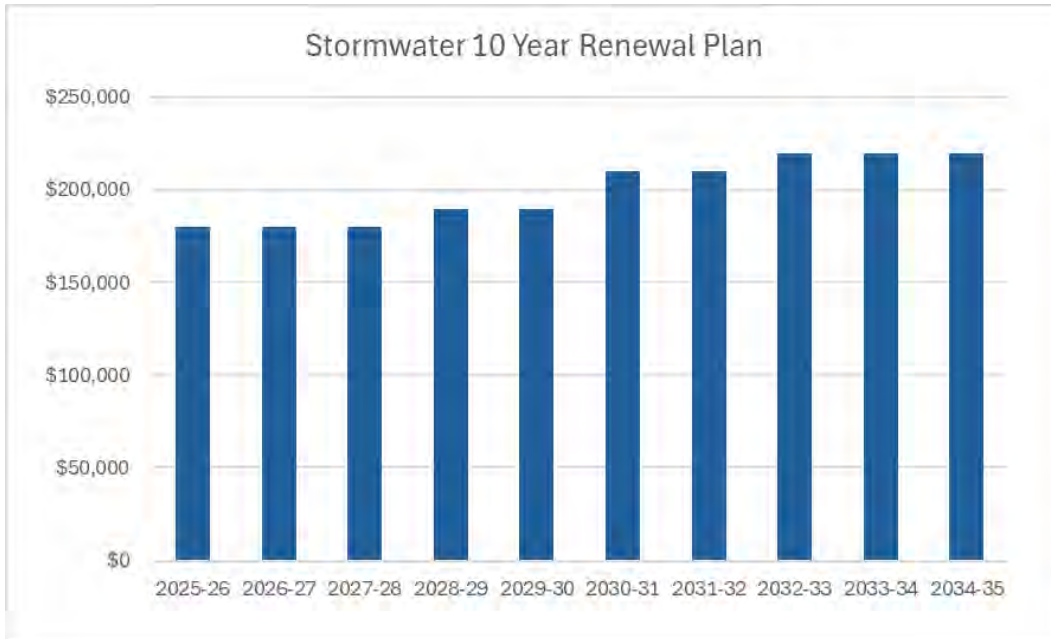
Asset renewal is undertaken for reasons including deteriorating asset condition, function, and amenity considerations, or to align works in an area to minimise disruption and undertake works efficiently.

The stormwater replacement program outlined in this plan has been developed based on:

- Condition data
- Standard useful lives of assets
- Reported defects and failures

The annual CCTV program will inform our renewal planning and projects.

Opportunities to improve the capacity of our underground drainage network will be applied in line with our service levels and stormwater standards within the renewal program.



**Table 5.4 10-year Renewal Plan**

An average of \$200,000 has been allocated to stormwater renewal for the next 10 years with an incremental increase. This rate of renewal is very low in comparison to the stormwater portfolio due to the long life of stormwater assets and the relatively good condition and age profile. Based on the age profile, it is anticipated there will be incremental increases to the renewal program over time until a substantial increase from the 2040s onwards. Ongoing CCTV condition inspections are used to identify renewal works in the next 10 years.

### 5.6 Acquisition Plan (new capital)

Acquisitions are new assets that did not previously exist or works resulting in significant upgrade of the asset and an increased capacity to deliver a service. The requirement for an acquisition may result from growth, changed demand, social or environmental needs. Assets may also be donated to Council.

New stormwater works are typically triggered by a Stormwater Management Plan (SMP) and corresponding Implementation Plan. These projects are delivered to address stormwater quantity (flooding risk) and stormwater quality (pollutants).

The Stormwater Management Plan Coastal Catchments Between Glenelg and Marino 2014 (Coastal Catchments SMP) covers a vast majority of the Holdfast Bay region. The remaining areas will be covered by the Stormwater Management Plan for the Urban Catchments of Lower Sturt River, which is currently being developed.

The existing new capital budget from the Coastal Catchments SMP includes \$1,000,000 funding for both 2025-26 and 2026-27 in the LTFP. There is no funding allocated from 2027-28 onwards at this point in time.

The SMP Coastal Catchments Between Glenelg and Marino is set for a review in 2024-25. The asset acquisition plan is currently based on the Coastal Catchments SMP 2014 implementation plan. Following the 2024-25 update of the Coastal Catchments SMP it is anticipated a new implementation plan will be developed for inclusion in the LTFP for a period exceeding the current funding allocation timeframe.



The Stormwater Management Plan for the Urban Catchments of Lower Sturt River will be excluded from this acquisition plan and the outcomes are currently unknown.

This plan will require an update following the adoption or update of an SMP or associated investment plan.

## **5.7 Disposal Plan**

Disposal of assets refers to activities associated with disposing of a decommissioned asset including sale, demolition, or relocation of assets. Council's Disposal of Assets Policy outlines this process.

Council has no upcoming disposals for stormwater assets and currently there is no funding requirement for stormwater asset disposals.

## 6 Financial summary

The financial requirements for the stormwater asset class are outlined in this section.

### 6.1 Asset valuation

Asset values are projected to increase as additional assets are added through capital works. Unit rates are also expected to increase over time as construction costs for infrastructure increase.

Additional assets will generally increase the requirement for maintenance and operations as well as future renewal.

Valuations are undertaken for each asset class in alignment with Australian Accounting Standard AASB13 Fair Value and are undertaken at minimum every five years.

The revaluation of Council's stormwater asset class was last undertaken as a desktop valuation as of 30 June 2022. Stormwater asset data review and update was undertaken in 2022 and an inspection and condition audit of the stormwater pits have been undertaken in the past two financial years.

The stormwater asset class will be revalued as of 1 July 2024 using stormwater pit data currently being collected. All stormwater drain assets have a length in metres assigned as the primary dimension, used to calculate estimated replacement costs. The stormwater pits are generally valued per item.

The valuation of Council's stormwater asset class as of 2024, prior to revaluation is summarised in Table 6.1.

Asset category	Current asset cost	Accumulated depreciation	Carrying value	Annual depreciation	Number of in-use assets
Stormwater pipes	\$39,580,597	\$16,215,552	\$23,365,045	\$331,052	2,800
Culverts and channels	\$14,091,296	\$6,458,860	\$7,632,436	\$118,893	173
Stormwater pits	\$7,836,222	\$3,569,746	\$4,266,477	\$54,507	2,264
WSUD	\$1,296,438	\$145,374	\$1,151,064	\$25,688	48
Pumps	\$551,847	\$96,200	\$455,647	\$9,814	3
Headwalls	\$4,101,652	\$884,883	\$3,216,769	\$68,362	25
Gross pollutant traps	\$1,395,122	\$401,785	\$993,337	\$17,439	9
<b>Total</b>	<b>\$68,853,175</b>	<b>\$27,772,402</b>	<b>\$41,080,773</b>	<b>\$625,754</b>	<b>5,322</b>

Table 6.1 Stormwater asset valuation

## Stormwater Asset Valuation

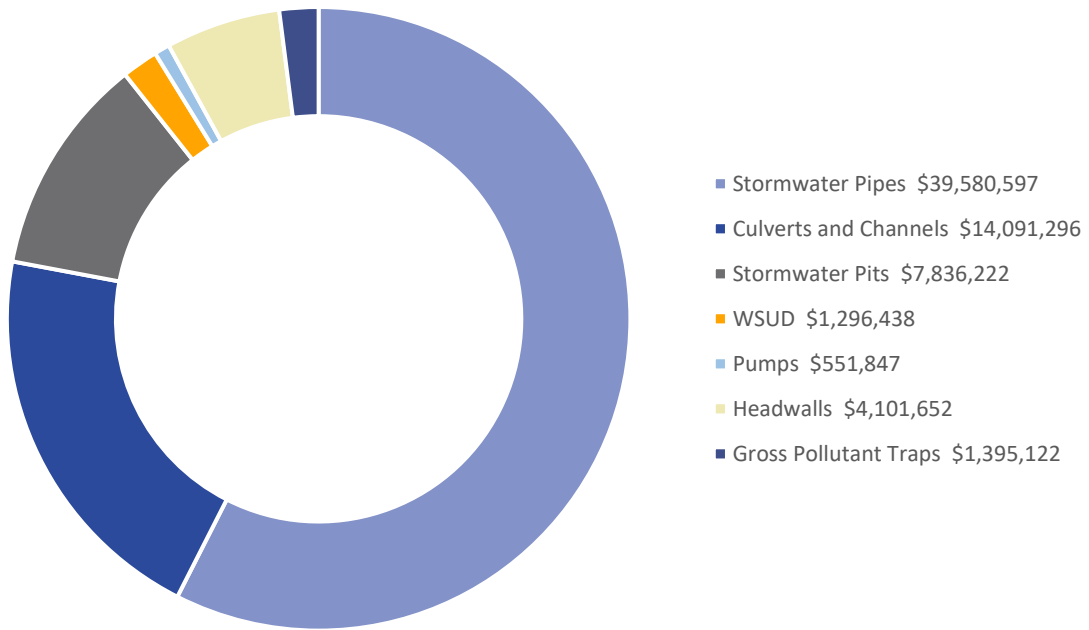


Figure 6.1 Stormwater assets valuation

## 6.2 Expenditure forecast summary

The overall stormwater expenditure forecast for operations, maintenance, renewal of existing assets and acquisition of new assets is provided in Figure 6.2 and Table 6.2. The stormwater asset renewal forecast is provided in Table 6.3.

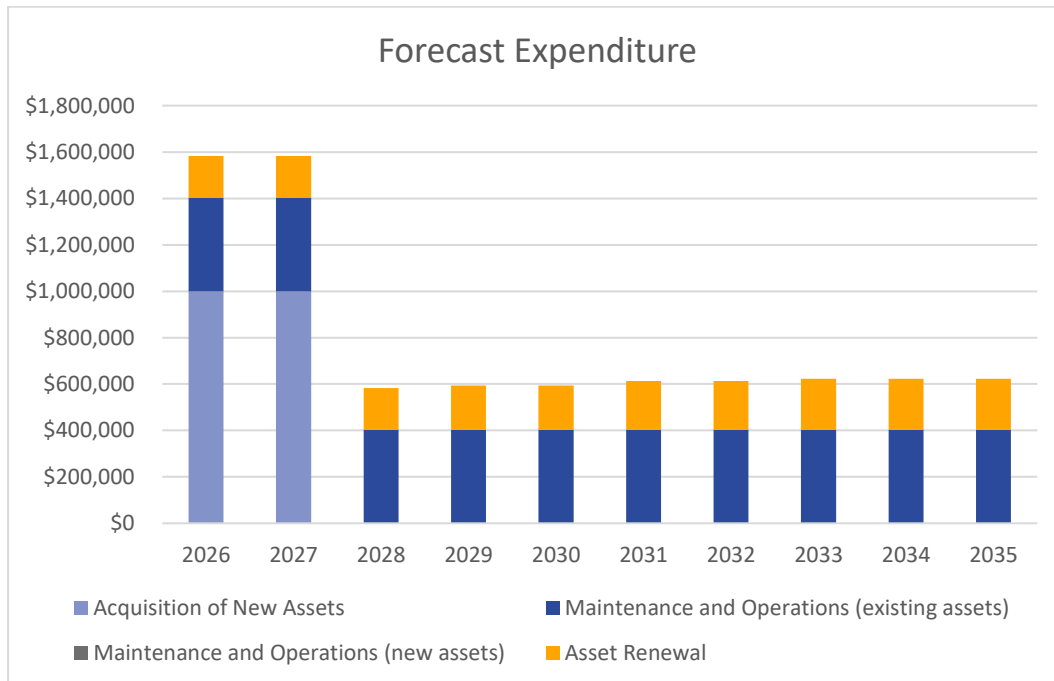


Figure 6.2 Stormwater forecast expenditure

Financial year	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Acquisition of new assets	\$1,000,000	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Maintenance and operations (existing assets)	\$403,177	\$403,177	\$403,177	\$403,177	\$403,177	\$403,177	\$403,177	\$403,177	\$403,177	\$403,177
Maintenance and operations (new assets)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Asset renewal	\$180,000	\$180,000	\$180,000	\$190,000	\$190,000	\$210,000	\$210,000	\$220,000	\$220,000	\$220,000
Asset disposal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
External grant funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Council funding required</b>	<b>\$1,583,177</b>	<b>\$1,583,177</b>	<b>\$583,177</b>	<b>\$593,177</b>	<b>\$593,177</b>	<b>\$613,177</b>	<b>\$613,177</b>	<b>\$623,177</b>	<b>\$623,177</b>	<b>\$623,177</b>

Table 6.2 Forecast expenditure

Financial year	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Stormwater pipes and pits renewal	\$180,000	\$180,000	\$180,000	\$190,000	\$190,000	\$210,000	\$210,000	\$220,000	\$220,000	\$220,000
<b>Total renewal</b>	<b>\$180,000</b>	<b>\$180,000</b>	<b>\$180,000</b>	<b>\$190,000</b>	<b>\$190,000</b>	<b>\$210,000</b>	<b>\$210,000</b>	<b>\$220,000</b>	<b>\$220,000</b>	<b>\$220,000</b>

Table 6.3 10-year Renewal Plan

### 6.3 Funding strategy

Key strategic activities that will affect the future financial position for stormwater:

- The Asset Management Plan to inform the Long Term Financial Plan
- Stormwater Management Plan Coastal Catchments Between Glenelg and Marino update
- Stormwater Management Plan for the Urban Catchments of Lower Sturt River development
- Coastal adaptation planning
- Stormwater valuation 1 July 2024 using recently collected condition data
- Ongoing CCTV inspection program and next pit condition assessment in 2028
- Carbon Neutral Plan implementation
- Resilient Asset Management Program implementation

### 6.4 Assumptions

The following assumptions have been adopted in developing financial forecasts:

- The renewal program has been based on stormwater data collected in 2023 and 2024.
- Condition data and standard useful lives have been used to estimate remaining lives of assets and the forecast renewal date for each asset.
- The pit renewal program is based on replacing pits identified in conditions 4 or 5 over the period of this plan.
- The pipe renewal program is based on reported defects and failures confirmed through CCTV.
- Operation and maintenance budget forecasts have been based on actual operation and maintenance costs for a four-year period adjusted to 2024 costs.
- Acquisition costs have been added for projects approved by Council through the Stormwater Management Plan.
- No decommissioning of assets has been assumed.

### 6.5 Data confidence

Expenditure requirements for asset replacement and operational costs have been based on the best available data. Asset replacement costs have generally been based on stormwater revaluation data current as of 30 June 2022 with some adjustments where more up-to-date information is available.

Current stormwater asset register data is based on the following recent improvements:

- A desktop stormwater revaluation as of 30 June 2022.
- Spatial data review and update to align and correct stormwater drain and pit locations.
- Stormwater pit asset data collection and condition audit 2022-23 and 2023-24.
- 10% of the underground pipe network has had a CCTV condition assessment.
- GPT data based on pit condition assessment and cyclic GPT cleaning.
- WSUD data is collected in asset register at varying levels of maturity.
- Quantities in this plan are based on 2023-24 data collection. This data is yet to be post-processed and uploaded into the formal asset register.
- Stormwater asset class revaluation as of 1 July 2024 is based on the asset register. The recently collected condition data will be updated after the publication of this plan.

Data confidence for this asset class is classified as “C – Uncertain” based on the IPWEA data confidence scale. The data is based on sound records, procedures, investigations and analysis. The

dataset is complete and estimated to be accurate  $\pm 5\%$ . The IPWEA data confidence grading system is provided in Table 6.4.

The pit data is “B – Reliable” following the condition audit, with only a minor number of pits inaccessible, while pipe data is “C – Uncertain” due to only 10% of the network having CCTV inspections.

Confidence level	Description
A – Highly Reliable	Data based on sound records, procedures, investigations, and analysis, documented properly, and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$ .
B – Reliable	Data based on sound records, procedures, investigations, and analysis, documented properly but has minor shortcomings, e.g. some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$ .
C – Uncertain	Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$ .
D – Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete and most data is estimated or extrapolated. Accuracy $\pm 40\%$ .
E – Unknown	None or very little data is held.

**Table 6.4 Data confidence**

## 7 Risk management

The objective of the risk management process is to ensure all significant asset management risks are identified and assessed. Following a risk assessment and consideration of both likelihood and consequence, risks identified as high or very high in the short to medium term are investigated. Strategies and treatments are implemented to mitigate or address unacceptable risks.

An assessment of risks in-line with Council’s risk matrix (Figure 7.1) associated with the stormwater asset class are detailed in Table 7.1.

Likelihood \ Consequence		Insignificant	Minor	Moderate	Major	Catastrophic
		1	2	3	4	5
Almost Certain	E	Medium	Medium	High	Extreme	Extreme
Likely	D	Low	Medium	High	High	Extreme
Possible	C	Low	Medium	Medium	High	High
Unlikely	B	Low	Low	Medium	Medium	High
Rare	A	Low	Low	Low	Medium	Medium

Figure 7.1 Risk matrix

Table 7.1 summarises the asset management risk register, which is reviewed and updated at minimum annually in-line with our risk management procedures. The asset management risk register should be review in line with the strategic an operational risk register.

<b>Stormwater risk statement</b>	<b>Current controls</b>	<b>Residual risk rating</b>	<b>Further risk treatments/actions</b>	<b>Target risk rating</b>
Climate change affecting useful life of assets	<ul style="list-style-type: none"> <li>- Ongoing participation in the Resilient Asset Management Program (RAMP) with Resilient South Councils.</li> <li>- Coastal adaptation planning in place including hazard identification and assessment.</li> <li>- Integrated IPWEA Practice Note 12.1 into asset project design and planning processes.</li> <li>- Consideration of climate change risks in strategic and long-term planning.</li> </ul>	HIGH	<ul style="list-style-type: none"> <li>- Implement RAMP actions for all asset classes and across the asset lifecycle.</li> <li>- Complete coastal adaptation planning including data collation, risk assessments and community engagement.</li> </ul>	MEDIUM
Inconsistency caused by changes Elected Members or Senior Leadership personnel.	<ul style="list-style-type: none"> <li>- Alignment of asset management framework (AM Policy, Strategy and plans) including service levels and long-term financial plans.</li> <li>- Development of AM Steering Committee.</li> <li>- Regular asset management updates provided to Elected Members.</li> </ul>	MEDIUM	<ul style="list-style-type: none"> <li>- Improving asset management maturity aligned with Asset Management Strategy improvement plan.</li> <li>- Keep Elected Members and Senior Leadership Committee informed via the Asset Management Steering Committee. Identify training where required.</li> </ul>	MEDIUM
Insufficient budget to meet service levels for maintenance and renewal	<ul style="list-style-type: none"> <li>- Clear budget planning process, identifying any funding dependencies within planned/major upgrades.</li> <li>- Operational management plans for complex and high-risk sites.</li> <li>- 10-year financial planning and rolling three-year capital works program.</li> <li>- Regular condition audits of assets.</li> <li>- Community service levels developed through ongoing feedback.</li> </ul>	MEDIUM	<ul style="list-style-type: none"> <li>- AM Strategy Improvement Program Action Number 8 and Improvement Action 4: Review operational LoS and update responsibilities, resourcing and planning to meet agreed LoS. Implement system to prioritise, assess and action requests in-line with operational LoS.</li> <li>- AM Strategy Improvement Program Action Number 4: Undertake cyclic data collection to continue to improve data quality for decision making.</li> </ul>	MEDIUM
Lack of accuracy and consistency in asset management source data	<ul style="list-style-type: none"> <li>- Satisfactory data confidence level in current asset information data levels through cyclic condition audits. See confidence levels.</li> <li>- Annual cyclic data collection schedule in place.</li> <li>- Ongoing improvements to data management guidelines.</li> <li>- Regular updates from routine maintenance spot checks/issue reporting.</li> </ul>	MEDIUM	<ul style="list-style-type: none"> <li>- AM Strategy Improvement Program Action Number 3: Establish the data management framework and guidelines for asset register to future proof for predictive modelling.</li> <li>- AM Strategy Improvement Program Action Number 4 Undertake cyclic data collection to continue to improve data quality for decision making.</li> </ul>	LOW
Insufficient	<ul style="list-style-type: none"> <li>- Stormwater Management Plan (SMP).</li> </ul>	HIGH	<ul style="list-style-type: none"> <li>- Improvement Plan Action 1: Review SMP (Gleneilg to</li> </ul>	MEDIUM



Stormwater risk statement	Current controls	Residual risk rating	Further risk treatments/actions	Target risk rating
capacity for stormwater demands	<ul style="list-style-type: none"> <li>- Stormwater AMP reflecting requirements from SMPs.</li> <li>- Future demands considered in SMP.</li> </ul>		Marino) <ul style="list-style-type: none"> <li>- Improvement Plan Action 2: Develop SMP (Sturt River)</li> <li>- Review and enforce agreed minimum standards in the Stormwater Management Plan.</li> <li>- Ensure there is an appropriate funding mechanism to complete infrastructure upgrades required in the SMP</li> <li>- Development of Coastal Adaptation Planning to consider coastal storm events.</li> </ul>	
Serviceability failure - clear blockages, appropriate fall, clean GPTs	<ul style="list-style-type: none"> <li>- Regular inspections and responsive repairs/incident attendance.</li> <li>- CCTV inspection register and CCTV inspections of pits and pipes.</li> <li>- Regular street sweeping program and reactive cleaning of pits/pipes as required.</li> <li>- Pit audit 2023-24.</li> <li>- Cyclic GPT cleaning.</li> </ul>	MEDIUM	<ul style="list-style-type: none"> <li>- Increase budget for CCTV inspections.</li> <li>- Improvement Plan Action 3: Undertake increased inspections.</li> <li>- Increase kerb repair budget and undertake additional kerb repairs as prioritised.</li> </ul>	MEDIUM
Risk of change in community service standards or expectations	<ul style="list-style-type: none"> <li>- Track service levels with Quality of Life Survey</li> <li>- Community feedback through customer requests records</li> <li>- Feedback through community engagement on strategies and plans</li> </ul>	MEDIUM	<ul style="list-style-type: none"> <li>- Improvement actions 1 and 2 to complete SMPs.</li> <li>- Improvement action 4 to undertake a service review</li> </ul>	LOW

**Table 7.1 Risk assessment**

## 8 Improvement Plan

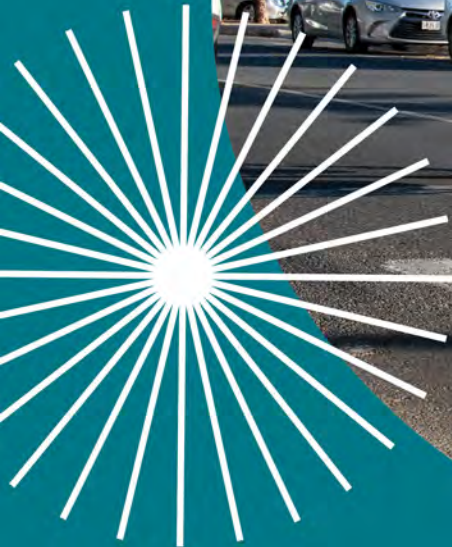
The following tasks have been identified for improving stormwater asset management practices and future versions of this plan.

Task No	Task	Responsibility	Resources required	Due
1	Review the Stormwater Management Plan (Coastal catchments between Glenelg and Marino).	Manager Engineering	Existing	December 2026
2	Complete the Stormwater Management Plan (Sturt River) with partner councils.	Manager Engineering	Existing	June 2027
3	Maintain CCTV register for critical pipe assets. Develop and undertake annual proactive and reactive CCTV inspection programs.	Project Manager (Civil)	Existing	June 2026 and Ongoing
4	Define operational service levels for assessment, prioritisation and action as part of the operational service level review.	Project Manager (Civil)	Existing	June 2027

**Table 8.1 Improvement Plan**

# Attachment 6

# Draft Transport Asset Management Plan 2024



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## Executive summary

The City of Holdfast Bay owns and maintains 178km of road and associated kerbs, footpaths, kerb ramps, roundabouts, traffic control devices, bus stop infrastructure and bridges. These assets enable safe, efficient and sustainable movement of people and goods between destinations.

The objective of asset management is to ensure the City of Holdfast Bay’s assets are managed in the most cost-effective and sustainable way, so we can continue to deliver valuable services for our community now and into the future.

To ensure our assets are providing the appropriate service to the community, levels of service are tracked each year. These levels of service are defined under quality, function, capacity and climate.

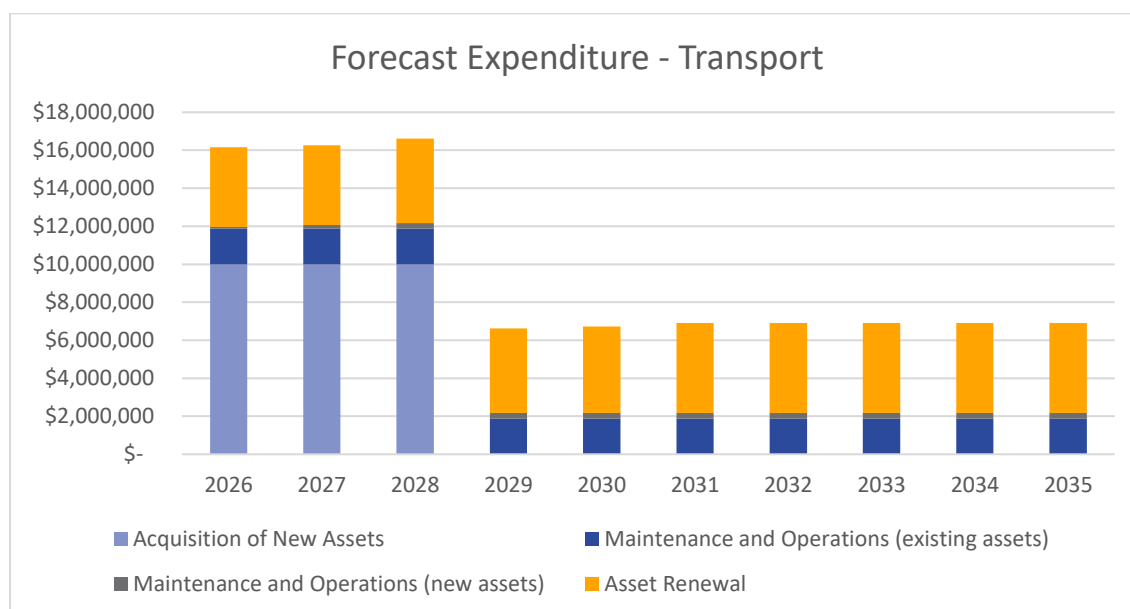
Asset lifecycle planning outlines how Council plans to manage transport assets in an optimised cost-effective manner while ensuring delivery of the agreed service levels. The lifecycle of assets can be defined in four stages, including:

- Creation/acquisition (planning, design, procurement, construction)
- Operations and maintenance (operate, maintain, monitor)
- Capital renewal/replacement
- Decommission/disposal

The physical condition of our assets is a level of service indicator to ensure we are appropriately investing in assets. The targets for condition are overall average condition better than 3.0 (fair) and the percentage of assets in fair to very good condition above 90%. The current condition levels are:

- Average condition: 2.4 (good)
- Fair to very good condition percentage: 95%

The expenditure forecast for all four stages of the asset lifecycle is summarised below.



Council is committed to continuously improving the quality and maturity of its asset management practices. The transport improvement program has been developed as a roadmap for these improvements in conjunction with the Asset Management Strategy.

# 1 Introduction

## 1.1 Purpose

City of Holdfast Bay owns and maintains a variety of transport assets to enable safe, efficient and sustainable movement of people and goods between destinations.

Through an effective transport network, transport assets such as roads, bridges, footpaths and bus shelters contribute to the health and wellbeing of our community and maintaining the liveability and economic vitality of our council area.

The strategic direction for the overall management of the transport network is detailed in the Movement and Transport Plan 2024.

The Asset Management Plan addresses how we manage our transport infrastructure. Assets covered in this plan include:

- Roads including road seal, pavement and sub-base
- Kerbs and gutters
- Bridges
- Bus stop infrastructure including bus shelters and surface treatments
- Footpaths
- Signs
- Traffic control assets including crossings, speed restriction and protuberances

The plan aims to demonstrate proactive management of assets in compliance with regulatory requirements to sustainably meet present and future community needs through:

- Aligning with industry best practice and international standard for asset management ISO 55000:2014 without seeking accreditation as an ISO document or process.
- Aligning delivery of asset management activities with organisational goals and objectives.
- Creating transparency and accountability through all aspects of asset management.
- Meeting the agreed Levels of Service in the most cost-effective way through the creation, acquisition, maintenance, operation, rehabilitation, and disposal of assets.

## 1.2 Strategic context

In accordance with the *Local Government Act 1999* and the Strategic Plan (Our Holdfast 2050+), the Council provides a range of community services to the local community and visitors.

Assets are the foundation stones of the Council, and the management of assets is essential to achieve our Council's vision of:

*"Protecting our heritage and beautiful coast, while creating a welcoming and healthy place for all in South Australia's most sustainable city."*

The plan is developed and implemented in conjunction with the following plans, strategies and policies:

- Strategic Plan (Our Holdfast 2050+)
- Corporate Plan (Four-year delivery plan)
- Long Term Financial Plan (LTFP)



- Asset Management Policy
- Asset Management Strategy
- Asset management plans (AMPs)
- Movement and Transport Plan 2024
- Carbon Neutral Plan

Council’s planning framework (draft) is outlined in Figure 1.1.

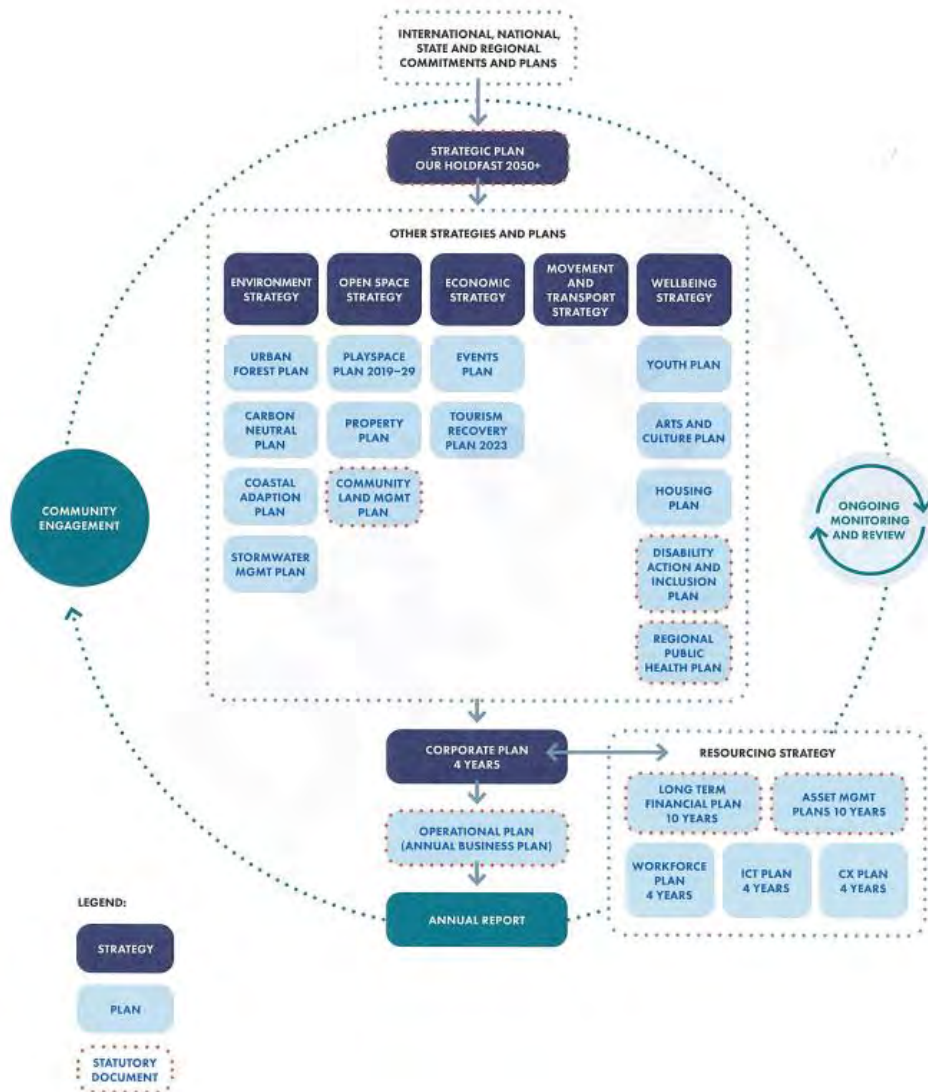


Figure 1.1 Planning framework (draft)



### 1.3 Stakeholders

Key stakeholders responsible for asset management and end users of transport assets are provided in Table 1.1.

Key stakeholders	Role in Asset Management Plan
Residents and ratepayers Visitors and tourists Business owners, traders and service providers	End users of the services provided directly and indirectly by the assets. Provide feedback collected throughout the year, including the annual satisfaction survey.
Elected Members	Act as custodians of community assets. Set asset management policy and vision. Allocate resources to meet council objectives in providing services while managing risks.
Audit Committee	Reviews, and makes recommendations and observations to Council on the financial outcomes of the asset management plans.
Chief Executive Officer and Senior Leadership Team	Provide leadership and strategic direction regarding management of assets and service provision. Review Asset Management Policy and Asset Management Strategy. Ensure community needs and agreed service levels are incorporated into asset management planning and the Long Term Financial Plan. Ensure councillors and staff are provided with training in financial and asset management. Ensure accurate and reliable information is presented to Council. Ensure appropriate delegations and approval processes are followed.
Manager Engineering	Manages development, implementation and review of asset management plans, the Asset Management Policy and Asset Management Strategy. Responsible for advancing asset management within the organisation.
Asset Management Lead	Prepare asset management plans. Manages the asset register and spatial systems. Coordinates data collection. Coordinates annual renewal budget planning. Delivery of asset management improvement programs. Provide technical asset management expertise to the organisation.
Senior Project Manager	Coordinates Council's capital works program.
Field Services	Ensures the maintenance and works programs are achieving service standards.

**Table 1.1 Stakeholder responsibilities**

## 1.4 Asset management framework

The Asset Management Strategy aims to align the delivery of asset management activities with the organisation’s goals and objectives; this process is known as the “line of sight” with asset management.

The asset management framework consists of the three key asset management documents, the Asset Management Policy, Asset Management Strategy and asset management plans. These documents create transparency and accountability through all aspects of asset management to ensure all stakeholders understand their roles and responsibilities.

The Council’s asset management system is outlined in Figure 1.2. The asset management system is the end-to-end process of asset management within Council. The asset management framework connects Council’s strategic vision and goals to the on-the-ground delivery of our services.

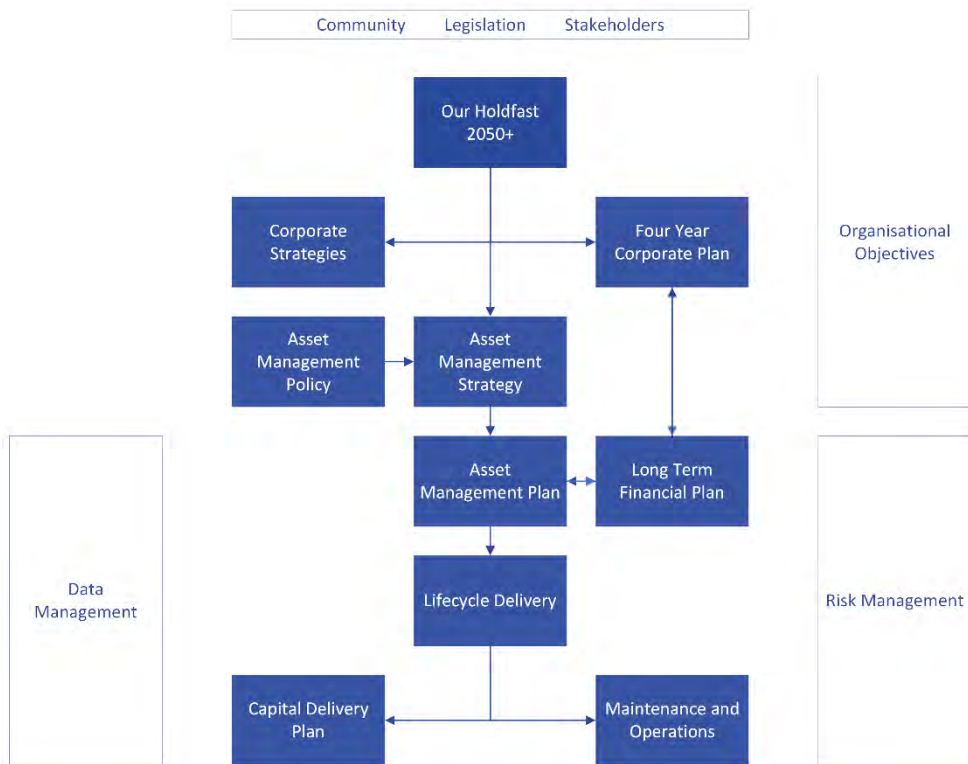


Figure 1.2 Asset management system

## 2 Asset class information

The transport asset class includes approximately 17,000 assets across 11 categories as summarised in Table 2.1.

Transport asset category	Number of assets
Bridges	7 (5 bridges)
Bus stop infrastructure	115
Car parks	234 (42 car parks)
Footpaths	2760
Kerb ramps	2732
Kerbs and gutters	3242
Sealed road surface	1331
Unsealed road surface	5
Road pavements	1335
Road sub base	1335
Signs	3516
Traffic controls	362
<b>Total</b>	<b>16,974 assets</b>

Table 2.1 Transport assets

Previously, pathways in open space and coastal areas were managed within the open space asset class. In 2023 it was determined to consolidate and manage all footpaths within the transport asset class.

The footpath asset category is inclusive of all pathways including shared-use paths, pathways in reserves and along the foreshore, and footpaths on road corridors.

### 2.1 Road Hierarchy

Council's road hierarchy uses a movement and place approach that recognises and supports the multiple roles and functions of our roads. The approach recognises that roads serve dual functions as both essential corridors for moving people and goods, and important public hubs of social exchange and activities.

The movement and place categories group roads to serve these distinct roles and functions across the network, generating the road hierarchy.

There are six road hierarchy categories, each with unique roles and functions. The categorisation provides a framework for a well-planned and efficient transport network; it also serves as a practical

guide for council to balance competing demands across the transport network and provide a consistent approach suitable to the road's function within the network. The six categories road hierarchy categories are:

- Category A – Destination Roads
- Category B – Shared Collectors
- Category C – Dedicated Collectors
- Category D – Active Streets
- Category E – Intermittent Streets
- Category F – Local Streets

The road hierarchy is used as a practical tool to inform decision-making, operational service levels, safe design and treatments across transport assets.

The categorisation guide and full hierarchy can be found in the Movement and Transport Plan (in development).

### 3 Levels of Service

The International Infrastructure Management Manual (IIMM) describes Levels of Service (LoS) as “defined service quality for an activity or service area against which service performance may be measured”.

City of Holdfast Bay has defined Levels of Service for transport assets for both:

- Community Levels of Service – community perception of service
- Technical Levels of Service – technical indicators of performance

Defined Levels of Service are designed to support continued performance and function of transport assets to a reasonable standard, where maintenance and servicing are compliant with legislative requirements and manufacturing specifications. They are intended to ensure the transport assets and associated budgets are appropriate to meet the service levels.

Community and technical levels of service are used as performance indicators.

Detailed operational Levels of Service for individual business processes are defined in the department’s operational plans. Requirements are identified in the improvement actions section.

#### 3.1 Community Levels of Service

Council receives feedback from a variety of sources, including:

- Community enquiries and requests
- Community strategy consultation
- Annual Business Plan consultation
- Project feedback
- Development of asset management plans
- Quality of Life Report
- Customer satisfaction surveys

This feedback is built into all areas of the plan, and we seek to measure our performance against community expectation through our service level links to customer request records and the Quality of Life Report 2023.

**Table 3.1 Community Levels of Service**

Performance measure	Objective	Performance measure	Key performance indicator	2024 performance
Quality	Providing and maintaining roads and kerbing	Quality of Life Survey score	Greater than 7.5	7.1
Quality	Providing and maintaining footpaths	Quality of Life Survey score	Greater than 7.5	6.4
Quality	Providing and maintaining cycle networks	Quality of Life Survey score	Greater than 7.5	7.55
Function	I can get to places I want to go (access to shops, services, open space, etc.)	Quality of Life Survey score	Greater than 7.5	8.7

**Table 3.2 Community Levels of Service**

## 3.2 Technical Levels of Service

Performance measure	Objective	Performance measure	Key performance indicator	2024 performance
Quality (condition)	Physical state of transport assets in a serviceable condition	Average condition of transport assets	Road average condition better than 3.0 (fair)	Seal: 2.7 Pavement: 2.2
			Footpath average condition better than 3.0 (fair)	2.4
			Kerb average condition better than 3.0 (fair)	2.7
			Bridge average condition better than 3.0 (fair)	2.1
Quality (condition)	Physical state of transport assets in a serviceable condition	Percentage of poor or very poor (PVP) transport assets	Road asset PVP below 10%	Seal: 8% Pavement: 0.3%
			Footpath asset PVP below 10%	7%
			Kerb asset PVP below 10%	4%
			Bridge asset PVP below 10%	0%
Quality (renewal)	Sustainably managing the renewal of assets	Asset renewal ratio (Renewal expenditure over forecast budget)	90% - 110%	109% (2021-2023)
Quality (responsiveness)	Transport assets are functioning and maintained within determined response times	Time taken to respond to requests	Meet response times for priority 4 and 5 requests (90%)	TBC
Function (accessibility)	Streets and bus stops are Disability Discrimination Act compliant	Pathway and bus stop DDA compliance	Budgeting for DDA improvements	Yes
			All bus stops 100% DDA compliant	No
Capacity	Streets have capacity to meet user needs	Use of public transport	Increase people using public transport to work	6.8% (2021) Decrease from 2016 (9.9%)
Capacity	Streets have capacity to meet user needs	Active transport	Increase people cycling and walking to work	3.5% (2021) Decrease from 2016 (4.2%)
Function (safety)	Transport network is safe and compliant	Reduction in crashes on the network	Accident rate lower than the 10-year average	TBC
Climate (mitigation)	Reduce and eliminate emissions to reach 2030 carbon-neutral target	Emissions reduction from previous year	Evidence-based reduction	TBC
Climate (adaptation)	Reduction of asset management climate risk to Council	Consider climate risk in infrastructure decision-making	Progress the RAMP and implementation of actions	Yes

Table 3.3 Technical Levels of Service

All community and technical Levels of Service have been achieved with the following exceptions:

Service level	Response Action
Quality – providing and maintaining roads and kerbing: 7.1 (target 7.5)	The 2023-24 road and kerb data collection resulted in technical service levels in satisfactory condition. The difference between community and technical indicators is likely a result of defects on the network. The road condition has been modelled (Section 5.2) to ensure appropriate funding is budgeted. Additional funding to address isolated kerb defects has been included in the 10-year program (Table 6.3).
Quality – providing and maintaining footpaths: 6.4 (target 7.5)	The 2023-24 footpath data collection resulted in technical service level in satisfactory condition. The difference between community and technical indicators is likely a result of defects on the network. Additional funding to address isolated footpath defects has been included in the 10-year program (Table 6.3).
Function (accessibility) – all bus stops DDA compliant: Not met	The 2023-24 audit revealed a number of bus stops not meeting DDA compliance. Additional funding has been allocated for the next five years to reach compliance for all bus stops.
Capacity – Public Transport and Walking and Cycling usage: Decrease in usage from 2016 (Australian Census data)	Increasing the use of public and active transport will be addressed through the Movement and Transport Plan. Note: The COVID-19 pandemic affected the 2021 Census data, resulting in lower use of public and active transport, as well as lower vehicular use, with an increased number of people working from home or not working.

**Table 3.3 Response actions**

Levels of Service with 2024 performance labelled TBC (to be confirmed) do not currently have a baseline indicator. These are to be measured and reported on, going forward.

### 3.3 Legislation and relevant Acts

Under the *Local Government Act 1999*, Council is required to develop and adopt an infrastructure and asset management plan covering a period of at least 10 years.

Council is additionally required to adopt a long-term financial plan (LTFP) associated with such service plans, also covering a period of at least 10 years. There is a direct link between the development and implementation of these two plans, with the LTFP updated to reflect forecast expenditure as detailed in these plans.

Council considers the following legislative framework in the management of its transport assets.

Legislation	Requirements
<i>Aboriginal Heritage Act 1988</i>	An Act to provide for the protection and preservation of Aboriginal heritage; to repeal the Aboriginal and Historic Relics Preservation Act 1965 and the Aboriginal Heritage Act 1979; and for other purposes.
<i>Australian Accounting Standards</i>	Standards applied in preparing financial statements, relating to the valuation, revaluation, and depreciation of assets.
<i>Climate Change and Greenhouse</i>	An Act to provide for measures to address climate change with a view

<b>Legislation</b>	<b>Requirements</b>
<i>Emissions Reduction Act 2007</i>	to assisting to achieve a sustainable future.
<i>Disability Discrimination Act 2018</i> and other relevant disability legislation	To eliminate, as much as possible, discrimination against persons on the grounds of disability. Sets the standard for accessibility.
<i>Environment Protection Act 1993</i>	Responsibility not to cause environmental harm (e.g. noise pollution, contamination of water)
<i>Highways Act 1926</i>	Sets out the legislative framework for roads and road authorities in SA
<i>Local Government Act 1999</i>	Sets out role, purpose, responsibility and powers of local governments including the preparation of LTFP supported by asset management plans for sustainable service delivery.
<i>Local Government (Financial Management and Rating) Amendment Act 2005</i>	Impetus for the development of a strategic management plan, comprising an asset management plan and an LTFP.
<i>Native Title Act (South Australia) 1994</i>	Consideration should be undertaken in the provision, development and management of open space.
<i>Planning, Development and Infrastructure Act 2016</i>	An Act to provide for matters relevant to the use, development and management of land and buildings, including by providing a planning system to regulate development within the State, rules with respect to the design, construction and use of buildings, and other initiatives to facilitate the development of infrastructure, facilities and environments that will benefit the community.
<i>Road Traffic Act 1961</i>	To provide for vehicle standards, mass and loading requirements and other safety measures in relation to light vehicles. Contains powers for Council to install and remove traffic control devices.
<i>SA Public Health Act 2011</i>	An Act to promote and to provide for the protection of the health of the public of South Australia and to reduce the incidence of preventable illness, injury and disability; and for other purposes.
<i>Work Health and Safety Act 2012</i>	An Act to provide for the health, safety, and welfare of persons at work; and for other purposes.

**Table 3.4 Legislative requirements**



## 4 Demand forecast

A community's demand for services may change over time depending on factors including environmental, technological and capacity requirements. Council may need to make changes to manage future demand for services.

Demand driver	Current position	Demand forecast	Demand impact	Demand management	Impact on assets
<p>Population increases.</p> <p>The Housing Roadmap for SA indicates Greater Adelaide will increase by 46 per cent (670,000 people) by 2051.</p>	<p>Total estimated population 37,543 (2021).</p>	<p>Planned to accommodate for 40,000 in Holdfast Bay by 2031.</p>	<p>Increased demand and use of transport network, impacting quality, function and capacity of assets resulting in increased:</p> <ul style="list-style-type: none"> <li>- Congestion;</li> <li>- Demand for parking and traffic control;</li> <li>- Demand for active transport, public transport and alternate transport; and</li> <li>- Wear and tear of assets.</li> </ul>	<p>The Movement and Transport Plan provides strategic direction and actions for the transport network.</p> <p>Asset condition monitoring to ensure we are effectively maintaining our assets through renewal and maintenance programs.</p> <p>Aim to protect underlying road base from degradation via the road reseal program to avoid full road reconstructions.</p>	<p>Increased usage will impact useful life of the assets, seen through an increase in maintenance and renewal to maintain service levels.</p> <p>Increased demand for traffic management devices and car parks.</p>
<p>Housing density increase to meet population increases.</p> <p>Increase in subdivisions:</p> <ul style="list-style-type: none"> <li>- One property into two;</li> <li>- Multi-unit dwellings;</li> <li>- Multi-storey</li> </ul>	<p>51% of dwellings are medium to high density.</p>	<p>Increased density to accommodate additional 2500 people in Holdfast Bay by 2031.</p>	<p>Increased housing density will increase demand on transport assets and on public transport usage.</p> <p>Increased road parking demand and road congestion.</p> <p>Increased monitoring of building damage and hoarding compliance of active developments.</p>	<p>The Movement and Transport Plan provides strategic direction and actions for the transport network.</p> <p>Ensure post-development rectification works on roads and footpaths are completed by developers to required standards.</p>	<p>Increased resourcing to ensure post-development rectifications works are undertaken in accordance with approvals and standards.</p>

Demand driver	Current position	Demand forecast	Demand impact	Demand management	Impact on assets
dwelling.					
Ageing population	Median age is 48 years	Growth in ageing population	<p>Increased demand for accessibility to high standard through transport assets. This may include providing:</p> <ul style="list-style-type: none"> <li>- Footpaths with minimal tripping hazards;</li> <li>- Compliant bus stop infrastructure; and</li> <li>- More pedestrian crossing locations.</li> </ul>	<p>Track community satisfaction to ensure the correct assets and standards are being provided for the community.</p> <p>Development of a Walking and Cycling Plan will provide strategic direction to the walking network.</p> <p>Proactive footpath maintenance program to manage defects including tripping hazards.</p> <p>Investigate options for reducing the impact of tree roots on existing and new footpaths.</p> <p>Funding allocated to DDA improvements.</p> <p>Deliver implementation plan for bus stop improvements.</p>	<p>Increased demand to bring historical assets up to current standards for accessibility throughout the transport network.</p> <p>Impact on renewal programs to upgrade to modern standard.</p> <p>Impact on maintenance programs to ensure trip hazards are a minimum on our footpath network.</p>
Environmental sustainability (climate mitigation)	Council and the community are increasingly aware of our impact on the environment and Council's role in environmental sustainability.	Council is committed to pursuing, supporting, and creating an environment that will sustain current and future generations.	<p>Requirement to use fewer, recycled and renewable resources that can contribute to the development of a circular economy and reduce Council's carbon footprint.</p> <p>Greater environmental sustainability requirements</p>	Implement actions from the Environment Strategy 2020-2025 and Carbon Neutral Plan, and recommendations from the Climate Governance Risk Assessment	Higher costs associated with material supply and construction methods that are environmentally sustainable.

Demand driver	Current position	Demand forecast	Demand impact	Demand management	Impact on assets
			placed on the construction industry.		
Climate Change (climate adaptation)	Increase in severe weather events including droughts, extreme heat events, storms, storm surges, high tides, and sea level rise.	<p>Increasing number of hot weather days and events.</p> <p>Increase in intensity of rain events.</p> <p>Sea level rise is accelerating.</p> <p>Increased evapotranspiration.</p>	<p>Assets not reaching their expected useful lives due to a lack of consideration of climate change.</p> <p>Increasing management and maintenance demand associated with climate change adaptation.</p> <p>Increased street-tree planting and impacts on hard infrastructure to be considered in the design of assets.</p>	Through the Resilient Asset Management Program (RAMP), investigate strategies for adaptation to maintain existing assets, construct climate-resilient assets and achieve expected useful lives of transport assets.	Higher costs associated with designing and constructing climate-resilient assets.
Legislative requirements	Increasing requirements for DDA compliance on transport assets.	Higher standards of safety and improved transport assets.	Higher Level of Service may affect the amount of maintenance and renewal that can be undertaken with the allocated budget.	<p>Disability Action and Inclusion Plan 2020-2024 defines actions.</p> <p>Review DDA compliance requirements for existing assets and adjust forecast asset replacement costs and design lives to achieve compliance.</p>	Requirement to redesign networks and some specific assets to meet legislative requirements

Table 4.1 Demand factors

## 5 Lifecycle planning

Asset lifecycle planning outlines how Council plans to manage transport assets in an optimised cost-effective manner while ensuring delivery of agreed service levels. The lifecycle of assets can be defined in four stages including:

- Creation/acquisition (planning, design, procurement, construction)
- Operations and maintenance (operate, maintain, monitor)
- Capital renewal/replacement
- Decommission/disposal

Each of these stages is further detailed in this lifecycle planning section.

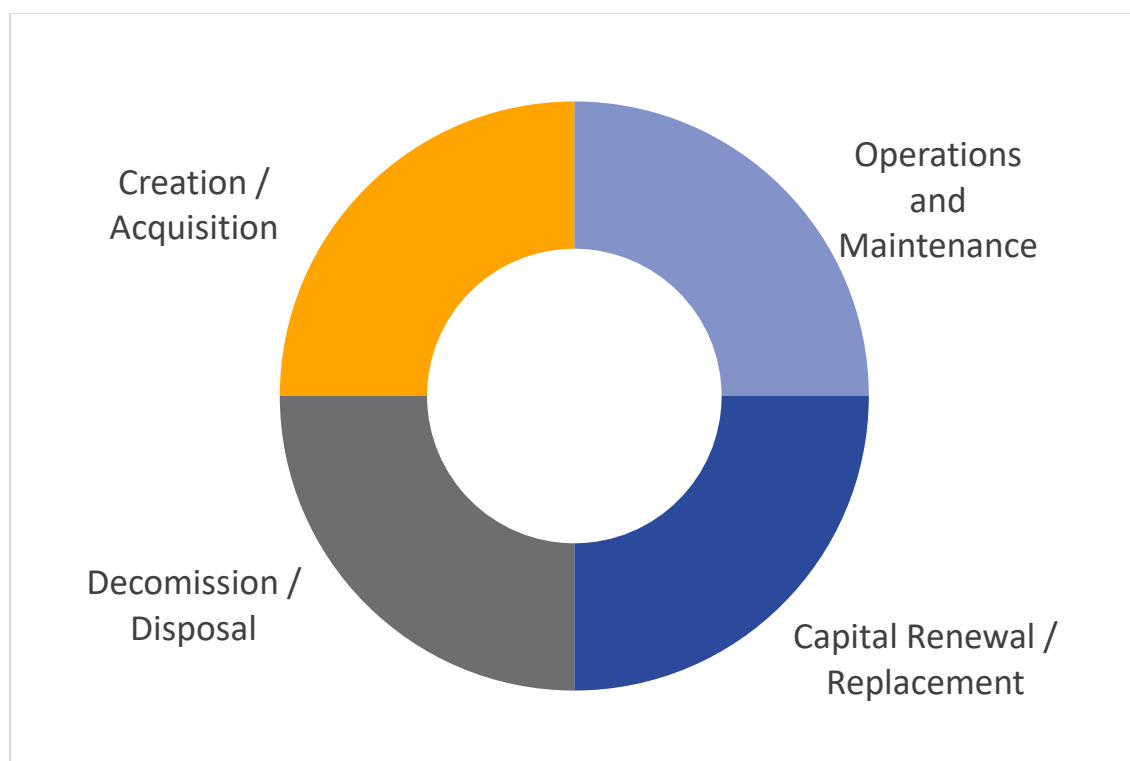


Figure 5.1 Asset lifecycle

The 17,000 transport assets are managed to provide the required services and are maintained and replaced based on defined service levels, community expectations, condition, usage, and amenity.

### 5.1 Asset life

Throughout the asset lifecycle, assets are inspected, condition-rated and revalued on a periodic basis. Asset condition and expected useful life are used to estimate the remaining life of each asset.

Transport assets are managed financially using a straight-line depreciation method where an asset has a baseline current replacement cost depreciated over time using an assigned expected useful life for each type of asset.

Assets may be renewed or replaced based on several factors including condition, amenity, capacity, function and increasing requirement for asset maintenance and repair as assets age. The service life

of an asset may therefore differ from the design life or useful life. During an asset’s service life, maintenance and repair works will be required to maintain the service level provided by the asset.

A summary of expected useful lives of transport assets is provided in Table 5.1.

<b>Transport category</b>	<b>Asset type</b>	<b>Expected useful life (years)</b>
Bridges	Concrete bridges	100
Bus shelters	Steel-framed bus shelters	20
Car parks	Footpaths	50
	Kerbs and gutters	70
	Parking bay surfaces	25
	Pavements	80
	Sealed surfaces	25
Footpaths	Concrete footpaths	60
	Paved footpaths	50
	Bitumen footpaths	40
	Gravel footpaths	20
Kerb ramps	Concrete kerb ramps	60
Kerbs and gutters	Concrete kerbs and gutters	100
Road surfaces	Sealed surfaces	25 - 30
	Unsealed surfaces	40
Road pavements	Pavements	150
Road sub base	Sub base	300
Signs	Signs	20
Traffic control devices	Crossings, roundabouts, speed restriction, traffic islands	15 to 80

**Table 5.1 Useful lives**

## **5.2 Asset condition**

Council is responsible for maintaining transport assets in the appropriate condition as defined by the Level of Service (section 3). This is achieved through the following works:

- Periodic condition audits and regular inspections of transport assets
- Development of a forward works program for capital renewal works and maintenance activities

Assets are maintained and inspected regularly to ensure they remain safe, fit for purpose and ensure their service life is achieved.

The condition scoring criteria adopted for transport asset audits is based on the IPWEA condition rating guidelines and is summarised in Table 5.2 below.

Condition grade	Condition	Description	Consumption score for condition (%)
0	New		0
1	Very good	Sound physical condition, no work required.	5
2	Good	Acceptable physical condition, minimal risk of failure but potential for deterioration, only minor work required (if any).	27.5
3	Fair	Significant deterioration evident, failure unlikely in near future however further deterioration likely.  Renewal likely to be required in the medium term – 5 to 10 years.	55
4	Poor	Failure likely in short term.  Renewal likely to be required in the short term – 2 to 5 years.	72.5
5	Very poor	Failed or failure imminent/safety risk.  Refurbishment, replacement, or removal required as a priority.	95

**Table 5.2 Condition score criteria**

Multiple transport asset condition assessments were completed during the 2023-24 financial year in preparation for the 1 July 2024 transport asset class revaluation.

Condition assessments are undertaken on a periodic basis to understand the condition of assets and estimate the expected remaining life of each asset to develop asset renewal plans. The transport asset condition assessments undertaken during 2023-24 included:

- road and kerb condition assessment including car parks, parking bays and roundabouts
- footpath and kerb ramp condition assessment
- bridges level 2 condition assessment
- bus stop infrastructure condition assessment

A summary of the condition of transport assets is provided in Table 5.3.

Asset category	Number of assets	Average condition rating	Percentage below condition 3
Road surfaces	1336	2.7	7.7%
Road pavements	1336	2.2	3.5%
Kerbs and gutters	3242	2.7	3.9%

Footpaths	2760	2.4	6.5%
Kerb ramps	2732	2.1	3.1%
Bridges	5 bridges	2.1	0%
Bus stop infrastructure (Council owned)	319	2.7	12.9%
Traffic control	N/A	N/A	N/A

**Table 5.3 Condition ratings**



**Figure 5.2 Transport class condition profile (2024)**

## Road condition modelling

Roads are an integral part of our city for transporting people, goods and services in cars, trucks, buses and bicycles. Providing a smooth, safe road surface for all users is essential to maintaining our service levels and safety by ensuring the surface is free of defects.

As roads age, the asphalt surface degrades through the impact of traffic, water and sunlight, resulting in cracking and potholes. Scheduled resurfacing is undertaken to act like a seal and protect the underlying pavement materials.

Protection of the underlying pavement is critical to maintaining a sustainable road network from a quality, environmental, financial and community perspective. A high-quality seal, free of potholes and cracks, helps ensure it achieves its life of 100-150 years. Damage to the road seal can lead to premature pavement reconstruction with a significant financial impact on Council.

To ensure the road seal remains high quality and safe, we have developed the 10-year road reseal program in Table 6.2. The condition of our road seal has been modelled year-on-year in line with the 10-year program to ensure we are appropriately maintaining and funding our roads.

The modelling includes variable useful lives for roads, reflective of the road hierarchy, with a 25 year useful life for high traffic and active roads and a 30 year useful life for local roads.

The modelled road seal condition is outlined in:

- Figure 5.3 - Road seal average condition illustrates the average condition of the road seal network in comparison to the service level of maintaining an average better than condition 3.0 (fair).
- Figure 5.4 - Road seal poor and very poor assets illustrates the percentage of the road seal network in condition 4.0 (poor) to 5.0 (very poor), with a service level of maintaining below 10%.
- Figure 5.5 - Road seal condition distribution illustrates the modelled distribution of road network condition over the next 10 years.

The results of this modelling indicate the road seal will be managed in line with Council's service levels, noting an increase to road segments in poor and very poor condition towards 2035. Future data collection on a four-year cycle will continue to provide updated data to inform future planning.

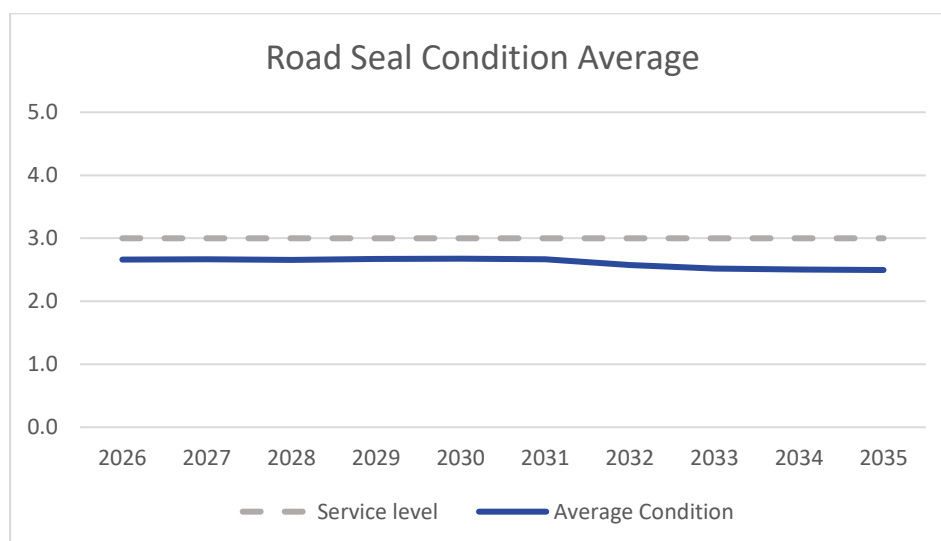


Figure 5.3 Road seal condition average



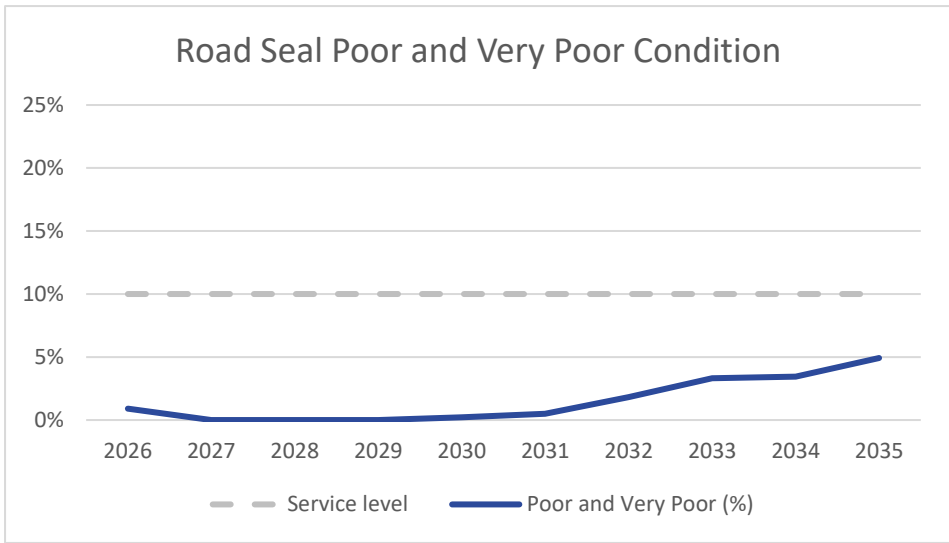


Figure 5.4 Road seal poor and very poor (PVP)

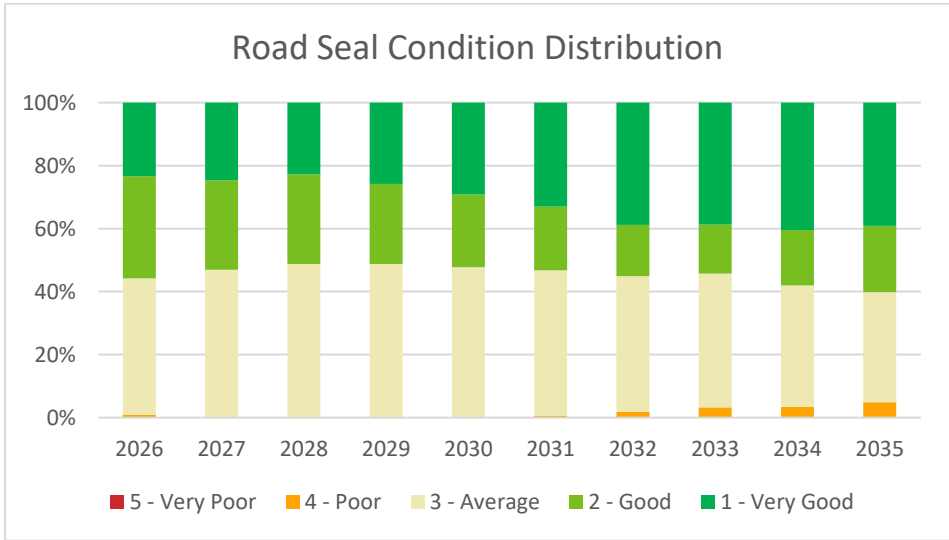


Figure 5.5 Road seal condition distribution

### 5.3 Historical expenditure

Historical expenditure for 2019-20 to 2022-23 for operation, maintenance, new assets and renewal of existing assets for the transport asset class is summarised in Figure 5.6. The actual expenditure for each year has been indexed by the local government price index (LGPI) to create 2024-25 equivalent expenditure.

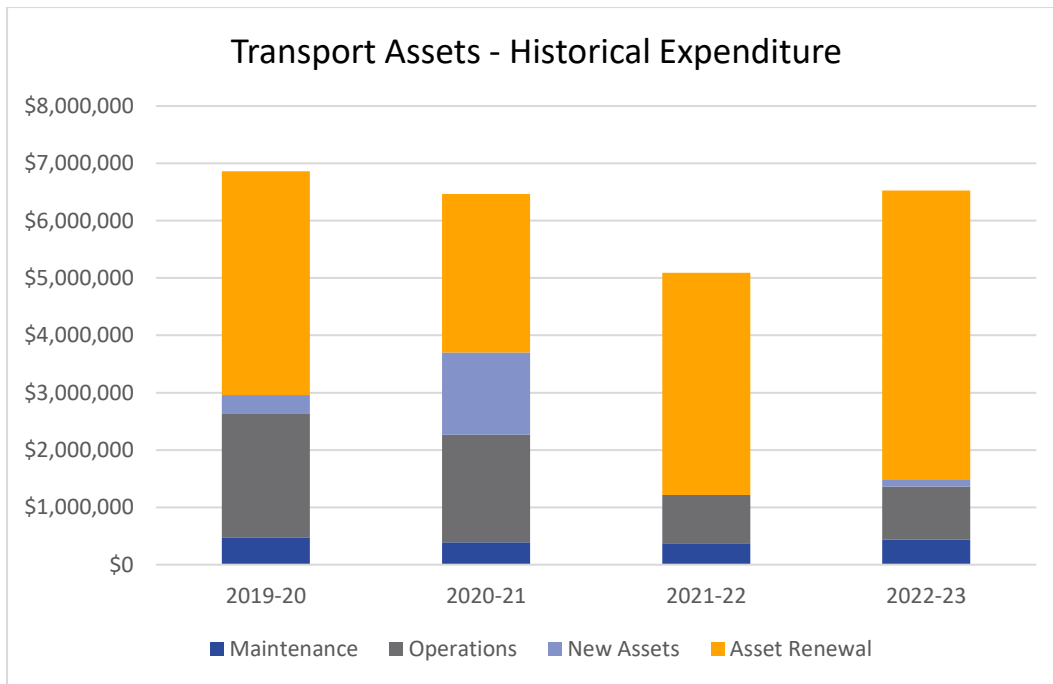


Figure 5.6 Historical expenditure

## 5.4 Operation and Maintenance Plan

Operations and maintenance activities include all actions required to retain an asset’s condition and amenity and can be classified as either reactive or planned.

Assessment and planning of both reactive maintenance and planned maintenance are undertaken by council personnel who use judgment to minimise interruption to operations and service delivery.

Typical maintenance of transport assets includes repairing footpath defects to avoid tripping hazards, patching road surfaces, and repairing kerbs to maintain drainage.

Typical operations associated with transport assets include cleaning footpaths and bus shelters.

Expenditures from previous financial years have been indexed by the local government price index (LGPI) to create 2024-25 equivalent expenditure.

The operations and maintenance transport asset costs are forecast to trend in line with the previous four years as the number of assets and the services provided have not changed and are not expected to change substantially. Based on the average operation and maintenance costs from the previous four years, annual amounts of \$1,455,309 for operations and \$416,722 for maintenance have been adopted, as seen in figure 5.7.

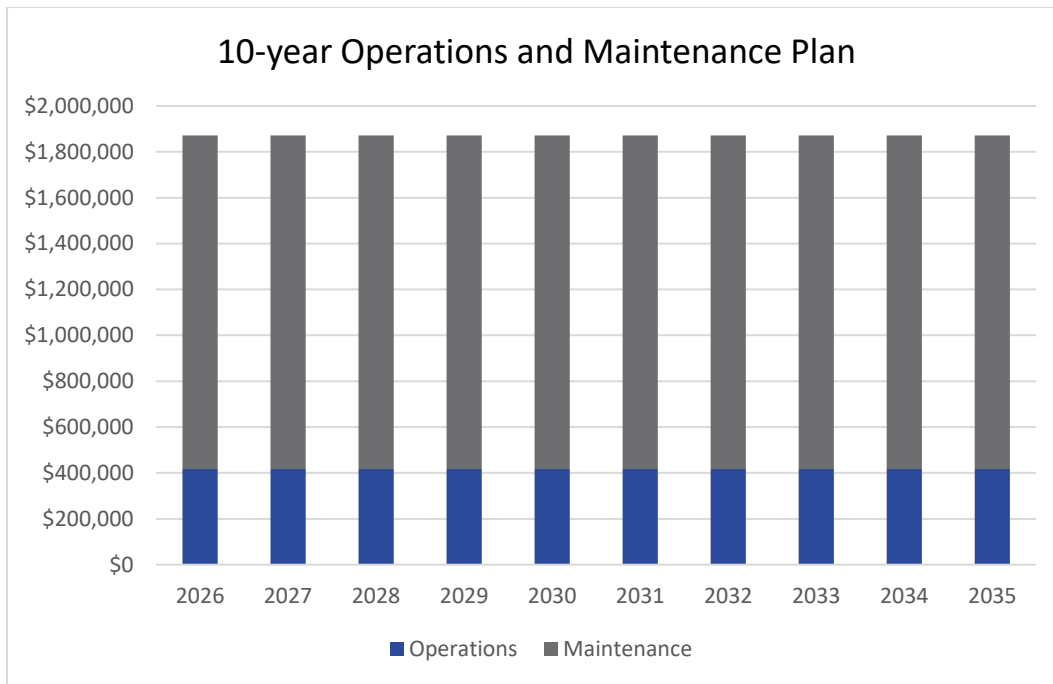


Figure 5.7 Operations and Maintenance Plan

## 5.5 Renewal Plan (capital renewal)

Renewal is capital work which restores, rehabilitates, replaces, or renews an existing asset to its original service potential.

Renewal of transport assets is generally aligned to asset condition however assets can also be replaced based on strategy and master-planning requirements that often involve multiple asset classes.

Renewal of transport assets is undertaken for reasons including deteriorating asset condition, function, and amenity considerations or to align works in an area to minimise disruption and undertake works efficiently.

Asset renewal is undertaken to ensure continuity of service provision for the community. The Transport Renewal Plan has been developed for each asset category on the following basis:

- Asset condition data has been used to develop annual budget requirements to maintain asset category condition within agreed service level condition.
- For each asset, the remaining life or forecast renewal data has been calculated using the asset condition data, the defined condition at end of life, and the standard useful life of the asset.
- DDA compliance requirements for bus shelters and kerb ramps is considered and incorporated into renewal plans to improve the DDA compliance over the 10-year period.
- Resourcing considerations for council were considered with asset condition to distribute the program over the 10-year period.
- The renewal ratio of average annual renewal to annual depreciation was also considered in development of the renewal plan.

The transport renewal program is based on analysis of the condition assessments undertaken in 2023-24. The forecast renewal requirements have been distributed over the 10-year planning period to evenly resource works, see figure 5.8.

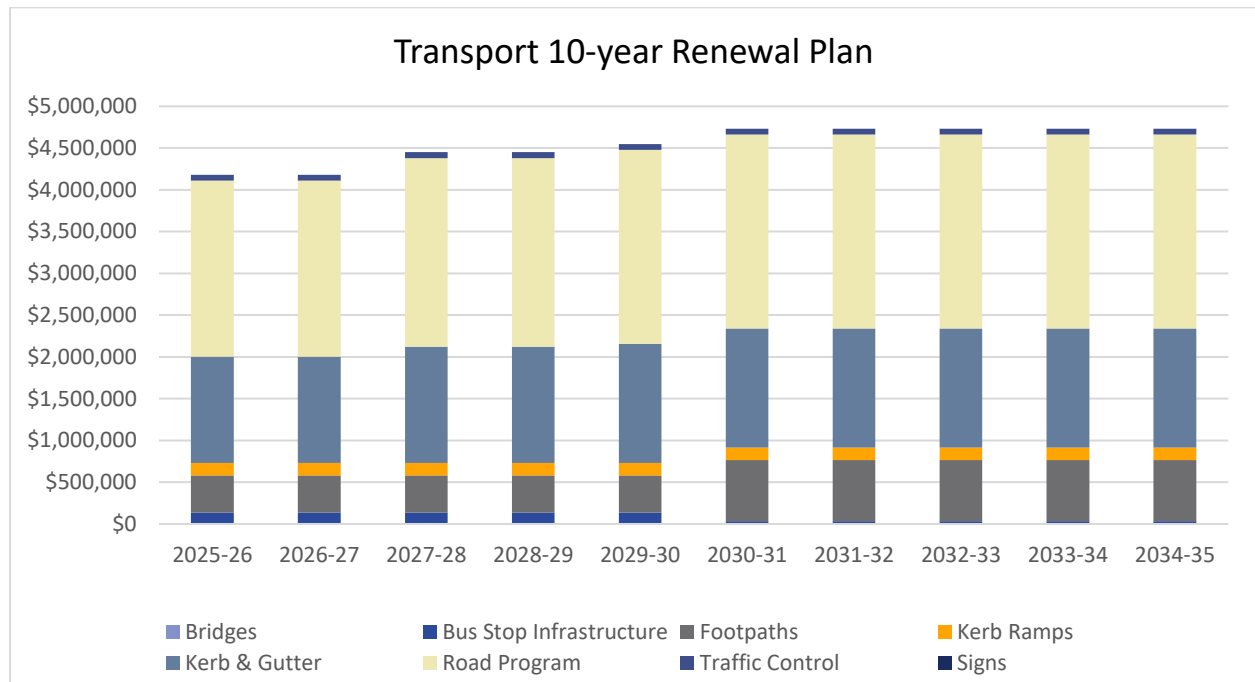


Figure 5.8 10-year Renewal Plan

Renewal of road and kerb assets represents a large portion of the transport renewal budget. To ensure works are undertaken in a cost-effective manner, planning considers the road hierarchy, location and alignment with other works to gain efficiencies.

Kerbs are generally repaired/renewed as required prior to the road reseal program to reinstate drainage paths and improve the kerb condition so no additional works will be required before the next reseal.

Renewal of kerb ramps, traffic control devices and bus stop infrastructure will be undertaken based on condition and compliance (DDA) to improve the service offering to the community.

Road surface condition data indicates 199 road segments are due for renewal. This road reseal backlog will be managed over a four-year period between 2024-25 and 2027-28. The road surface condition data indicates a substantial number of roads will be due for renewal from 2032-33. This peak requirement will be addressed over several years during the 10-year planning period.

The road renewal program is primarily road reseal, rehabilitation and reconstruction based on the 2023-24 condition assessment. Further analysis of opportunities for efficiencies through alternate treatments such as rejuvenation will be explored by Council, see improvement action 1 (Section 8).

Replacement of kerb ramps, roundabouts, carparks and bus stop infrastructure has been averaged over a 10-year period and replacement of footpaths and pathways has been evenly distributed in two stages to manage resourcing requirements.

Allowances have been included for:

- Improved the DDA compliance of kerb ramps and bus stop infrastructure

- Kerb replacement for isolated damage caused primarily by tree roots
- Footpath defect repair of trip hazards not associated with footpath segment replacement
- Road seal program on costs

## 5.6 Acquisition Plan (new capital)

Acquisitions are new assets that did not previously exist or works resulting in significant upgrade of the asset and an increased capacity to deliver a service. The requirement for an acquisition may result from growth, changed demand, social or environmental needs. Assets may also be donated to Council.

Acquisition works result in additional future operations and maintenance costs.

Acquisition of new assets is often based on community expectations and strategies to change a service offering in a specific location.

Council is currently undertaking and planning upgrade and acquisition works at the following sites:

- Transforming Jetty Road Project
- Acquisition of a new road directly north of Sturt Road, Brighton
- New/upgraded internal roads in Brighton Beachfront Holiday Park
- New pathways along Sturt River Linear Park
- Annual Traffic Improvement Program
- Priority actions from the Movement and Transport Plan

The Transforming Jetty Road project is a large project that will result in new and upgraded road, footpath and kerb assets, as well as streetscape and open space assets.

The new road directly north of Sturt Road has been constructed as part of a new housing development. Council will acquire this road and associated assets from the developer.

The Brighton Beachfront Holiday Park redevelopment is a funded project being undertaken over several years. Works still to be undertaken include replacement and development of cabins and internal roads.

The Sturt River Linear Park development is in the planning stage and currently unfunded.

The annual Traffic Improvement Program is developed to improve the road environment, making it safer and accessible for all transport users. Works include local area traffic management and walking and cycling improvements.

Actions from the Movement and Transport Strategy will be prioritised and funded through the Annual Business Planning process.

## 5.7 Disposal Plan

Disposal of assets refers to activities associated with disposing of a decommissioned asset including sale, demolition, or relocation of assets. Council's Disposal of Assets Policy outlines this process.

Council has no upcoming disposals for transport and currently there is no funding requirement for transport asset disposals.

## 6 Financial summary

This section outlines the transport asset class financial requirements.

### 6.1 Asset valuation

Asset values are projected to increase as additional assets are added through capital works. Unit rates are expected to increase over time as construction costs for infrastructure increase.

Additional assets will generally increase the requirement for maintenance and operations as well as future renewal.

Valuations are undertaken for each asset class in alignment with Australian Accounting Standard AASB13 Fair Value and are undertaken at minimum every five years. The next revaluation of the transport asset class will be developed as of 1 July 2024, based on up-to-date transport asset data with improved data quality, updated from the 2023-24 transport condition assessments.

During the next transport asset class revaluation, all transport assets will be assigned an asset type, asset dimension and unit rates to develop an overall current replacement cost as of 1 July 2024. Accumulated depreciation and carrying values of assets will be calculated based on condition data collected during the audits and standard useful lives assigned to asset types.

The transport asset valuation data in Table 6.1 is as of 1 July 2023.

Asset category	Current asset cost	Accumulated depreciation	Carrying value	Number of in-use assets
Bridges	\$17,340,888	\$4,285,982	\$13,054,906	7
Bus shelters	\$693,225	\$218,973	\$474,252	115
Car parks	\$10,936,238	\$3,087,314	\$7,848,924	234
Footpaths	\$51,393,032	\$24,772,625	\$26,620,407	2760
Kerbs and gutters	\$78,801,713	\$25,515,416	\$53,286,297	5974
Roads	\$173,411,014	\$68,882,428	\$104,528,586	2671
Signs	\$36,531	\$16,524	\$20,007	3516
Traffic control	\$5,236,232	\$2,200,013	\$3,036,219	362
<b>Total</b>	<b>\$337,848,873</b>	<b>\$128,979,275</b>	<b>\$208,869,598</b>	<b>15,639</b>

Table 6.1 Transport asset valuation

## Transport Asset Valuation

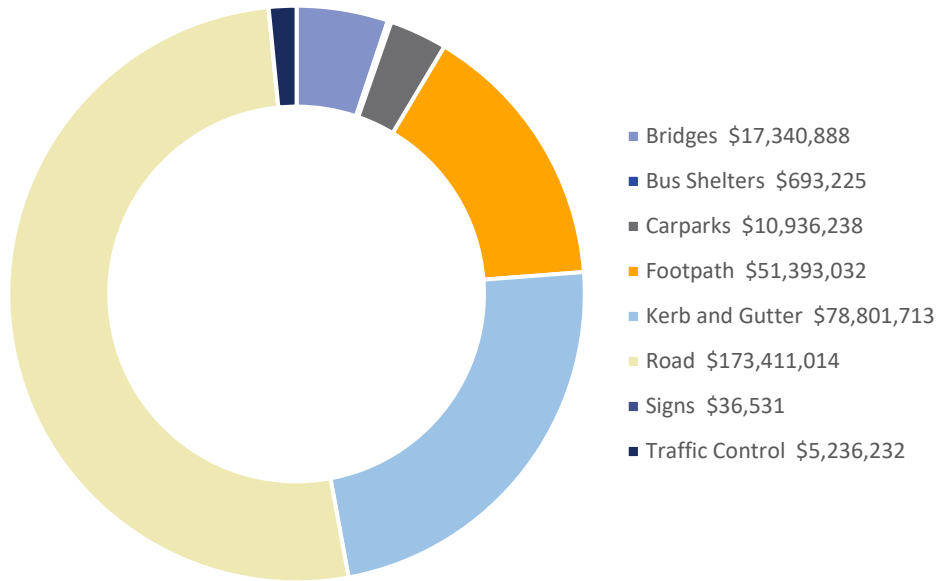


Figure 6.1 Transport assets valuation

## 6.2 Expenditure forecast summary

The overall transport expenditure forecast for operations, maintenance, renewal of existing assets, and acquisition of new assets is provided in Figure 6.2 and Table 6.2. The transport asset renewal forecast is provided in Table 6.3.

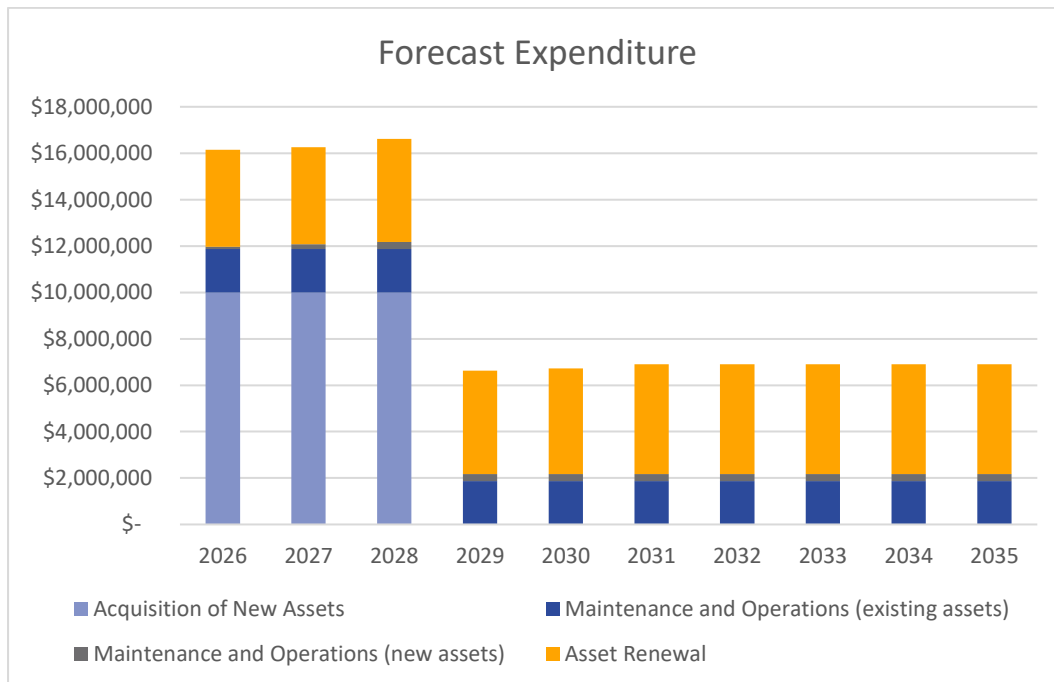


Figure 6.2 Transport forecast expenditure

<b>Financial year</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>	<b>2028-29</b>	<b>2029-30</b>	<b>2030-31</b>	<b>2031-32</b>	<b>2032-33</b>	<b>2033-34</b>	<b>2034-35</b>
Acquisition of new assets	\$10,000,000	\$10,000,000	\$10,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Maintenance and operations (existing assets)	\$1,872,031	\$1,872,031	\$1,872,031	\$1,872,031	\$1,872,031	\$1,872,031	\$1,872,031	\$1,872,031	\$1,872,031	\$1,872,031
Maintenance and operations (new assets)	\$100,000	\$200,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Asset renewal	\$4,180,154	\$4,180,154	\$4,450,154	\$4,450,154	\$4,547,408	\$4,732,120	\$4,732,120	\$4,732,120	\$4,732,120	\$4,732,120
Asset disposal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
External grant funding	-\$3,333,333	-\$3,333,333	-\$3,333,333	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Council funding required</b>	<b>\$12,818,851</b>	<b>\$12,918,851</b>	<b>\$13,288,851</b>	<b>\$6,622,185</b>	<b>\$6,719,439</b>	<b>\$6,904,151</b>	<b>\$6,904,151</b>	<b>\$6,904,151</b>	<b>\$6,904,151</b>	<b>\$6,904,151</b>

Table 6.2 Forecast expenditure



<b>Financial year</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>	<b>2028-29</b>	<b>2029-30</b>	<b>2030-31</b>	<b>2031-32</b>	<b>2032-33</b>	<b>2033-34</b>	<b>2034-35</b>
Bridges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bus stop infrastructure	\$138,253	\$138,253	\$138,253	\$138,253	\$138,253	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Footpaths	\$443,000	\$443,000	\$443,000	\$443,000	\$443,000	\$730,965	\$730,965	\$730,965	\$730,965	\$730,965
Kerb ramps	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Kerbs and gutters	\$1,270,000	\$1,270,000	\$1,390,000	\$1,390,000	\$1,425,617	\$1,425,617	\$1,425,617	\$1,425,617	\$1,425,617	\$1,425,617
Road program	\$2,108,901	\$2,108,901	\$2,258,901	\$2,258,901	\$2,320,538	\$2,320,538	\$2,320,538	\$2,320,538	\$2,320,538	\$2,320,538
Traffic control	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000
Signs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total renewal</b>	<b>\$4,180,154</b>	<b>\$4,180,154</b>	<b>\$4,450,154</b>	<b>\$4,450,154</b>	<b>\$4,547,408</b>	<b>\$4,732,120</b>	<b>\$4,732,120</b>	<b>\$4,732,120</b>	<b>\$4,732,120</b>	<b>\$4,732,120</b>

Table 6.3 10-year Renewal Plan

### 6.3 Funding Strategy

Key strategic activities that will affect the future financial position for transport:

- The Asset Management Plan to inform the Long Term Financial Plan
- Movement and Transport Plan 2024 and future updates
- Transport valuation, 1 July 2024
- Valuation following transport condition data collection 2028
- Carbon Neutral Plan implementation
- Resilient Asset Management Program implementation

### 6.4 Assumptions

The following assumptions have been adopted in development of the financial forecasts:

- The renewal program has been based on condition data collected in 2023-24.
- Condition data and standard useful lives have been used to estimate the remaining lives of assets and the forecast renewal date for each asset.
- Renewal data developed during analysis of condition data has been distributed over the 10-year planning period to balance resourcing requirements.
- All renewal requirements identified in the analysed data will be addressed within the 10-year period.
- Operation and maintenance budget forecasts are based on actual operation and maintenance costs for a four-year period adjusted to 2024 costs.
- Additional costs have been included for transport asset repair works and DDA compliance requirements as previously outlined.
- Acquisition costs have been added for projects that have been approved by Council, including the Transforming Jetty Road Project.
- No decommissioning of assets has been assumed.

### 6.5 Data confidence

Expenditure requirements for asset renewal and operational costs are based on current available data.

Asset renewal costs are based on road and kerb revaluation data as of 1 July 2023 and rates developed from costs for recent capital works. The transport asset register was reviewed and updated in 2023 prior to condition assessment of roads and kerbs, footpaths and kerb ramps, bridges and bus stop infrastructure. These audits were undertaken in preparation for the transport asset class revaluation as of 1 July 2024.

The 2023-24 condition assessment results, including photographs, asset condition, material types, and dimensions have been uploaded into the asset register against the assets inspected.

The data confidence for this asset class is classified as “B – Reliable” based on the IPWEA data confidence scale as provided in Table 6.4. The data is based on sound records, procedures, investigations, and analysis. The dataset is complete and estimated to be accurate  $\pm 5\%$ .

Confidence level	Description
A – Highly Reliable	Data based on sound records, procedures, investigations and analysis, documented properly, and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$ .
B – Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, e.g. some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$ .
C – Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$ .
D – Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete and most data is estimated or extrapolated. Accuracy $\pm 40\%$ .
E – Unknown	None or very little data held.

**Table 6.4 Data confidence**

## 7 Risk management

The objective of the risk management process is to ensure all significant asset management risks are identified and assessed. Following a risk assessment and consideration of both likelihood and consequence, risks identified as high or very high in the short to medium term are investigated. Strategies and treatments are implemented to mitigate or address unacceptable risks.

An assessment of risks in line with Council’s risk matrix (Figure 7.1) associated with the transport asset class are detailed in Table 7.1.

Likelihood \ Consequence		Insignificant	Minor	Moderate	Major	Catastrophic
		1	2	3	4	5
Almost Certain	E	Medium	Medium	High	Extreme	Extreme
Likely	D	Low	Medium	High	High	Extreme
Possible	C	Low	Medium	Medium	High	High
Unlikely	B	Low	Low	Medium	Medium	High
Rare	A	Low	Low	Low	Medium	Medium

**Figure 7.1 Risk matrix**

Table 7.1 summarises the asset management risk register, which is reviewed and updated at minimum annually in line with our risk management procedures. The asset management risk register should be reviewed in line with the strategic and operational risk register.

<b>Transport risk statement</b>	<b>Current controls</b>	<b>Residual risk rating</b>	<b>Further risk treatments/actions</b>	<b>Target risk rating</b>
Risk of climate change affecting useful life of assets	<ul style="list-style-type: none"> <li>- Ongoing participation in the Resilient Asset Management Program (RAMP) with Resilient South Councils.</li> <li>- Coastal adaptation planning in place including hazard identification and assessment.</li> <li>- Integrated IPWEA Practice Note 12.1 into asset project design and planning processes.</li> <li>- Consideration of climate change risk in strategic and long-term planning.</li> </ul>	HIGH	<ul style="list-style-type: none"> <li>- Implement RAMP actions for all asset classes.</li> <li>- Complete coastal adaptation planning including data collation and risk assessments.</li> </ul>	MEDIUM
Inconsistency caused by changes to Elected Members or Senior Leadership personnel	<ul style="list-style-type: none"> <li>- Alignment of asset management framework (AM Policy, Strategy and plans) including service levels and long-term financial plans.</li> <li>- Development of AM Steering Committee.</li> <li>- Regular asset management updates provided to Elected Members.</li> </ul>	MEDIUM	<ul style="list-style-type: none"> <li>- Improving asset management maturity aligned with AM Strategy improvement plan.</li> <li>- Keep Elected Members and Senior Leadership Committee informed via the Asset Management Steering Committee. Identify training where required.</li> </ul>	MEDIUM
Insufficient budget to meet service levels for maintenance and renewal	<ul style="list-style-type: none"> <li>- Clear budget planning process, identifying any funding dependencies within planned/major upgrades.</li> <li>- Operational management plans for complex and high-risk sites.</li> <li>- 10-year financial planning and rolling three-year capital works program.</li> <li>- Regular condition audits of assets.</li> <li>- Community service levels developed through ongoing feedback.</li> </ul>	MEDIUM	<ul style="list-style-type: none"> <li>- AM Strategy Improvement Program Action Number 8 and Improvement Action 4: Review operational LoS and update responsibilities, resourcing and planning to meet agreed LoS. Implement system to prioritise, assess and action requests in-line with operational LoS.</li> <li>- AM Strategy Improvement Program Action Number 4: Undertake cyclic data collection to continue to improve data quality for decision-making.</li> </ul>	MEDIUM
Lack of accuracy in asset management source data consistency and accuracy	<ul style="list-style-type: none"> <li>- Satisfactory data confidence level in current asset information data levels through cyclic condition audits, with expectation of buildings data. See confidence levels.</li> <li>- Annual cyclic data collection schedule in place.</li> <li>- Ongoing improvements to data management guidelines.</li> <li>- Regular updates from routine maintenance spot checks/issue reporting.</li> </ul>	MEDIUM	<ul style="list-style-type: none"> <li>- AM Strategy Improvement Program Action Number 3: Establish the data management framework and guidelines for asset register to future-proof for predictive modelling.</li> <li>- AM Strategy Improvement Program Action Number 4: Undertake cyclic data collection to continue to improve data quality for decision-making.</li> </ul>	LOW
Non DDA-	<ul style="list-style-type: none"> <li>- DDA-compliant works program for bus stops, kerb ramps</li> </ul>	MEDIUM	<ul style="list-style-type: none"> <li>Accepted programs to reduce risk over time.</li> </ul>	MEDIUM

<b>Transport risk statement</b>	<b>Current controls</b>	<b>Residual risk rating</b>	<b>Further risk treatments/actions</b>	<b>Target risk rating</b>
compliant assets i.e. bus stops, kerb ramps	and pedestrian crossings. - External inspections/audit assessors. - DDA assessment of bus stops 2024 - DDA assessment of kerb ramps 2024			
Risk of change in community service standards or expectations	- Track service levels with Quality of Life Survey - Community feedback through customer requests records and plans - Feedback through community engagement on strategies and plans	MEDIUM	- Finalise movement and transport plan - Improvement action 4, integration of road hierarchy in levels of service and asset lifecycle activities	LOW

**Table 7.1 Risk assessment**

## 8 Improvement Plan

The following tasks have been identified for improving transport asset management practices and future versions of this plan.

Task No	Improvement task	Responsibility	Resources required	Due for review
1	Investigate opportunities for alternate road treatment options and their impact on asset life and lifecycle cost.	Senior Project Manager	Existing	June 2026
2	Implement bus stop compliance program.	Senior Project Manager	Existing	June 2030
3	Track annual carbon emissions from the road renewal program.	Senior Project Manager	Existing	June 2025
4	Integration of road hierarchy into lifecycle activities for transport assets.	Senior Project Manager	Existing	June 2026
5	Review transport useful life to industry standards and condition data to inform future valuations.	Asset Management Lead	Existing	June 2028

**Table 8.1 Improvement Plan**

**Item No:** 15.4

**Subject:** **HOLDFAST BAY BOWLS AND CROQUET CLUB LEASE**

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## Summary

The Holdfast Bay Bowls and Croquet Club holds a lease over the land located at 583 Anzac Highway, Glenelg North. The current lease for the property expired on 30 June 2022 and has been held over pending separate negotiations with the sub-tenant, Bowls SA. The Holdfast Bay Bowls and Croquet Club is now seeking a new agreement to continue its tenure. As the Holdfast Bay Bowls and Croquet Club has proven to be a worthwhile tenant over many years, this report recommends that Council enters into a new Lease Agreement with the Holdfast Bay Bowls and Croquet Club for a period of five (5) years.

---

## Recommendation

- 1. That Council enters into a new Lease Agreement with the Holdfast Bay Bowls and Croquet Club for a term of five (5) years commencing 1 July 2024 over the whole of the land contained within Certificate of Title Volume 5582 Folio 871 at 583 Anzac Highway, Glenelg North.**
  - 2. That a commencing annual rent of \$3,550 (plus GST) be charged to the Holdfast Bay Bowls and Croquet Club for its tenancy over the whole of the land contained within Certificate of Title Volume 5582 Folio 871 at 583 Anzac Highway, Glenelg North.**
  - 3. That the Mayor and Chief Executive Officer be authorised to execute and seal any documents required to give effect to the lease for the Holdfast Bay Bowls and Croquet Club provided as Attachment 1 to this report.**
- 

## Background

At its meeting held 5 May 2012, Council resolved to grant a ten-year lease to the Holdfast Bay Bowls and Croquet Club (the Club) over premises located at 583 Anzac Highway, Glenelg North. (Resolution No. C080512/501). Since the lease expiration date on 30 June 2022, the lease has been held over to allow negotiations between council Administration, the Club, and the sub-tenant Bowls SA on a future tenancy model for the premises.

## Report

The Club has provided an invaluable service to the Holdfast Bay community over many years, accommodating one of the most successful and well-patronaged bowls and croquet clubs in metropolitan Adelaide. Indeed, with Bowls SA sharing tenancy at the premises, the site has become the headquarters for bowls in Adelaide. With demand for membership to bowling and croquet clubs increasing year-on-year, it remains important that the City of Holdfast Bay make the site at 583 Anzac Highway, Glenelg North available to those in the community who seek to participate in the sport of bowls and croquet.



Council Administration has negotiated the terms of a new lease with the Club based on the *Sporting & Community Club Leasing Policy* (the Policy). The rent amount for the premises is derived by referencing the Policy and applying the 2.5% market rental rate and community benefit discounts of 60% to value of the main building for the property. The Club does allow the premises to be hired to the general public for events and recreation, in addition to being an inclusive and multi-code club, including expanding access and membership to youth and the disabled. The Club invests a considerable amount of resources and capital to maintain the greens at no direct cost to council or the community. The rent calculation from the Policy is therefore based on the primary building alone, which is consistent with the rent formula applied to all bowling clubs in Holdfast Bay and is provided as Attachment 1 to this report.

*Refer Attachment 1*

The basic terms negotiated for the Club consist of a five-year tenure of the premises from 1 July 2024 at a commencing rent of \$3,550 (plus GST), with a right of renewal for a further five years. The draft lease containing all the terms of the agreement is provided as Attachment 2 to this report.

*Refer Attachment 2*

A future report will be provided to Council relating to the terms of a sub-lease for Bowls SA to occupy administration space at the premises.

## **Budget**

The anticipated rent received from the Club is factored into Council's Annual Business Plan for 2024/25.

## **Life Cycle Costs**

There are no lifecycle costs associated with granting each lease.

## **Strategic Plan**

Vision - creating a welcoming and healthy place for everyone

## **Council Policy**

Sporting and Community Leasing Policy

## **Statutory Provisions**

*Local Government Act 1999*

*Retail and Commercial Lease Act 1995*

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**Written By:** Manager, Development Services

**General Manager:** Strategy and Corporate, Ms S Wachtel

# Attachment 1

Premises Value	\$ 1,183,400	<i>Building Area only</i>
Area used	100%	<i>NOTE: Building Area used by lessee &lt;100%</i>
	\$ 1,183,400	

Equity \$ - *NOTE: \$ Lessee Contributed to the build/premises, if no contribution, then \$0.*

Current Rental \$ 3,240.00 *NOTE: Add current rent exc GST to determine incremental increases.*

To be applied only when Council maintains a area of land (ie playing surface) to a level that is above "Reserve" status. Examples: Cricket Pitch, Football Ovals, Rugby Pit etc.

	Property Value	Property value minus Equity	Market Rent 2.50%	Net Rent (CoHB Discount) 60%	Non-Exclusive Use (<50%)	OR	Lease incentive discounts (community)					Total discount	New Rent Per Annum	PLUS	Land Size (m2)	Land Charge \$ 0.30
							hire for Public Access (for exclusive use only)(<10%)	Inclusion (<20%)	Governance (<20%)	Youth Programs (<10%)	Multi-Code (<10%)					
BUILDING	\$ 1,183,400	\$ 1,183,400	\$ 29,585	\$ 11,834			10%	20%	20%	10%	10%	70%	\$ 3,550			
LAND	\$ -		\$ -										\$ -		0	\$ -
													\$ 3,550			\$ -

The tenant is responsible for providing ongoing evidence of their compliance with the incentive discounts

**Rent per annum:** plus GST

# Attachment 2

**CITY OF HOLDFAST BAY**

(Landlord)

and

**THE HOLDFAST BAY BOWLS AND CROQUET CLUB INCORPORATED**

(Tenant)

## **LEASE**

583 ANZAC HIGHWAY GLENELG NORTH SA 5045

# LEASE

## PARTIES

**BEWTEEN** CITY OF HOLDFAST BAY ABN 62 551 270 492 of PO Box 19 Brighton SA 5048 (**Landlord**)

**AND** THE HOLDFAST BAY BOWLS AND CROQUET CLUB INCORPORATED ABN 39 193 714 648 Of 583 Anzac Highway Glenelg North SA 5045 (**Tenant**)

## BACKGROUND

- A. The Landlord is registered as the proprietor, or has the care, control and management, of the Land.
- B. The Tenant has requested a lease of the Premises for the Permitted Use.
- C. The Landlord has agreed and resolved to grant the Tenant a lease of the Premises on the terms and conditions of this Lease.
- D. Where required, the Landlord has undertaken public consultation and/or been granted Parliamentary approval in accordance with the *Local Government Act 1999* (SA).
- E. The parties wish to record the terms of their agreement as set out in this Lease.

## AGREED TERMS

### 1. INTERPRETATION AND DEFINITIONS

The following definitions and rules of interpretation apply unless the contrary intention appears

#### 1.1 Accounting Period means respectively:

- (a) the period from the Commencement Date to the next 30<sup>th</sup> June;
- (b) each successive period of twelve (12) months commencing on the 1st July and expiring on the next 30<sup>th</sup> June during the Term;
- (c) the period from the 1<sup>st</sup> July in the last year of the Term to the date of expiration or termination of this Lease.

#### 1.2 Building means the buildings erected on the Land and includes the Landlord's Property.

#### 1.3 Commencement Date means the date specified in Item 5 of Schedule 1.

#### 1.4 Common Areas means those portions of the Land designated by the Landlord for common use by the occupiers of the Land and their employees invitees and licensees (if any).

#### 1.5 CPI Rent Review is a review of the then current annual rent of the Premises to an amount calculated by changing the rent payable by the Tenant during the year immediately preceding the review date (disregarding any rent free period or other incentive) by a percentage figure equal to the amount (expressed as a percentage) by which the Consumer Price Index (Adelaide - All Groups) has changed during the one year period immediately preceding the relevant review date provided that if during the term the Consumer Price Index ceases to be published or substantially changes, the Landlord will select another similar index or indicator of changes in consumer costs in lieu of the Consumer Price Index for the purposes of this definition.

#### 1.6 Default Rate means a rate of two per centum (2%) per annum greater than the published annual rate of interest charged from time to time by Westpac Banking Corporation on overdraft facilities of more than \$100,000.00 and if there is more than one rate published the higher of those rates.

- 1.7 **GST** has the meaning given to it under the *A New Tax System (Goods and Services Tax) Act 1999* (Cth) and any similar or ancillary legislation.
- 1.8 **Land** means the land described in Item 3 of Schedule 1.
- 1.9 **Landlord** means the City of Holdfast Bay and includes:
- (a) the successors and the assigns of the Landlord if the Landlord is a body corporate; and
  - (b) (where the context allows) any servants workmen or agents of the Landlord,
- 1.10 **Landlord's Property** means all Landlord's fixtures, fittings, plant, equipment, services, chattels and any other goods installed or situated in or on the Land by or behalf of the Landlord and available for use by the Tenant.
- 1.11 **Outgoings** means (to the extent that the same are not specifically payable by any tenant of the Building or the Tenant pursuant to this Lease) all amounts paid or payable by the Landlord or payments which the Landlord incurs or may be or become liable for in any one Accounting Period or in any other lesser or relevant period in respect of the Land whether by direct assessment or otherwise howsoever and includes:
- (a) all rates taxes charges assessments outgoings levies and impositions whatsoever which may be assessed charged or imposed in respect of the Land including any charges for excess water but excluding income tax capital gains tax and all other taxes applicable to income or capital gain payable by the Landlord;
  - (b) all insurance premiums and other charges including stamp duty payable by the Landlord in relation to policies of public risk insurance covering the Building and the Landlord's Property therein (including all glass if applicable) against normal and usual risks deemed necessary by the Landlord (including but without limiting the generality thereof loss or damage by fire, explosion, storm, lightning, earthquake, tempest, flood, burst pipes, impact, aircraft and articles dropped therefrom, riot, civil commotion and malicious or accidental damage, loss of rent and machinery breakdown) to the full insurable value thereof;
  - (c) insurance premiums and other charges including stamp duty for workers compensation insurance for all employees of the Landlord engaged in employment in the Building;
  - (d) the costs of electricity or other sources of energy consumed in the production and reticulation of chilled water and conditioned air for the air conditioning equipment servicing the Building and all other costs arising from the operation of the air conditioning system including but not limited to fuel oil grease labour and a full comprehensive maintenance contract (if any);
  - (e) all costs in connection with the repair, maintenance, operation, supply, replacement and renovation of lifts, air conditioning equipment, fire protection equipment, all other services and plant and equipment in the Land from time to time;
  - (f) all costs in connection with the cleaning, lighting, heating and air-conditioning of the Land and Common Areas and providing supplies and consumables for toilets, washrooms and other facilities provided to the Land;
  - (g) all costs in connection with the maintenance, repair, replacement and renovation of car parking areas, pedestrian areas and landscaped areas within and around the Land;
  - (h) all costs in connection with caretaking and security services;
  - (i) all costs (including employment and other usual employment on-costs) of the management, control and administration of the Land;

- (j) the cost of maintaining lighting servicing and repairing the Building such cost comprising the gross costs and expenses of every kind and nature incurred by the Landlord including but not limited to the replacement of parts necessary to keep any of the plant, machinery and equipment in good working order and condition, resurfacing and repainting, pest control, and caretaking services, emergency evacuation systems and procedures, access control systems, replanting and re landscaping, directional signs and other markers, patrol of the Common areas and supervision of traffic directions when reasonably required, car stops, lighting and other utilities and the cost of electricity consumed therein and all things necessary in the reasonable opinion of the Landlord for the operation maintenance repair and/or renovation of the Common Areas in a state of good and sanitary order condition and repair;
  - (k) all reasonable legal, accounting and other professional fees incurred in connection with the conduct and operation of the Building and in particular any such fees of and incidental to the preparation of any estimates or statements of Outgoings or otherwise required to be furnished by the Landlord to the Tenant hereunder or at law; and
  - (l) all and any other expenditure costs or expenses incurred by the Landlord in or about or incidental to the Building or the Land not hereinbefore expressly referred to.
- 1.12 **Premises** means the premises specified in Item 2 of Schedule 1 and includes any improvements and Landlord's Property erected or located on the Premises from time to time.
- 1.13 **rent** means the rent payable under this Lease.
- 1.14 **Review Date** means the respective date(s) set out in Item 7 of Schedule 1.
- 1.15 **Rules and Regulations** means the procedures and rules and regulations annexed hereto and so entitled and or as may from time to time be made, varied or amended by the Landlord pursuant to this Lease.
- 1.16 **Services** means the services (such as gas, electricity, water, sewerage, drainage, communications, fire fighting, air conditioning, lifts, plant, equipment, grease trap, range hood, pipes and cables) to or of the Building or any premises in or the Land, provided by authorities, the Landlord or any person authorised by the Landlord.
- 1.17 **Tenant** means the Tenant named in Item 1 of Schedule 1 and includes:-
- (a) the executors administrators and permitted assigns of the Tenant if the Tenant is a natural person;
  - (b) the successors and the permitted assigns of the Tenant if the Tenant is a body corporate;
  - (c) any and all trust or trusts of which the Tenant is trustee; and
  - (d) (where the context allows) any servants workmen or agents of the Tenant and any other person in or about the Land at any time at the request or invitation of or under the control or direction of the Tenant.
- 1.18 **Tenant's Property** means any and all fixtures and fittings and other equipment installed in or brought on to or kept in the Premises by the Tenant.
- 1.19 **Tenant's Proportion** means the same proportion as the lettable area of the Premises bears to the whole of the lettable area of the Building, such lettable areas to be determined in accordance with the Property Council of Australia 1997 method of measurement or such other method of measurement as the Landlord reasonably determines.
- 1.20 **Term** means the term specified in Item 5 of Schedule 1 and includes the term of any extension or renewal and period of holding over of this Lease.



- 1.21 Headings to clauses shall not form part of this Lease or be used for the purpose of interpretation but shall be deemed to be for the purpose only of facilitating reference to the various provisions of this Lease.
- 1.22 Where the context of this Lease permits or requires:
- (a) words in the singular shall include the plural and words in the plural include the singular;
  - (b) words of or importing the masculine gender include the feminine gender; and
  - (c) words referring to a person include a body corporate.
- 1.23 A reference to any statute code or regulation includes all amendments and revisions made from time to time to that statute code or regulation and any statute code or regulation passed in substitution therefor or incorporating any of its provisions.
- 1.24 Any provision of this Lease which by virtue of any statute or law that is invalid void or unenforceable, is capable of severance without affecting any other provision of this Lease.
- 1.25 Unless otherwise stated, the Landlord may in its discretion give (conditionally or unconditionally) or withhold any approval or consent under this Lease.
- 1.26 If the Tenant comprises two or more persons the word "Tenant" will apply to them jointly and each of them severally.

## **2. GRANT OF LEASE**

The Landlord grants and the Tenant accepts a lease of the Premises for the Term as set out in this Lease.

## **3. RENT AND RENT REVIEW**

### **3.1 Rent**

- (a) The Tenant must pay the rent as specified in Item 6 of Schedule 1 and reviewed in accordance with the terms of this Lease to the Landlord as directed from time to time by the Landlord or the Landlord's agent.
- (b) The Tenant must pay the rent in advance, the first payment to be made on or before the Commencement Date and subsequent payments must be made on the same day of each calendar month during the Term without any abatement, deduction or demand.

### **3.2 Rent Review**

The rent will be reviewed as at the times and in the manner specified in Item 7 of Schedule 1.

- 3.3 Until the rent is determined or agreed in accordance with the relevant rent review formula the Tenant will continue to pay to the Landlord rent at the rate applicable immediately prior to the relevant Review Date. On the first day for payment of rent after the rent is determined or agreed in accordance with this clause the Tenant must pay the new rent to the Landlord together with an adjustment (if any) in respect of the period from the date of the rent review until the date of such payment.

- 3.4 The rent payable pursuant to any review of rent will in no case be less than the rent payable immediately prior to the relevant Review Date.

## **4. GST**

Unless otherwise stated in Item 6 of Schedule 1, rent and other monies payable by the Tenant to the Landlord pursuant to this Lease do not include any GST. If GST is chargeable with respect to the payment by the Tenant to the Landlord of rent and or other monies pursuant to this Lease, the Tenant must on demand pay the GST or reimburse the Landlord for any GST paid or payable by the Landlord

with respect to such rent and or other monies. The Landlord must provide to the Tenant an appropriate tax invoice in respect of any such GST payment or re-imburement by the Tenant.

## **5. RATES, TAXES AND OUTGOINGS**

### **5.1 Rates and Taxes**

The Tenant must pay or reimburse to the Landlord the Tenant's Proportion of all present and future rates charges taxes levies assessments duties impositions and fees (including council rates and emergency services levy) levied, assessed or charged in respect of the Premises or upon the owner or occupier of the Premises and such payments must be adjusted between the Landlord and the Tenant as at the Commencement Date and the end or termination date of this Lease in respect of that portion of the Accounting Period the relevant cost was incurred.

### **5.2 Utility Charges**

- (a) The Tenant must pay as and when the same fall due, all charges for gas electricity oil and water separately metered and consumed in or on the Premises and also all charges in respect of any telephone services connected to the Premises and all other charges and impositions imposed by any public utility or authority for the supply of any other utility service separately supplied or consumed in respect of the Premises.
- (b) If the Tenant defaults in payment of any of the charges referred to in clause 5.2(a) then the Landlord may pay the same and recover the amount paid as if the same were rent in arrears payable by the Tenant.

### **5.3 Payment Of Outgoings**

- (a) The Tenant must pay the Tenant's Proportion of the Outgoings by way of equal monthly payments together with the rent each month or by way of lump sum payments as Outgoings are incurred or payable by the Landlord (as the Landlord may direct). If the period in which any particular outgoing is payable does not coincide with a year of this Lease, the amount the Tenant is to pay in the first and last years of this Lease is to be adjusted proportionately.
- (b) The Landlord will calculate the actual amount payable by the Tenant pursuant to clause 5.3(a) as soon as possible after 30 June in each Accounting Period and will adjust any difference. Any over-payment by the Tenant will be credited to the first payment due by the Tenant after the assessment is made (or refunded if this Lease is at an end) and any under-payment by the Tenant shall be added to the first payment to be made by the Tenant after the assessment is made (or will be paid by the Tenant on demand if this Lease is at an end).

## **6. MAINTENANCE AND REPAIRS**

### **6.1 Maintenance**

- (a) The Tenant must keep and maintain the Premises, the Tenant's Property and any Services situated within the Premises and which exclusively service the Premises in good and substantial repair and condition and where appropriate in good working order, which includes an obligation to ensure that all electrical wiring and appliances are at all times in a safe condition.
- (b) If the Landlord so requires, the Tenant must enter into a service and maintenance contract in respect of any airconditioning plant and equipment exclusively servicing the Premises, which contract must be first approved by the Landlord (such approval not to be unreasonably withheld).

- (c) If the Landlord so requires, the Tenant must promptly repair any damage to the Land including the Building caused or contributed to by the act, omission, negligence or default of the Tenant. Any work must be undertaken by appropriately qualified contractors and/or tradesmen and in a proper and professional manner.
- (d) The Tenant must, at its cost during Term, maintain the playing greens within the Premises (Playing Greens) so they are in a safe, tidy and proper condition fit for their intended purpose, and to the reasonable satisfaction of the Landlord, which includes the obligation to:
  - A. keep all grassed areas properly cut, top dressed and in good condition;
  - B. employ experts as may be necessary to supervise the maintaining of the Playing Greens, and to advise the Tenant and the Landlord generally; and
  - C. provide such labour as may be necessary for the maintenance of the Playing Greens and employ such groundsmen and/or contractors at its own cost as may be necessary for the maintenance of the said Playing Greens in all things.
- (e) In addition to the maintenance, repair and replacement obligations outlined in this clause 6.1 (and this Lease generally) the respective responsibilities of the Landlord and the Tenant for the maintenance that is reasonably expected to be needed during the Term including planned structural maintenance, painting and replacement or renovation works are set out in Schedule 2 (**Maintenance**).
- (f) Where the Tenant is responsible for any Maintenance pursuant to the terms of this Lease, the Tenant must, at the same time as providing a copy of its annual report in accordance with clause 10, provide a report to the Landlord setting out the amount of money which the Tenant proposes to set aside in the following year for Maintenance.
- (g) The Tenant must, when requested to do so by the Landlord, provide the Landlord with:
  - A. a copy of all invoices, receipts, records, reports, certificates and other related information in relation to all maintenance, repair and replacement works carried out by (or on behalf of) the Tenant during the Term;
  - B. a report setting out all projected items of Maintenance, the approximate date when each item of maintenance is likely to be required and the estimated cost; and
  - C. a report setting out the amount of money currently set aside by the Tenant for Maintenance.

## 6.2 Maintenance of Plant and Equipment

If the Tenant exclusively uses any plant or machinery installed in the Premises or the Landlord installs any plant or machinery at the request of the Tenant within or servicing the Premises then the Tenant must keep all such plant or machinery maintained serviced and in good repair and will enter into and keep current at the Tenant's expense such maintenance service and repair contracts as are reasonably required by the Landlord for that purpose with contractors approved by the Landlord.

## 6.3 Tenant's Other Maintenance Obligations

The Tenant must at the Tenant's expense:

- (a) ensure that all waste is placed daily in suitable receptacles and subject to this clause 6.3, ensure the Premises is cleaned regularly in a proper and professional manner and ensure all waste and refuse is promptly and regularly removed from the Land;
- (b) as soon as is reasonably possible make good any damage to any part of the Building

(including the Common Areas) or to the Premises or any part thereof (including ceilings) caused or contributed to by the Tenant;

- (c) immediately replace all broken glass in respect of the Premises;
- (d) take all proper precautions to keep the Premises free from pest infestation and if required by the Landlord engage a pest exterminator approved by the Landlord for that purpose;
- (e) repair or where appropriate replace any Landlord's Property such as heating lighting electrical and plumbing fittings installed in the Premises broken or damaged by the Tenant;
- (f) comply with all statutes ordinances proclamations orders and regulations affecting the Premises or any fixtures or fittings installed by the Tenant; and
- (g) comply with any notices or orders which may be given by any statutory or regulatory authority in respect of the Premises or their use by the Tenant and keep the Landlord indemnified for all such matters.

#### 6.4 Repairs

If at any time during this Lease the Landlord, or the Landlord's agents or contractors find any defect decay or want of repair in the Premises or find any state or condition thereof contrary to any covenant or agreement on the part of the Tenant contained in this Lease, the Landlord, or the Landlord's agent or contractor may give to the Tenant notice in writing to make good repair restore or amend the same within a reasonable time to be therein stated and the Tenant must within such time sufficiently and in good and proper and professional manner make good repair restore or amend the same to the reasonable satisfaction of the Landlord and if the Tenant fails to comply with any such notice the Landlord may (but is not obliged to do so) by or with the Landlord's attorney agent and or contractors enter into and upon the Premises and carry out the requirements of such notice (causing as little disturbance to the Tenant as is practicable). All costs charges and expenses incurred by the Landlord in so doing will be a debt due from the Tenant to the Landlord payable on demand and recoverable in the same manner in all respects as the rent hereby reserved.

#### 6.5 Cleaning

- (a) The Tenant must ensure the Premises is routinely and properly cleaned (including without limitation to arrange for all rubbish waste and garbage to be regularly removed from the Premises).
- (b) If the Landlord provides or requires a service for the routine cleaning of the Building or the Premises then the Tenant must, if reasonably requested by the Landlord, use such service for the cleaning of the Premises (to the extent the service applies) and must permit the Landlord's cleaning contractors to have access to the Premises at all reasonable times for the purpose of carrying out such cleaning. The Tenant must pay to the Landlord in addition to the rent and as and when required by the Landlord, all costs of the cleaning of the Premises and the Tenant's Proportion of the overall costs of the cleaning of the Building (including any Common Areas).

#### 6.6 Notice of Defect

The Tenant must promptly give notice to the Landlord (or where appropriate to the appointed agent of the Landlord) of:

- (a) any damage and of any accident to or defect or want of repair in the Land or in the Premises or in any Services or other facilities provided by the Landlord and including any danger, risk or hazard; or



- (b) any circumstance or event which the Tenant ought reasonably be aware might cause danger, risk or hazard to any person within the Premises or the Building.

#### 6.7 Common Areas and Grounds

The Tenant must not deposit or cause permit or suffer to be deposited any debris refuse or rubbish of any kind in or on any Common Areas grounds gardens yards lanes ways or rights of way or in or on any public road or footway abutting upon or adjacent to the Premises or the Land.

#### 6.8 Inspection and Landlord Works

The Tenant must permit the Landlord and the Landlord's agents and contractors and all persons authorised by them at all reasonable times of the day and on reasonable notice to enter the Premises to examine the state of repair and condition thereof, carry out and observe the Landlord's maintenance and repair obligations as set out in Schedule 2, and execute repairs or to paint the Premises or any part thereof (which the Landlord may do without prejudice to any covenant or agreement on the part of the Tenant contained in this Lease). The Landlord in executing such repairs or painting must use reasonable endeavours to cause as little disturbance to the Tenant as is practicable.

#### 6.9 Employment of Contractors

If any work has to be done by the Tenant in or about the Premises in order to comply with the Tenant's obligations pursuant to this Lease the Tenant must engage and employ only such contractors as have a public liability policy for an amount which in the reasonable opinion of the Landlord is adequate and who are previously approved of in writing by the Landlord or the Landlord's architect.

#### 6.10 Repainting

At or immediately before the expiration or earlier determination of this Lease, the Tenant shall repaint with two coats of premium quality paint in a thorough and workmanlike manner those internal parts of the Premises which previously have been painted. Such painting shall be done in such manner and with such paint as the Landlord may reasonably direct.

### 7. ALTERATIONS AND ADDITIONS

#### 7.1 Alterations by Tenant

- (a) The Tenant must not install or use in the Premises internal partitions other than of a standard and specification previously approved in writing by the Landlord.
- (b) The Tenant must not install or place in the Premises any heavy item fixture or fitting which may (in the reasonable opinion of the Landlord) cause unreasonable noise or vibrations, overload the switchboard or cause structural or other damage to any part of the Building.
- (c) The Tenant must not make alterations or addition to the Premises nor install or alter any partitioning or temporary or permanent structures or fittings in the Premises without the Landlord's prior written approval, and:
  - A. in seeking the Landlord's approval to a proposed alteration, addition or installation the Tenant must submit plans and specifications of the proposed work;
  - B. if the Landlord agrees to grant its approval, then such approval may be granted subject to any conditions the Landlord considers appropriate, including:
    - i. any such work be supervised by a person nominated by the Landlord;

- ii. any such work be executed by contractors or tradesmen in a proper and professional manner under the supervision of appropriately qualified persons approved by the Landlord with public liability insurance for an amount that in the reasonable opinion of the Landlord is adequate;
- iii. the Tenant pays all reasonable costs incurred by the Landlord in considering the proposed works and their supervision including the fees of architects or other consultants employed by the Landlord;
- iv. the Tenant obtains all necessary approvals or permits necessary to enable such proposed work to be lawfully effected and on request by the Landlord produces for inspection to the Landlord copies of all such approvals and permits;
- v. upon completion of the works, the Tenant must produce to the Landlord any certificates of compliance issued by any such statutory or regulatory authority; and
- vi. the Tenant reimburses the Landlord any reasonable cost or expense that it incurs as a result of the installation operation or removal of any such equipment fixture fitting or machinery.

## 7.2 Alterations by Landlord

- (a) The Tenant will permit the Landlord and any person authorised by the Landlord:
  - A. to carry out inspections of or modifications or additions to or other works on the Land (including the Premises where the Landlord has given reasonable prior notice to the Tenant); and
  - B. where the Landlord has given reasonable prior notice to the Tenant to enter the Premises for the purpose of carrying out such works causing as little disturbance as is practical to the Tenant in undertaking such works provided that the Landlord may not commence to carry out any alteration or refurbishment to the Land (other than routine maintenance or repairs) that is likely to adversely affect the Tenant's use of the Premises unless:
    - C. the Landlord has given the Tenant at least one (1) month's notice of the proposed alteration or refurbishment; or
    - D. the alteration or refurbishment is required by an emergency and the Landlord has given the Tenant the maximum period of notice that is reasonably practicable in the circumstances;
- (b) Subject to the preceding subclause in an emergency the Landlord may without notice enter the Premises and carry out any works deemed necessary by the Landlord;
- (c) Except as permitted by the Act, the Tenant will not make any claim or commence any action against the Landlord for breach of this clause or otherwise in respect of such entry on to the Premises or the execution of any of the works contemplated by this clause.

## 8. ASSIGNMENT AND OTHER DEALINGS

### 8.1 Assignment, Subletting and Disposal of Tenant's Interests

- (a) The Tenant must not transfer or assign the Premises or any part thereof or assign, transfer or otherwise dispose of this Lease without the Landlord's prior written consent. The Landlord's consent may be withheld in the Landlord's absolute discretion.

- (b) The Tenant must:
  - A. request the Landlord's consent to an assignment, transfer or other disposition of the Premises or this Lease in writing;
  - B. promptly provide the Landlord with information the Landlord reasonably requires about the financial standing and business experience of the proposed assignee; and
  - C. before requesting the Landlord's consent to a proposed assignment of the Premises or this Lease, the Tenant must furnish the proposed assignee with:
    - i. a copy of any disclosure statement given to the Tenant in respect of this Lease;
    - ii. details of any changes that have occurred in respect of the information contained in that disclosure statement since it was given to the Tenant (being changes of which the Tenant is aware or could reasonably be expected to be aware); and
    - iii. comply with any other procedural requirements of the Landlord.
- (c) To enable the Tenant to comply with the preceding subclause, the Tenant may, in writing, request the Landlord to provide the Tenant with a copy of the disclosure statement concerned and if the Landlord does not comply with such a request within fourteen (14) days after it is made, the preceding subclause will not apply to the Tenant in respect of the assignment transfer or other disposition in relation to which the disclosure statement applies.
- (d) The Landlord may withhold the Landlord's consent to the assignment of the Premises or this Lease in any of the following circumstances:
  - A. if the proposed assignee proposes to change the use to which the Premises are put;
  - B. if the proposed assignee is unlikely (in the Landlord's reasonable opinion) to be able to meet the financial obligations of the Tenant under this Lease;
  - C. if the proposed assignee's business skills are inferior (in the Landlord's reasonable opinion) to those of the Tenant, or
  - D. if the Tenant has not complied with procedural requirements for obtaining the Landlord's consent.
- (e) Nothing in clause 8.1(d) will prohibit the Landlord from granting the Landlord's consent to an assignment, transfer or other disposition of this Lease subject to the Tenant complying with such reasonable conditions as the Landlord considers appropriate.
- (f) Nothing in the preceding provisions of clause 8.1(d) prevents the Landlord from requiring payment of a reasonable sum for legal or other expenses incurred in connection with such a consent (whether consent is granted or not).
- (g) The Landlord may as a condition of granting its consent require that the proposed transferee or assignee provide to the Landlord such guarantee or guarantees of the transferee's or assignee's performance of the Tenant's obligations under this Lease which the Landlord requires.
- (h) The Tenant must not:
  - A. grant a sub-lease, licence of concession for the whole or any part of the Premises;
  - B. part with or share possession of the whole or any part of the Premises; and

- C. mortgage or otherwise change or encumber the Tenant's interest in this Lease, without the Landlord's prior written consent, which consent the Landlord is not obliged to give notwithstanding anything to the contrary in this Lease.
- (i) If the Tenant is a company (except a company whose shares are listed on a stock exchange in Australia) a transfer of shares (except as a result of inheritance) totalling more than one half of the issued share capital of the Tenant, or of the controlling interest of the Tenant will be deemed to be an assignment of this Lease requiring the prior written consent of the Landlord.

## 9. USE OF PREMISES

### 9.1 Permitted Use

- (a) The Tenant must use the Premises only for the purpose specified in Item 4 of Schedule 1 or other purposes incidental thereto or for such other purposes for which the Landlord may give prior written approval.
- (b) The Tenant must leave the Premises in a clean and tidy state at the end of each use.
- (c) The Tenant must not use the Premises or any part thereof nor cause permit or allow anyone to sleep on the Premises, nor carry on or cause permit or allow to be carried on upon the Premises or any part thereof for any noxious noisome or offensive art trade business occupation or calling and must not use the Premises or any part thereof or cause permit or allow the same to be used for any unlawful purpose.

### 9.2 No Warranty by Landlord

The Tenant warrants to the Landlord that the Tenant has relied on the Tenant's own judgement and expertise and the Tenant's experts in deciding that the Premises are suitable for the Tenant's purposes and that the Landlord has given no promise, representation or warranty to the Tenant as to the use to which the Premises may be put and that the Tenant has satisfied itself thereof and the Tenant will be deemed to have accepted this Lease with full knowledge of, and subject to, any prohibition or restrictions on the use thereof under or in pursuance of any Act, Ordinance, Regulation, By-law or other statutory enactment or order of Court. Should the Permitted Use require the consent of any authority under or in pursuance of any such Act, Ordinance, Regulation, By-law or other enactment or order of Court the Tenant must obtain such consent at the Tenant's own cost and expense. To the fullest extent permitted by law all warranties as to suitability and as to adequacy implied by law are hereby expressly negated.

### 9.3 Signs

The Tenant can only have on the Premises an advertisement, notice, sign, or hoarding (**sign**) if the Landlord has previously granted its written consent to the particular sign and the Tenant has obtained, at its cost, the requisite consents from and approvals of the appropriate authorities. Any sign on the Premises shall be removed by the Tenant when this Lease expires or earlier if this Lease is cancelled prior to its expiry date and any damage arising in the course of such removal shall be immediately restored by the Tenant at its own cost.

### 9.4 Compliance with Acts, By Laws and Regulations

The Tenant must at the Tenant's cost and expense:

- (a) comply with every notice order or requirement relating to the Premises and requiring any condition defect or want of reparation to be remedied which may be given or made to the Landlord or to the Tenant in pursuance of the *South Australian Public Health Act (2011 (SA))* and or the *Local Government Act (1999) (SA)* or Acts for the time being in force in the State of South Australia and or any other Act or Acts of Parliament or any by-laws rules or regulations made under or in pursuance of any such Act or Acts or purporting so to be



and will comply therewith within the time limited therein for complying therewith. If the Tenant fails to comply with any statutory or regulatory obligations the Landlord may comply therewith (but it not be obligatory for the Landlord to do so) and all costs charges and expenses incurred by the Landlord in so doing will be a debt due and recoverable from the Tenant in the same manner in all respects as the rent is recoverable; and

- (b) take such precautions against fire on and in respect of the Premises as are or may from time to time be required under or in pursuance of any Statute now or hereafter in force or which may be required by any authority (whether Governmental municipal civic or other) having jurisdiction in relation thereto and also at the Tenant's own expense in all things, do all such other acts matters and things in relation to fire safety as are or may from time to time be directed or required to be done or executed (whether by the owner or occupier of the Premises) by any authority (whether Governmental municipal civic or other) having jurisdiction in relation thereto pursuant to any law now or hereafter in force.

#### 9.5 Use of Premises and Provision of Emergency Number

The Tenant must:

- (a) advise the Landlord (or where applicable the Landlord's agent) of the telephone number of the Tenant's nominated emergency after hours contact and must keep the Landlord or the Landlord's agent informed of any change of such telephone number;
- (b) secure the Premises against unauthorised entry at all times when the Premises are left unoccupied and the Landlord reserves the right to enter upon the Premises and secure the Premises if left unsecured;
- (c) not do anything whereby the Services such as the working or efficiency of the air conditioning plant servicing the Building or the Premises may be affected;
- (d) upon the cessation of the Tenant's right to occupy the Premises, deliver to the Landlord or the Landlord's Agent all keys and or access cards to the Premises; and
- (e) observe the Rules and Regulations.

#### 9.6 Restrictions on Use

The Tenant must not:

- (a) use or permit to be used for other than their designed purposes any of the fixtures or fittings in the Premises or the Building;
- (b) store or use inflammable or dangerous substances upon the Premises (except as may be necessary for the ordinary conduct of the Permitted Use of the Premises by the Tenant in which case the Tenant undertakes to notify the Landlord in writing of the maximum quantity of any such inflammable or dangerous substance that the Tenant intends to store on the Premises);
- (c) cause permit or allow on the Premises or in the Building anything which in the reasonable opinion of the Landlord may become a nuisance or disturbance obstruction or cause of damage whether to the Landlord or to other tenants or users of the Building nor use the Premises in any noisy noxious or offensive manner;
- (d) do any act or thing, or permit any activities which may discredit the Landlord;
- (e) obstruct or interfere with any of the entrances of the Building or Common Areas;
- (f) sell or distribute alcohol on the Premises except with the Landlord's prior written consent;

- (g) use or permit to be used any radio record player tape or video recorder television loudspeaker screen or other like equipment likely to be heard or seen from outside the Premises; or
- (h) conduct or permit to be conducted on the Premises any auction or fire sale.

#### 9.7 Heavy Machinery

- (a) The Tenant must not bring upon the Premises any heavy machinery or other plant or equipment not reasonably necessary or proper for the conduct of the Tenant's permitted use of the Premises. In no circumstances must the Tenant bring upon the Premises any heavy machinery or other plant or equipment:
  - A. of such nature or size or weight as to cause or (in the reasonable opinion of the Landlord) be likely to cause any structural or other damage to the floors or walls or any other parts of the Land, or
  - B. of such construction or manufacture as to cause to emanate therefrom any noise or vibration or noxious odour fume or gas that could pervade the Premises or escape therefrom to the discernible notice of any person outside the Premises.
- (b) Prior to bringing upon the Premises any heavy machinery or other plant or equipment permitted to be brought upon the Premises the Tenant must inform the Landlord of the Tenant's intention so to do and the Landlord or the Landlord's architects or engineers may direct the routing installation and location of all such machinery plant and equipment. The Tenant must observe and comply with all such directions and any reasonable fees payable to the Landlord's architects or engineers in connection with ascertaining the safest and most favourable and convenient method of routing installing and locating such machinery plant and equipment as aforesaid must be paid by the Tenant on demand.

#### 9.8 Locks and Keys

The Tenant must not tamper with or change any lock of the Premises or have any keys of such locks cut without the consent of the Landlord or its agent. The Tenant will pay for any keys or change required to any lock and in the event of the Landlord or its agent being required to open the Premises the Tenant will pay a reasonable fee fixed by the Landlord or the Landlord's agent.

#### 9.9 Use of Conduits

The Tenant must allow the Landlord and other occupiers of the Land the free and uninterrupted passage of gas water and electricity through and along the services including electrical services situated under in or on the Premises.

#### 9.10 Blinds and Awnings

The Tenant must not erect or affix any blinds or awnings to the outside of the Premises or any blinds to the interior of the windows display windows or doors thereof or affix any fittings to the floors walls or ceilings of the Premises without the prior consent in writing of the Landlord which consent may be granted or refused or granted subject to conditions in the discretion of the Landlord.

#### 9.11 Airconditioning

- (a) Where any plant machinery or equipment for heating cooling or circulating air is provided or installed by the Landlord in the Premises or in the Building for the benefit of tenants of the Building (**airconditioning plant**):
  - A. the Tenant must comply with and observe the reasonable requirements of the Landlord in respect of the airconditioning plant;

- B. to the maximum extent permitted by law, the Landlord will be under no liability to the Tenant in respect of the Landlord's inability or failure to operate service maintain replace or repair the airconditioning plant at any time for any reason and the Tenant acknowledges that the Landlord does not warrant that the airconditioning plant (if any) is suitable or adequate for the business to be conducted in the Premises by the Tenant; and
  - C. the Tenant must permit the Landlord and all persons authorised by the Landlord at all reasonable times on giving to the Tenant reasonable prior notice (except in the case of emergency where no notice is required) to enter the Premises to view the state of repair of the airconditioning plant and there remain for the purpose of carrying out any necessary or desirable maintenance servicing or repair to or replacement of the airconditioning plant.
- (b) Where any airconditioning plant is installed in the Premises or the Building for the exclusive use of the Tenant, the Tenant must keep such airconditioning plant in good repair, condition and working order and must pay all costs of operating and maintaining the same.

#### 9.12 Electricity Supply

If the Landlord and the Tenant have entered into an agreement as to the supply by the Landlord to the Tenant of electricity for the Premises then the terms and conditions of such agreement will apply to the parties and any breach by the Tenant of that agreement will be deemed to be a breach by the Tenant of this Lease. In the absence of any such agreement between the Landlord and the Tenant, the following provisions apply:

- (a) If at the Commencement Date the Landlord supplies electricity to the Premises and requires the Tenant to purchase such electricity from the Landlord, the Tenant must pay to the Landlord for all such electricity at such rate as the parties may agree from time to time and in the absence of such agreement at the maximum rate applicable under the *Electricity (General) Regulations 2012 (SA)*.
- (b) Notwithstanding clause 9.12(a), there is no obligation on the Landlord to supply or continue to supply electricity to the Premises and upon giving at least sixty (60) days prior written notice to the other either:
  - A. the Landlord may elect to cease selling electricity to the Tenant, or
  - B. the Tenant may elect to cease purchasing electricity from the Landlord.
- (c) If either the Landlord elects to cease selling electricity to the Tenant or the Tenant elects to cease purchasing electricity from the Landlord in accordance with the preceding subclause, the Tenant must on or before the time at which such sale and purchase is to cease pursuant to the notice given in accordance with clause 9.12(b):
  - A. enter into a contract to purchase electricity for the Premises from a licensed electricity retailer of the Tenant's choice;
  - B. ensure that any such contract contains a provision that such electricity retailer must provide details to the Landlord concerning the Tenant's consumption of electricity in or in relation to the Premises; and
  - C. install at no cost to the Landlord such new or additional equipment and meters as may reasonably be necessary to supply and record the supply of electricity to the Premises.

- (d) If the Tenant is supplied electricity via an Inset Network (as defined in the *Electricity (General) Regulations 2012 (SA)* on the Land, the Tenant must pay to the Landlord the Tenant's share of Inset Network charges such share to be as is reasonably determined by the Landlord from time to time taking into account the quantum of electricity provided to the Premises and the quantum of electricity provided to other premises situate on the Land.
- (e) Save to the extent caused or contributed to by the Landlord's negligence, the Landlord shall not be liable to the Tenant for any failure of electricity supply to the Premises.

## 10. TENANT GOVERNANCE

The Tenant will provide to the Landlord:

- 10.1 a copy of its constitution;
- 10.2 a copy of any rules or by-laws of the Tenant in existence at the Commencement Date;
- 10.3 within twenty-eight (28) days of any amendments being made to the Tenant's constitution, rules or by-laws, a copy of those amendments;
- 10.4 by 30 November in each year a copy of the annual report of the Tenant including the balance sheets and auditor's report;
- 10.5 by 30 November in each year a copy of the Tenant's adopted budget within twenty-eight (28) days of adoption;
- 10.6 upon request from the Landlord a schedule of all subleases or other tenancies relating to the Premises;
- 10.7 upon request from the Landlord or any employee, agent or contractor to examine and take copies of all accounts records and bank records of the Tenant and minutes of any meeting of the Tenant or any committee of the Tenant;
- 10.8 any other documents that regulate the Tenant's governance and operations; and
- 10.9 any information in relation to the Tenant's use and occupation of the Premises and finances reasonably required by the Landlord and will permit, upon request from Landlord or any employee, agent or contractor to examine and take copies of all account books and bank books of the Tenant the minutes of any meeting of the Tenant or any committee of the Tenant.

## 11. INSURANCE

### 11.1 Tenant's Insurance

At its own expense, the Tenant shall maintain during the term of this Lease the following insurance:

- (a) a policy of public risk insurance with respect to the Premises and the business or businesses carried on in the Premises for a sum of not less than the amount specified in **Error! Reference source not found.** of Schedule 1. Such amount shall be in respect of any one single accident or event and extend to claims, loss and damage the subject of the indemnity contained in clause 12.2;
- (b) a policy to insure all permitted additions to the Premises carried out by the Tenant and to insure all of the Tenant's fixtures, fittings and property including stock against loss or damage by any cause and for their full replacement value; and
- (c) plate glass insurance in respect of all plate glass (including windows) in the Premises.



## 11.2 Certificates of Insurance

All policies of insurance shall be taken out with a recognised and reputable public insurance office and the Tenant shall provide the Landlord with copies of certificates of insurance in relation to the policies upon request. The policies of insurance specified in clauses 11.1(a) and 11.1(c) shall be in the name of the Tenant and note the interest of the Landlord.

## 11.3 Tenant Not to Cause Premium to Increase

The Tenant shall not do or fail to do anything which may increase the rate of premium payable under any policy of insurance taken out in respect of the Premises. The Tenant shall pay within fourteen (14) days of demand any additional or increased premium levied on account of the Tenant's use or occupation of the Premises in respect of any policy of insurance effected in respect of the Land or its contents or any policy of public liability insurance effected by the Landlord.

## 12. INDEMNITY, RELEASE AND RISK

### 12.1 Indemnity

The Tenant indemnifies the Landlord against all claims, actions, damages, losses, costs and expenses of any nature which the Landlord may suffer or incur or for which the Landlord may become liable in connection with:

- (a) the Tenant's use or occupation of the Premises;
- (b) the overflow or leakage of water or any other substance into or from the Premises or arising out of any faulty fixture or fitting of the Tenant;
- (c) any accident or damage to property or injury or death suffered by any person arising from any occurrence in or near the Premises to any person or property using or near the Premises arising wholly or in part by reason of any act or omission by the Tenant and persons under the control of the Tenant;
- (d) any act or omission of the Tenant;
- (e) any fire from the Premises; and
- (f) any breach of this Lease by the Tenant,

save to the extent that any such claim, action, damages, losses, costs and expenses are caused or contributed to by the negligent or wilful act or omission of the Landlord.

### 12.2 Release by Tenant

The Tenant releases the Landlord from all actions, liabilities, penalties, claims or demands for any damage, loss, injury or death occurring in the Premises, the Building and the Land except to the extent that it is caused by the Landlord's negligence.

### 12.3 Tenant to Occupy Premises at Own Risk

Tenant occupies and uses the Premises and the Land at the Tenant's sole risk.

## 13. TENANT'S YIELDING UP OBLIGATIONS

13.1 The Tenant must immediately prior to vacating the Premises at the expiration or sooner determination of this Lease (or in the case of the determination of the Term of this Lease within a reasonable time after such determination):

- (a) complete any repairs and maintenance which the Tenant is obliged to carry out under this Lease;

- (b) remove all of the Tenant's Property in or on the Premises or the Land and immediately make good any damage caused by such removal;
  - (c) wash down the Premises and treat as previously treated all internal surfaces of the Premises by painting staining polishing or otherwise to a specification reasonably approved by the Landlord and to the reasonable satisfaction of the Landlord;
  - (d) replace all damaged and non-operative light bulbs and fluorescent tubes in the Premises with new light bulbs and fluorescent tubes;
  - (e) thoroughly clean the Premises throughout, remove all refuse therefrom leaving the Premises in a clean, tidy, secure and safe condition;
  - (f) comply with all reasonable requirements and directions of the Landlord in respect of all removal and reinstatement works; and
  - (g) hand over to the Landlord all keys and other security devices for the Premises which the Tenant has in its possession or control.
- 13.2 If the Tenant does not complete such removal and making good on the expiration of the Term (or in the case of the determination, within a reasonable time after such determination) then (without prejudice to any other rights of the Landlord) the Landlord may undertake such obligations and the Tenant must repay on demand all costs and expenses incurred by the Landlord in so doing.
- 13.3 In addition to clause 13.2, the Landlord may elect not to effect such removal of the Tenant's Property (including all partitions, alterations and additions) in which case the Landlord may by notice in writing given to the Tenant notify the Tenant that unless the Tenant has effected such removal within fourteen (14) days of the date on which such notice is given such partitions alterations or additions not removed by the Tenant will be forfeited to the Landlord and where the Tenant fails to comply with such notice such partitions alterations and additions will at the expiration of such fourteen (14) day period become the absolute property of the Landlord.
- 13.4 Until such time as the Tenant has complied with its obligations under clause 13.1 or the date upon which the same have been forfeited to the Landlord pursuant to clause 13.3 (whichever is the earlier) ("**the compliance date**"), the Tenant must pay by way of damages to the Landlord an amount which represents the rent payable immediately prior to the expiration or termination of this Lease calculated on a daily basis multiplied by the number of days between the compliance date and the date of expiration or the termination of this Lease.

#### 14. LANDLORD'S OBLIGATIONS AND RIGHTS

##### 14.1 Quiet Possession

Provided that the Tenant pays the rent and all other monies payable under this Lease and performs and observes the terms conditions and covenants on the Tenant's part to be performed or observed herein contained or implied, the Tenant may quietly enjoy the Premises without unlawful interruption by the Landlord or any person lawfully claiming under or in trust for the Landlord.

##### 14.2 Reservation of Services

The Landlord reserves the right for itself and for all others authorised by the Landlord the passage of any air conditioning equipment, fire sprinkler systems, pipes, ducts, cables, wiring, communications, water sewerage and drainage connections and any other services through or along or in or into the Premises and also access to and through the Premises at any time for the purpose of installing, maintaining or repairing any such equipment, systems, pipes, ducts, cables, wirings, connections and Services.

#### 14.3 Costs of Proceedings

If the Landlord may without fault on the Landlord's part be made a party to any litigation commenced by or against the Tenant, the Tenant must pay to the Landlord on demand by the Landlord all reasonable legal fees and disbursements (as between solicitor and client) incurred by the Landlord in connection therewith.

#### 14.4 Landlord's Right to Add to Building

- (a) The Landlord may at any time during the Term enlarge vary or reduce any Building and in so doing (but without in any way limiting the generality of the foregoing) may:
- A. acquire or dispose of any land;
  - B. permanently encroach upon any Common Areas, portions of the Land including any car park;
  - C. employ or use the air space above or below any part of any Common Areas including any car park;
  - D. erect additional floors above or below any part of the said Building;
  - E. provide multi-deck parking facilities;
  - F. strata title the Building or any one or more of the floors of the Building (in which event the Tenant will execute all relevant documents provided same do not prejudice the Tenant's rights to occupy the Premises upon the terms contained in this Lease); or
  - G. interrupt the water gas electrical air conditioning or other Services to the Premises.
- (b) The Landlord must in carrying out such works use reasonable endeavours to minimise so far as may be practicable any inconvenience to or interruption to the business of the Tenant.

#### 14.5 Right to Enter

- (a) At any time during the Term the Landlord may (except in an emergency when no notice is required) enter the Premises after giving the Tenant reasonable notice:
- A. to view the state of repair and condition of the Premises;
  - B. carry out any works on the Land or in or to the Building (including alterations and redevelopment), but in these circumstances the Landlord will take reasonable steps (except in emergencies) to minimise interference with the Tenant's use;
  - C. restrict access to the Land including parking areas but in these circumstances the Landlord will take reasonable steps (except in emergencies) to minimise interference with the Tenant's use;
  - D. redirect pedestrian or vehicular traffic into, out of or through the Land;
  - E. close the Building in an emergency;
  - F. use, maintain, repair, alter and add to the Services to or in the Premises, but the Landlord must take reasonable steps (except in emergencies) to minimise interference with the Tenant's use;
  - G. exclude or remove any person from the Land;
  - H. to do anything the Landlord must or may do under this Lease or pursuant to any legal obligation; and

- i. to carry out and observe the Landlord's maintenance and repair obligations as set out in Schedule 2,

and the Tenant will not be permitted to make any claim or abate any payment if the Landlord exercises any of its rights under this clause 14.5.

- (b) If the Landlord or the Landlord's agents or contractors find any defect decay or want of repair in the Premises or find any state or condition thereof contrary to any covenant or agreement on the part of the Tenant contained in this Lease, the Landlord, or the Landlord's agent or contractor may give to the Tenant notice in writing to make good repair restore or amend the same within a reasonable time to be therein stated and the Tenant must within such time sufficiently and in good and proper and professional manner make good repair restore or amend the same to the reasonable satisfaction of the Landlord and if the Tenant fails to comply with any such notice the Landlord may (but is not obliged to do so) by or with the Landlord's attorney agent or contractors enter into and upon the Premises and carry out the requirements of such notice (causing as little disturbance to the Tenant as is practicable). All costs charges and expenses incurred by the Landlord in so doing will be a debt due from the Tenant to the Landlord payable on demand and recoverable in the same manner in all respects as the rent hereby reserved.

#### 14.6 Interest on Overdue Amounts

If the Tenant does not pay an amount when it is due, and does not rectify such non-compliance within fourteen (14) days of written demand then it must pay interest on that amount on demand from when the amount became due until it is paid in full. Interest is calculated on outstanding daily balances of that amount at the Default Rate.

### 15. DAMAGE TO BUILDING OR PREMISES

15.1 Subject to clause 15.2, if the Building of which the Premises forms part is damaged:

- (a) the Tenant is not liable to pay rent or Outgoings or other charges that are attributable to the period during which the Premises cannot be used or are inaccessible due to that damage;
- (b) if the Premises are still useable but their useability is diminished due to the damage, a fair and just proportion of the rent, Outgoings and other charges payable by the Tenant pursuant to this Lease having regard to the nature of the damage shall abate from the date of the damage until the date that the Premises have become useable. If any dispute as to the amount of rent, Outgoings and charges to be abated arises, the same will be determined by a licensed valuer appointed by the President of the South Australian Division of the Australian Property Institute (or should that body have ceased to exist, the President or other principal officer for the time being of such body or association as then serves substantially the same objects) at the request of the Landlord;
- (c) if the Landlord notifies the Tenant in writing that the Landlord considers that the damage is such as to make its repair impractical or undesirable, the Landlord or the Tenant may terminate this Lease by giving not less than seven (7) days' notice in writing and neither party shall have any claim for or right to recover any compensation by reason of such termination save in respect of any antecedent breach or default or any claim regarding the cause of such damage; and
- (d) if the Landlord fails to repair the damage within a reasonable time after the Tenant requests the Landlord in writing so to do, then the Tenant may terminate this Lease by giving not less than seven (7) days' notice in writing of termination to the Landlord.



### 15.2 Damage caused by Tenant

If the damage to the Building was caused or contributed to by the wrongful act or negligence of the Tenant no proportion of the rent, Outgoings and charges shall be abated and the Tenant will not be entitled to terminate this Lease.

### 15.3 Set off

The Landlord may, by notice to the Tenant, set off any amount due by the Tenant to the Landlord under this Lease or otherwise against any amount due by the Landlord to the Tenant under this Lease.

### 15.4 Damage to Goods or Person

Except to the extent caused by the negligent or wilful act or omission of the Landlord, its servants or agents, the Landlord its attorney or agent shall not be under any liability to the Tenant for any loss expense or damage sustained by the Tenant or any invitee of the Tenant arising out of personal injury or destruction of or damage to goods chattels furniture or effects howsoever caused including by water gas or electricity bursting overflowing leaking or escaping (as the case may be) from any water gas electrical apparatus installation fitting pipe sewer wiring roof or roof gutter down pipe or storm water drain (as the case may be) on in or connected to or appurtenant to the Premises and/or the Building.

## 16. REDEVELOPMENT AND DEMOLITION

### 16.1 The Tenant acknowledges that:-

- (a) the Landlord may during the term of this Lease decide to refurbish, repair, redevelop or extend the Premises and/or the Building and land of which the Premises form part;
- (b) the Landlord will suffer harm expense and loss if the Landlord elects to do so and is unable to obtain vacant possession of the Premises;
- (c) the Landlord has only agreed to the Tenant's offer to lease the Premises on the condition the Landlord can obtain vacant possession of the Premises for the purpose of so refurbishing, repairing, redeveloping or extending as and when required by the Landlord; and
- (d) this Lease is expressly subject to a condition precedent that the term of this Lease be subject to the Landlord's right to refurbish, redevelop or extend.

16.2 If during the Term or any extension of the Term the Landlord elects to refurbish, repair, redevelop or extend the Premises, the Building or the Land of which the Premises form part or any part thereof and the Landlord provides to the Tenant details of the proposed repair, redevelopment or extension sufficient to indicate a genuine proposal to refurbish, repair, redevelop or extend within a reasonably practicable time after the date upon which the Landlord requires vacant possession of the Premises, then the Landlord may on or after the commencement of this Lease:

- (a) give to the Tenant not less than six (6) months written notice requiring the Tenant to relocate its business to other premises in the Building or on the Land ("new premises") specifying the date on which the Landlord requires vacant possession of the Premises and requires the Tenant to relocate to the new premises ("relocation date") whereupon:-
  - A. this Lease will terminate on the relocation date;
  - B. not less than seven (7) days prior to the relocation date the Tenant must upon receipt of the same from the Landlord execute and deliver to the Landlord:

- i. a surrender of this Lease in registrable form by mutual consent and for no monetary or other consideration effective from the relocation date;
    - ii. a lease of the new premises from the relocation date which lease will be upon the terms and conditions hereinafter appearing; and
    - iii. the Tenant's registered duplicate copy of this Lease; and
  - C. the Tenant must vacate the Premises and relocate to the new premises on the relocation date;
- (b) the relocation to the new premises will be upon the following terms and conditions:-
  - A. the new premises must (in the reasonable opinion of the Landlord) be of comparable quality and utility to the Premises; and
  - B. the Landlord will, at its cost, move the Tenant's stock from the Premises to the new premises;
  - C. the lease of the new premises shall be on the same terms and conditions as this Lease (changed as necessary),

and the Tenant may, not later than one month (time being of the essence) of receiving the written notice of relocation from the Landlord, notify the Landlord in writing that the Tenant does not intend to enter into a lease for the new premises, in which case the Tenant shall vacate the Premises on the relocation date without any right to compensation or damages from the Landlord by reason of termination of this Lease; and

- (c) give to the Tenant not less than twelve (12) months written notice requiring the Tenant to vacate the premises specifying the date on which the Landlord requires vacant possession of the Premises (the "termination date") whereupon:
  - A. this Lease will terminate on the termination date;
  - B. not less than seven (7) days prior to the termination date the Tenant must upon receipt of the same from the Landlord execute and deliver to the Landlord such documents as the Landlord reasonably requires to effect a surrender of this Lease as at the termination date; and
  - C. the Tenant must vacate the Premises on the termination date,

and the Tenant may at any time after receipt of notice of termination from the Landlord terminate this Lease upon giving not less than seven (7) days prior notice in writing to the Landlord.

## 17. RULES AND REGULATIONS

- 17.1 The Landlord may from time to time make such rules and regulations that the Landlord considers necessary for the management, safety, security, care of or cleanliness of the Premises or the Building.
- 17.2 The Landlord reserves the right to amend from time to time the Rules and Regulations.
- 17.3 The Rules and Regulations bind the Tenant when it receives notice of the Rules and Regulations from the Landlord.
- 17.4 If there is any inconsistency between this Lease and the Rules and Regulations, then this Lease prevails.
- 17.5 A failure by the Tenant to comply with the Rules and Regulations is a breach of this Lease.
- 17.6 The Rules and Regulations applicable at the date of this Lease are those appended to this Lease.

## 18. EXTENSION OF TERM

If not more than six (6) months nor less than three (3) months prior to the expiration of the Term the Tenant gives to the Landlord notice in writing of its desire to extend the Term and if the Tenant is not in breach of any of the covenants agreements and conditions on the part of the Tenant to be performed and complied with, the Tenant (at the Tenant's cost and expense in all things) will be entitled to an extension of the Term for the further period referred to in Item 9 of Schedule 1 at a rent to be fixed in the manner provided by the terms of this Lease but otherwise upon the same terms and conditions as are herein contained with the exception of this right of renewal.

## 19. ESSENTIAL TERMS, RE-ENTRY, BREACH, DAMAGES

### 19.1 Essential Terms

The clauses of this Lease referred to in Item 10 of Schedule 1 are essential terms of this Lease and the Landlord may at its option treat any breach or default by the Tenant in the observance or performance of its obligations under any of such clauses as a repudiation by the Tenant of this Lease.

### 19.2 Power of Re-entry

If:

- (a) the rent or any part of it is unpaid for fourteen (14) days after any of the days on which it should have been paid (although no formal or legal demand may have been made for payment); or
- (b) the Tenant commits or permits to occur any other breach or default in the due and punctual observance and performance of any of the terms of this Lease and fails to remedy the breach within a period of fourteen (14) days of written notice from Landlord (or such shorter time as the Landlord may in any particular case reasonably stipulate);
- (c) any Tenant's Property in or on the Premises is seized or taken in execution under any judgment or other proceedings;
- (d) the Tenant ceases to be able to pay its debts as they become due;
- (e) any step is taken to enter into any arrangement between the Tenant and its creditors;
- (f) any step is taken to appoint a receiver, a receiver and manager, a trustee in bankruptcy, a liquidator, a provisional liquidator, an administrator or other like person of the whole or any part of the Tenant's assets or business; or
- (g) the Tenant is deregistered or dissolved or any step is taken by any person towards that,

then the Landlord or the Landlord's attorney or duly authorised agent, solicitor or representative may without notice to the Tenant re-enter into and upon the Premises or any part thereof in the name of the whole and use and enforce all such ways and means and adopt all such measures as may be necessary or expedient for the purpose of effecting such re-entry by force or otherwise as the occasion may require without being liable for any loss expense damage action suit or proceeding or cost and to hold and enjoy the Premises as if these presents had not been made and thereupon the Tenant's leasehold interest in the Premises will cease and determine.

### 19.3 Damages generally

The Landlord's entitlement to recover losses, damages, costs or expenses will not be affected or limited by:

- (a) the Tenant abandoning or vacating the Premises;



- (b) the Landlord re-entering the Premises or terminating the Tenant's leasehold interest in the Premises;
- (c) the Landlord accepting the Tenant's repudiation; or
- (d) conduct of the parties which may constitute a surrender by operation of law.

## 20. NOTICES

20.1 Any written notice to be given by one party to the other shall be signed by the party giving the notice or by an officer or the duly authorised solicitor or agent of that party. Notice may be given to a party:

- (a) personally
- (b) by leaving it at the party's address last notified;
- (c) by sending it by pre-paid mail to the party's postal address last notified; or
- (d) by sending it by email to the party's email address last notified.

20.2 Notice is deemed received by a party:

- (a) if hand delivered, on the date of delivery; or
- (b) if sent by prepaid post within Australia, on the fourth Business Day after posting;
- (c) if sent by email:
  - A. at the time shown in the delivery confirmation report generated by the sender's email system; or
  - B. if the sender's email system does not generate a delivery confirmation report within twelve (12) hours of the time the email is sent, unless the sender receives a return e-mail notification that the email was not delivered, undeliverable or similar, at the time which is twelve (12) hours from the time the email was sent.

20.3 However, if the notice is deemed to be received on a day which is not a Business Day or after 5pm, it is deemed to be received at 9am on the next Business Day.

20.4 When two or more people comprise a party, notice to one is effective notice to all.

20.5 Each party hereby notifies the other party that its addresses for notice as at the date of this document are as follows:

Landlord: City of Holdfast Bay  
24 Jetty Road Brighton SA 5045  
[mail@holdfast.sa.gov.au](mailto:mail@holdfast.sa.gov.au)

Tenant: Holdfast Bay Bowls and Croquet Club Inc  
583 Anzac Highway Glenelg North SA 5045  
[secretary@clubholdfast.com](mailto:secretary@clubholdfast.com)

## 21. COSTS

21.1 Each party will bear its own costs in respect of the preparation, negotiation, execution and stamping of this Lease.

21.2 The Tenant must pay all stamp duty and registration fees in respect of this Lease and any renewal, extension, surrender, assignment or transfer of this Lease and any other incidental documents including any lease plan costs.

## 22. MISCELLANEOUS

### 22.1 Holding Over

If the Tenant continues in occupation of the Premises after the expiration of the Term with the consent of the Landlord the Tenant will thereupon become or be deemed to be a monthly tenant of the Landlord at a rent determined in accordance with the provisions of this Lease, and such tenancy will be subject to such of the conditions and covenants contained in this Lease as are applicable to a monthly tenancy.

### 22.2 Waiver

No waiver by the Landlord of any breach or non-observance by the Tenant of any covenant herein contained shall constitute a general waiver of the obligations of the Tenant.

### 22.3 Acceptance of Rent Arrears

In respect of the Tenant's obligations to pay rent the acceptance by the Landlord of arrears of or any late payment of rent will not constitute a waiver of the essentiality of the Tenant's obligations to pay rent on the dates hereinbefore set out for payment of rental or in respect of the Tenant's continuing obligation to pay rent during the Term.

### 22.4 Kiosks and Marquee

- (a) The Landlord may erect from time to time during the term and remove and re-erect kiosks, marquees and other temporary or permanent structures in any part of the Land (not comprising the Premises) and may grant to any person the exclusive use of all or any part thereof for such purposes for such periods and upon such terms and conditions as the Landlord may in its absolute discretion think fit.
- (b) The Tenant may request the consent of the Landlord to erect a marquee on the Premises for a particular day or days, where a sporting game or match will be held. If the Landlord's consent is granted, such consent will be subject to certain conditions and requirements of the Landlord from time to time. Such conditions will include an obligation on the Tenant to ensure that such marquee is weighted to prevent damage to sub-surface irrigation.

### 22.5 No Caveat

The Tenant must not lodge or cause or permit to be lodged any absolute caveat over the certificate of title for the Land or the Premises.

### 22.6 Landlord and Tenant Act

A notice under section 10 of the *Landlord and Tenant Act 1936* (SA) must allow fourteen (14) days for the Tenant to remedy a breach of this Lease if it is capable of remedy and to make reasonable compensation in money to the satisfaction of the Landlord. No period of notice is required in respect of non-payment of rent.

### 22.7 Power of Attorney

If the Landlord becomes entitled to terminate this Lease and re-enter and take possession of the Premises (a statutory declaration of any duly authorised officer, employee or agent of the Landlord will be conclusive evidence for the purpose of the Registrar-General) then the Tenant irrevocably appoints the Landlord as the attorney of the Tenant to execute any documents and perform any acts the Landlord requires to give full effect to the power of re-entry under the *Real Property Act 1886* (SA). The Tenant must execute any documents and perform any acts the Landlord requires to give full effect to the power of re-entry under the *Real Property Act 1886* (SA).

## 22.8 Special Conditions

This Lease is subject to the special terms and conditions (if any) specified in Item 11 of Schedule 1 and if there is any inconsistency between any such special terms and conditions and any of the provisions of this Lease then such special terms and conditions will prevail.

A term of five (5) years commencing on 1 July 2029

**Item 10 Essential Terms (clause 19)**

Clauses 3.1, 4, 5, 6, 7, 8, 9.1, 9.4, 9.11, 10, 11, 12, 17 and 22.8 and any obligations imposed on the Tenant pursuant to Item 11 of this Schedule

**Item 11 Special Conditions (clause 22.8)**

**1. Child Safe Environment**

- 1.1 The Tenant acknowledges that the City of Holdfast Bay is committed to providing a child safe environment (as defined by the *Children and Young People (Safety) Act 2017* (SA)) at all times. A child safe environment is 'an environment, which is both child-safe and child-friendly, where children are valued and feel respected and encouraged to reach their full potential.'
- 1.2 The Tenant represents to the Landlord that it has fulfilled and will ensure that it continues to fulfil its requirements under the *Children and Young People (Safety) Act 2017* (SA) in relation to occupying the Premises for the Permitted Use.
- 1.3 The Tenant must act in the best interests of the community at large.
- 1.4 The Tenant must at the request of the Landlord provide a current police clearance or the relevant criminal history screening certificate under relevant legislation for the Tenant or any of the Tenant's officers, volunteers, members, employees, contractors, tenants and agents who provide services from the Premises.
- 1.5 If the Landlord makes a request of the Tenant under this special condition, the Tenant must provide the requested documents to the Landlord within ten (10) Business Days of such request. Failure to do so will be considered a breach of an essential term of this Lease.

**2. Floodlighting**

The Tenant may use the floodlighting on the bowling greens within the Premises Monday to Sunday (inclusive) however the floodlights must be extinguished prior to 10.30pm on each occasion.

**3. Liquor Licence**

- 3.1 The Tenant must not:
  - (a) serve, sell or provide to persons; or
  - (b) consume or allow persons to consume; or
  - (c) alcoholic beverages on the Premises;without the Landlord's consent.
- 3.2 Unless the Tenant first obtains the written consent of the Landlord, the Tenant must not apply for:
  - (a) a liquor licence under the *Liquor Licensing Act 1997* (SA); or
  - (b) a gaming machine licence under the *Gaming Machines Act 1992* (SA).
- 3.3 If the Tenant obtains a licence (or licences) as permitted by this special condition, the Tenant must not do (or fail to do) or allow any of its employees, agents, contractors, licensees or invitees to do (or fail to do):

## Schedule 1

**Item 1 Tenant** (clause 1.17)

Name: Holdfast Bay Bowls and Croquet Club Inc

ABN: 39 193 714 648

Address: 583 Anzac Highway Glenelg North SA 5045

**Item 2 Premises** (clause 1.12)

That portion of the land comprised in Certificate of Title Volume 5582 Folio 871 being the area delineated in red on the plan annexed hereto as Schedule 3 and situate at 583 Anzac Highway Glenelg North SA 5045

**Item 3 Land** (clause 1.8)

The whole of the land comprised in Certificate of Title Volume 5582 Folio 871

**Item 4 Permitted Use** (clause 9.1)

Bowling, croquet and associated sports and social functions and for such other lawful use(s) to which the Landlord consents in writing

**Item 5 Term** (clause 1.21)

A term of five (5) years commencing on 1 July 2024 (**Commencement Date**) and expiring at 11.59PM on 30 June 2029

**Item 6 Commencing Rent** (clause 3)

Three Thousand Five Hundred and Fifty Dollars (\$3,550.00) per annum plus GST payable in advance by equal quarterly payments in the first days of July, October, January, and April during the term hereof, subject always to the provisions contained in this Lease as to the rental reviews in Item 7.

**Item 7 Rent Review** (clause 3)

- Dates:
- (a) 1 July 2025 (Current rent increased by CPI for the quarter immediately before this review date)
  - (b) 1 July 2026 (Rent established in paragraph (a) above increased by CPI for the quarter immediately before this review date)
  - (c) 1 July 2027 (Rent established in paragraph (b) above increased by CPI for the quarter immediately before this review date)
  - (d) 1 July 2028 (Rent established in paragraph (c) above increased by CPI for the quarter immediately before this review date)
  - (e) If this Lease is renewed, on 1 July 2029, 2030, 2031, 2032 and 2033

**Item 8 Public Risk Insurance** (clause 11)

**TWENTY MILLION DOLLARS** per claim and unlimited in the annual aggregate or such higher amount as the Landlord may from time to time reasonably require

**Item 9 Extension Of Term** (clause 18)



- (a) anything that is in breach of the *Liquor Licensing Act 1997 (SA)* and/or the *Gaming Machines Act 1992 (SA)* (as the case may be) or of the conditions of the relevant licence; or
- (b) anything that may result in the relevant licence being revoked or suspended.

#### 4. **Liquor Licence Restriction**

If the Tenant applies for a liquor licence with the Landlord's consent in accordance with this Lease, the Tenant acknowledges and agrees that such liquor licence must only permit the sale, service or consumption of alcohol on the days and during the times as follows:

Monday to Saturday (inclusive)	5:00 am to Midnight
Sunday	8:00 am to Midnight

#### 5. **Croquet Requirements**

The Tenant must:

- 5.1 provide green keeping services for the maintenance of Green C which is specially allocated for the sport of croquet;
- 5.2 actively promote the sport of croquet in all newsletters and any other materials circulated from the club.
- 5.3 actively promote the sport of croquet on all external signage;
- 5.4 allow the former Croquet facility players use of the specially constructed room for their use in the facility to display membership boards etc and to use for meetings etc;
- 5.5 acknowledge that the former Glenelg Croquet Club name be retained and displayed at suitable locations within the facility and allow honour boards and membership boards etc to be displayed;
- 5.6 accept croquet players as Full or Associate members of the Holdfast Bay Bowls and Croquet Club Incorporated;
- 5.7 ensure the members that only play croquet enjoy the same rights and benefits as other Full or Associate members of the Holdfast Bay Bowls and Croquet Club;
- 5.8 ensure that members that only play croquet have full and unrestricted access to the Holdfast Bay Bowls and Croquet Club facilities, including but not limited to the following areas:
  - (a) kitchen;
  - (b) dining room;
  - (c) toilets;
  - (d) change rooms;
  - (e) bar;
  - (f) recreational lounge;
  - (g) shelters on greens;
  - (h) off street car parking;
  - (i) storage or equipment; and

- (j) any external area required to access and participate in croquet games;
- 5.9 ensure that the management committee comprises at least one representative from the croquet facility;
- 5.10 undertake to canvas and promote the sport of croquet whenever an opportunity arises;
- 5.11 actively seek to have joint tournaments, that involve bowls and croquet, or use of the premises to assist in the promotion of croquet;
- 5.12 provide to the croquet facility advice of upcoming international/national/state events as soon as known and also provide a list of dates by the 31 August of each year outlining the dates during the season when the Green C will not be available due to those requirements;
- 5.13 ensure that absolute minimal disruption will occur to the playing of croquet when Green C is required for bowling tournaments with the following providing a guideline for green preparation times:
  - (a) international and national tournaments 4 weeks
  - (b) state tournaments 3 weeks;
- 5.14 advise the Landlord, in writing, when any disruption to the playing of croquet is expected to be over four (4) consecutive weeks and what action has been taken to minimise the disruption; and
- 5.15 make other arrangements to ensure that any disruption under special condition 5.14 is absolutely minimised. The Tenant will advise the Landlord of what other arrangements have been in these instances.

**6. Annual Inspections/Servicing Records to be provided to Landlord**

The Tenant must provide to the Landlord on or before the Commencement Date and on each anniversary of the Commencement Date during the Term evidence of annual inspections/servicing of the Premises and Services in a form satisfactory to the Landlord, including but not limited to copies of all compliance certificates from the relevant authorities regarding fire safety, white ants, air conditioning, grease arrestors, electrical and essential safety provisions.

**7. Grease Trap and Range Hood**

- 7.1 Where any range-hood, exhaust, grease arrestor or triple interceptor and associated plant and equipment exclusively service the Premises, the Tenant must:
- (a) at its own expense, regularly clean, service, maintain, repair and empty (where applicable) each device to ensure it is in good working order and condition and so that nothing impairs its operation or efficiency, or causes unreasonable annoyance, nuisance, damage or disturbance to any persons who occupy nearby space or premises;
  - (b) pay for all running costs associated with each device;
  - (c) not do, or permit, or suffer to be done, anything in relation to each item that might interfere with, or impair, its efficient operation;
  - (d) comply with all applicable laws, regulations and notices and requirements of any governmental body relating to the grease arrestor and the transport and disposal of grease and other waste from the grease arrestor;

- (e) provide to the Landlord upon request all service notes and invoices evidencing the completion of all servicing, repairs, cleaning and waste removal;
  - (f) obtain and maintain during the Term all permits, licences or other consents required in relation to the installation, use and operation of the grease arrestor; and
  - (g) promptly and fully comply with all directions and requirements of the Landlord regarding the use and operation of the grease arrestor which the Landlord notifies the Tenant in writing.
- 7.2 If any range-hood, exhaust, grease arrestor or triple interceptor comprises the Landlord's Property, then the Tenant will not be responsible for any replacement of those items at the end of their useful life provided that the need for replacement was not caused or contributed by the act, omission, negligence or default of the Tenant. If any range-hood, exhaust, grease arrestor or triple interceptor comprises the Tenant's Property, then the Tenant is in all respects responsible for all costs associated with those devices.
- 7.3 If the Premises are not connected to a range-hood, exhaust, grease arrestor or triple interceptor or similar device and the Tenant's use of the Premises means that the Premises are required to be connected to such a device, then the Tenant must promptly install such a device in compliance with clause 7, at its expense and thereafter comply with clause 6 and this special condition.
- 7.4 Where a range-hood, exhaust, grease arrestor or triple interceptor does not exclusively service the Premises, the Tenant must punctually pay, free from all deductions, a proportion of all charges associated with maintenance of the range-hood, exhaust, grease arrestor or triple interceptor as the Landlord in its sole discretion deems reasonable having regard to:
- (a) the Tenant's Proportion;
  - (b) other occupants on the Land;
  - (c) the respective use of the range-hood, exhaust, grease arrestor or triple interceptor by all occupiers of the Land; and
  - (d) any other reasonable factor that is relevant to the Landlord.
- 7.5 Without limiting any other provision of this Lease, the Tenant:
- (a) must maintain insurance for the grease arrestor;
  - (b) must repair, maintain and replace any damaged or non-working item comprising the grease arrestor;
  - (c) must reinstate and make good; and
  - (d) indemnifies the Landlord,
  - (e) in the same manner and to the same extent as provided in this Lease.
- 7.6 If the Tenant does not pay the costs of any of the Services by the respective due date, the Landlord may pay for the Services and the amount paid is repayable by the Tenant as a debt due to the Landlord.

## **8. Tenant's Fixtures and Fittings**

- 8.1 For the avoidance of doubt, the Tenant acknowledges that the Landlord has no

liability or responsibility for any fixtures, fittings and/or other items installed, owned or otherwise brought onto the Premises by the Tenant.

- 8.2 At the expiration or earlier determination of the this Lease, if requested in writing by the Landlord, the Tenant must, in consideration for \$1.00 (if demanded) transfer ownership to the Landlord all such fixtures and fittings within the Premises, free of any other interests, which are nominated by the Landlord pursuant to this special condition.

**9. Hiring out of Premises**

- 9.1 The Tenant may hire the Premises to other persons or bodies on a casual basis during such times notified by Landlord from time to time strictly in accordance with the following terms and conditions:

- (a) if the party wishing to hire the Premises intends to use any floodlights servicing the outdoor areas of the Premises, then unless the proposed use of the floodlights is restricted to times during which the Landlord has already given permission of floodlighting to be used, the Tenant must first obtain the Landlord's written consent;
- (b) the Tenant must notify the Landlord of the fees set by the Tenant for hiring out the Premises, and any changes to the hire fees within fourteen (14) days of the determination of or change in the hire fees;
- (c) if the Landlord considers at its discretion that the hire fees set by the Tenant are too high or too low (in comparison) with hire fees for similar facilities in those areas of the City of Holdfast Bay council area then it may direct the Tenant to change the hire fees to a level set by the Landlord;
- (d) the Tenant must ensure that any hire agreement it enters into does not breach any provision of this Lease and is in such form notified and approved by Landlord;
- (e) upon written request, the Tenant must provide the Landlord with a full report in relation to the hiring out of the Premises, such details to include the dates, times, name of the hiring party, event purpose, fees charged and any other details reasonably requested by the Landlord;
- (f) the Tenant must not unreasonably refuse to hire out or otherwise licence the Premises to any person or organisation upon receipt of a request to do so from the Landlord and/or any member of the public at any time other than when the Premises are:
  - A. actively in use by the Tenant; or
  - B. on hire or licensed to another person or organisation pursuant to this special condition; and
- (g) when the Premises or the Building is being used for any function or is otherwise being used in relation to any hiring out, the Tenant must ensure that:
  - A. any noise is kept to a level that does not cause unreasonable annoyance or nuisance to any persons who occupy nearby space or premises; and
  - B. the use and enjoyment of the Land by any other party or licensee then in possession of or otherwise using the Land is not unduly interfered

with or otherwise impeded.

10. **Council Rebate**

The parties acknowledge that there is no automatic right to a council rate rebate levied on the Premises. The Tenant has an opportunity to request the Landlord to apply a rebate of the rates levied on the Premises by lodging an application with the Landlord in accordance with the Landlord's prescribed form by no later than 15 May each year during the Term of this Lease. The prescribed form can be requested from the Landlord during April in each calendar year.





## SCHEDULE 2 Maintenance Schedule

### SCHEDULE 2 – Maintenance Schedule

This schedule outlines the particular responsibilities of Landlord and the Tenant, where applicable, and must be read in conjunction with relevant provisions within this Lease including **clauses 6 and 14.5** to the extent of any inconsistency with this Maintenance Schedule and the main provisions of this Lease, this Maintenance Schedule will prevail.

In this Schedule 2:

- *All references to “end of life” must be interpreted as being the period over which an asset is expected to be available for use by the Tenant if properly maintained and repaired in good order, or the asset has fully depreciated such that it has no economic life;*
- *all references to “periodically” must be interpreted to any program or time frame stated within any manufacturing specifications, Australian Standards or industry best practice benchmarking, as notified by the Landlord to the Tenant from time to time.*

#### Building – External

Item	Tenant' responsibility		Frequency	Landlord's responsibility
	Organised and paid by Tenant	Organised by Landlord, on charged to Tenant		
Storm water system	Keep free from blockages – unblock / repair drains, unless caused by the Landlord Repair damage caused by Tenant		As required	Repair / unblock drains where damage caused by Landlord Replace at end of life
Storm water pits	Keep free from blockages – unblock / repair drains, unless caused by the Landlord Repair damage caused by Tenant		As required	Repair / unblock drains where damage caused by Landlord Replace at end of life

Item	Tenant' responsibility		Frequency	Landlord's responsibility
	Organised and paid by Tenant	Organised by Landlord, on charged to Tenant		
Windows internally and externally, including frames and screens etc	Clean including frames. Replace broken glazing, repair as required		Minimum twice a year	Replace frames, glazing and opening/closing mechanisms at end of life unless damage caused by Tenant
Sewer mains and external pipes	Nil		As required	Keep clear of blockages Repair/replace at end of life unless damage caused by Licensee's negligence
Roof and guttering	Keep guttering clean and free of debris at all times		Twice a year	Repair leaks and replace roof at end of life
Doors/locking mechanisms	Minor adjustments to keep doors operational	Option	As required	Repairs and replace mechanisms at end of life unless damage caused by the Tenant
Building keys, fobs & access cards, if installed	Replacement or programming of keys, fobs or cards		As required	Replace system at end of life. Council will retain the main master key system and will issue keys and fobs as required
Walls	Wash, clean periodically	Option	Annually	Periodic repair and painting (e.g. every 10-years) unless damage caused by tenant
	Repair, touch up and repaint damage caused by Tenant and their activities	Option	As required	Maintain structural stability Remove graffiti
Glass	Keep clean and maintain. Replace if broken or damaged		As required	Remove graffiti Replace structure at end of life



Item	Tenant' responsibility		Frequency	Landlord's responsibility
	Organised and paid by Tenant	Organised by Landlord, on charged to Tenant		
Paint finishes	Keep clean and maintain. Replace if broken or damaged		As required	Periodic repair and painting (e.g. every 10-years) unless damage caused by tenant
Signs installed by Tenant	Maintain, clean and replace		As required	Nil responsibility
Security lights	Keep clean and maintain. Replace if broken or damaged.		As required	Replace at end of life
Other external lights (flood lighting)	Full responsibility		As required	Nil responsibility
External Pipes	Repair damage and blockage caused by tenant's negligence		As required	Replace at end of life. Remove tree root: if damaged caused by trees on landlord's land
General Cleaning, including shed and storage areas	Full responsibility maintain and keep clean and tidy including surrounds within the leased area		Periodically	Nil responsibility
Tenant's fixtures and fittings	Full responsibility			Nil responsibility
Servery shelves kitchen area), including roller shutters	Cleaning, servicing and maintenance		Periodically	Replacement at end of life

Item	Tenant' responsibility		Frequency	Landlord's responsibility
	Organised and paid by Tenant	Organised by Landlord, on charged to Tenant		
Pest removal in the whole leased area	Full responsibility		As required	Nil responsibility

## External Site Surfaces

Item	Tenant' responsibility		Frequency	Landlord's responsibility
	Organised and paid by Tenant	Organised by Landlord, on charged to Tenant		
External fence	Keep clean and tidy. Repair if damage caused by tenant's advertising signage.		As required	Replace at end of life
Building apron/walkway	Keep clean and unobstructed. No storage of waste		At all times	Maintain and replace
Garden areas within the Premises including any trees, lawn, vegetation or sediment within those areas	Full responsibility including but not limited to maintenance, vegetation pruning and care, lawn mowing and watering		At all times	Nil responsibility
Watering / irrigation systems within the Premises, if installed	Full responsibility unless damage caused by landlord		As required	Nil responsibility
Retaining Walls	Nil responsibility unless damage caused by tenant		As required	Maintain and replace at end of life
Line marking of Playing Greens	Full responsibility		As required	Nil responsibility
Maintenance and replacement of Playing Greens	Full responsibility		As required	Nil responsibility
Playing Greens lighting	Full responsibility		As required	Nil responsibility
Memorial sites and fundraising pavers, if applicable	Full responsibility		As required	Nil responsibility

Item	Tenant' responsibility		Frequency	Landlord's responsibility
	Organised and paid by Tenant	Organised by Landlord, on charged to Tenant		
Signs installed by Landlord (including entry statement)	Full responsibility. Keep clean, secure, and free of graffiti		As required	Nil responsibility
Bench and/or other sitting arrangements owned by the Tenant	Full responsibility. Keep clean, safe, and free of graffiti		As required	Nil responsibility
Pest removal on grounds	Full responsibility		As required	Nil responsibility



## Building Internal

Item	Tenant' responsibility		Frequency	Landlord's responsibility
	Organised and paid by Tenant	Organised by Landlord, on charged to Tenant		
Water, sewer and gas piping	Keep free from blockages – unblock / repair drains, unless caused by the Landlord Repair damage caused by Tenant		As required	Repair / unblock drains where damage caused by Landlord Replace at end of life
Hot water systems	Utility costs associated with HWS		As Required	Maintenance and replacement at end of life
Toilet/shower and store rooms fit out and finishes	Full responsibility. Keep clean and tidy		Periodically	Replacement at end of life
Security Alarm System and general Cameras, if installed		Call outs or attendance by security patrols or MFS caused by the Tenant and their activities Any approved changes to the system or its configuration that are requested by the Tenant.	Periodically	Oversee any additions or changes. Manage Council owned CCTV Configuration of the systems, servicing maintenance and monitoring. Replacement at end of life
Fire extinguishers, hose reels and fire blankets, sprinkler systems etc	Make sure fire equipment is accessible at all times. Report any damage or usage of fire equipment to landlord.		Periodically	Service, repair and maintain fire extinguishers and blankets, hose reels and sprinkler systems at end of life, unless damage caused by tenant

	Repair, replace or replenish if used or damaged by Tenant				
Emergency exit lighting and evacuation signage	Nil responsibility unless damaged or altered by Tenant	Optional		Periodically	Full responsibility unless damage caused by Tenant
Smoke detectors	Nil maintenance responsibility unless damaged by Tenant	Call outs or attendance by security patrols or MFS caused by the Tenant and their activities Any approved changes to the system or its configuration that are requested by the Tenant		Periodically	Configuration of the system, servicing, maintenance and monitoring. Replacement at end of life
Water/waste services – associated fittings including taps etc	Clean fittings, toilet, sinks, etc. – maintain and replace washers. Replace tap ware, sinks, drains and toilets etc. if damaged by tenant			Periodically	Replace sinks, drains and toilets at end of life
Telecommunications – phone/PABX systems	Full responsibility			As Required	Nil responsibility
Air conditioning units/thermostats, ducting etc	Regular service and repairs to maintain working order			In line with manufacturer's specification	Replace at end of life

<p>Electrical services, sub switchboards, distribution boards and power lighting circuits</p>	<p>Nil responsibility unless damage caused by Tenant</p>		<p>As Required</p>	<p>Full responsibility unless damaged caused by Tenant</p>
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Schedule 3  
Plan of Premises



## RULES AND REGULATIONS

1. The Tenant must not:
  - 1.1 smoke in the Building or on the areas outside the Building on the Land;
  - 1.2 put up signs, notices, advertisements, blinds or awnings, antennae or receiving dishes or install vending or amusement machines without the Landlord's approval;
  - 1.3 hold auction, bankrupt or fire sales in the Premises;
  - 1.4 keep an animal or bird on the Premises;
  - 1.5 use a business name which includes words connecting the business name with the Building without the Landlord's approval;
  - 1.6 remove floor coverings from where they were originally laid in the Premises without the Landlord's approval;
  - 1.7 do anything to the floor coverings in the Building which affects any guarantee in connection with them if the Landlord has given the Tenant a notice setting out the relevant terms of the guarantee;
  - 1.8 use any method of heating, cooling or lighting the Premises other than those provided or approved by the Landlord;
  - 1.9 operate a musical instrument, radio, television or other equipment that can be heard outside the Premises;
  - 1.10 throw anything out of any part of the Building;
  - 1.11 move heavy or bulky objects through the Building without the Landlord's approval;
  - 1.12 obstruct:
    - (a) windows in the Premises except by internal blinds or curtains approved by the Landlord;
    - (b) any air vents, air conditioning ducts or skylights in the Premises; or
    - (c) emergency exits from the Building or the Premises; or
    - (d) the Common Areas; or
    - (e) interfere with directory boards provided by the Landlord.
2. The Tenant must:
  - 2.1 put up signs in the Premises prohibiting smoking if required by the Landlord;
  - 2.2 if the Landlord approves the Tenant's use of a business name which is connected with the Building, terminate any right it has to use that business name on the date it must vacate the Premises;
  - 2.3 participate in any emergency drill of which the Landlord gives reasonable notice;
  - 2.4 evacuate the Building immediately and in accordance with the Landlord's directions when informed of any actual or suspected emergency; and
  - 2.5 secure the Premises when they are unoccupied and comply with the Landlord's directions about Building security.

IMPORTANT NOTICE

EXCLUSION OF WARRANTY OF FITNESS FOR PURPOSE

THE LANDLORD DOES NOT WARRANT THAT THE PREMISES YOU ARE ABOUT TO LEASE WILL, FOR THE DURATION OF YOUR LEASE, BE STRUCTURALLY SUITABLE FOR THE TYPE OF BUSINESS THAT YOU INTEND TO CARRY ON.

SIGNED as an agreement

DATED

THE COMMON SEAL of  
CITY OF HOLDFAST BAY  
was hereunto affixed in the presence of:

.....  
Mayor

.....  
Chief Executive Officer

THE COMMON SEAL of  
THE HOLDFAST BAY BOWLS AND CROQUET CLUB INCORPORATED  
was affixed pursuant to the *Associations  
Incorporation Act 1985* (SA) in accordance with  
its constitution:-

*S Allen*  
.....  
Chairperson/Vice-Chairperson  
(Please delete as applicable)

*Suzanne P. Allen*  
.....  
Print Full Name

*Heather Cowden-Tonkes*  
.....  
Signature of Committee/Board Member  
(Please delete as applicable)

*HEATHER COWDEN-TONKES*  
*SECRETARY*  
.....  
Print Full Name





**Item No:** 15.5

**Subject:** **DRAFT DOG AND CAT MANAGEMENT (CAT MANAGEMENT)  
AMENDMENT BILL 2024**

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## Summary

The draft Dog and Cat Management (Cat Management) Amendment Bill 2024 is currently open for consultation. Council has until 18 September 2024 to respond.

This report discusses the proposed changes and provides recommended positions on each of the changes.

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## Recommendation

**It is recommended that Council:**

- 1. notes the current consultation regarding the Dog and Cat Management (Cat Management) Amendment Bill 2024; and**
  - 2. endorses the proposed responses in this report, which will be fed back to the State Government as Council's formal response.**
- 

## Background

The *Dog and Cat Management Act 1995* (the Act) is South Australia's legal framework for managing dogs and cats in South Australia. The aim of the Act is to encourage responsible ownership, to reduce public and environmental nuisance and promote effective dog and cat management.

## Report

On 25 June 2024 Council endorsed Administration's response to the proposed changes to the Act in the Dog and Cat Management (Breeder Reform) Bill 2024 (Report No: 192/24). The focus of these changes were on dog management.

Subsequently, a second suit of amendments to the Act have been proposed, with a focus on cat management, in the Dog and Cat Management (Cat Management) Amendment Bill 2024 (the Bill).

On 10 July 2024, the State Government opened consultation in relation to the Bill. The consultation was due to close on 4 September 2024, however, Council has been granted an extension until 18 September 2024.



The amendments are proposed to:

- update the powers for the management of cats in key areas of the state including areas used for primary production, State National Parks and reserves
- provide a clear process for councils when managing seized cats and enabling lost cats to be returned to owners (based on the way in which councils handle seized dogs).

There are however only a few changes relating to euthanising, seizing and detaining cats. Statewide mandatory cat registration and curfews are not proposed by the Bill. While it is a legal requirement to enter cat microchip details on the online portal Dogs and Cats Online (DACO), which serves a similar function as registration, this is still not common knowledge. Despite various advertising campaigns, many cat owners do not enter their pet's details.

Currently, there are 893 cats registered in DACO within the City of Holdfast Bay. This is a stark contrast to dog numbers, of which there are some 5,500. It is estimated that there are as many cats as there are dogs, but the current DACO numbers do not reflect this probability.

A lack of registration makes it difficult to reunite lost pets with their owners. Furthermore, in the case of cats, it makes it difficult to enforce Council's By-laws.

The City of Holdfast Bay has a cat By-law (By-law Number 6 – Cats) for the management of cats. Pursuant to that By-law, a cat is not allowed to wander onto someone's property without permission of the landowner. Penalties may apply to the cat owner. The term 'owner' can include someone that doesn't necessarily identify as a formal 'cat owner' but is simply feeding a wandering cat. Without a registered address, it is difficult to enforce this By-law. Instead, some councils manage wandering cats by simply imposing blanket curfews.

It would be beneficial if there was statewide consistency in relation to cat ownership and responsibilities to protect pets and responsible pet owners, and prevent feral cat populations developing.

The proposed amendments and recommended responses are:

***Proposed Amendment***

*Section 9A – Application of the Act*

This section ensures there is no inconsistency between the Act and another.

***Administration Response***

No response

***Proposed Amendment***

*Section 63 – Powers to destroy cats*

This section is being introduced to manage feral cat programs and allow identified cats to be euthanised. Currently only unidentified cats can be destroyed.

**Administration Response**

While euthanasia is generally not supported, it is acknowledged that it may be an appropriate last resort after every other possible solution has been explored, to ensure cats are not suffering from disease or having a deleterious impact on biodiversity.

**Proposed Amendment***Section 64 – Power to seize and detain cats*

Currently only unidentified cats can be seized. If an identified cat is trapped it must be immediately released. This creates uncertainty as a person is often not able to know if a cat is identified or not until it has been trapped and scanned. The new changes align in some ways to dogs where a dog or cat can be detained. They must however only be seized by an authorised officer, unless a member of the public has a permit issued by council.

**Administration Response**

Firstly, seizing cats is an absolute last resort at the City of Holdfast Bay, primarily because it is very stressful for the cat. A lot of work goes into finding the owner or the person feeding the cat (who by default becomes the owner) and making them responsible for containing the cat to their property.

Council's Cat By-law allows Authorised Officers to enforce this and fine the owner if they allow their cat to wander onto someone else's property without permission.

The current laws allow anyone to trap. While council do not issue traps, some people still purchase traps privately and catch cats that enter onto their property. Council strongly discourages this practice and undertakes letter drops and video surveillance to trace cats back to their owners instead.

The new laws only allow Authorised Officers to trap, or require a member of the public to be issued a permit by council to do so. While this may place an increase burden on Administration it does however present an opportunity. If permits are required, this may discourage people from trapping. If they do however pursue this course of action, they would need to comply with council's requirements before a permit would be issued. Council would require work to be done to find the owner (or feeder) first, before authorising a permit to trap.

If a permit was to be issued, it would include strict requirements to ensure stress for the cat is minimised. This may include inspections from an Authorised Officer, for which fees may be payable. If possible, council may also require (as we currently do) the cat to be rehomed, rather than taken it to an impounding facility.

These changes will give council more control over activities currently occurring, and therefore they are supported.

**Proposed Amendment***Section 64AA – Procedure following seizure of cat*

This section seeks to improve the outcomes for seized and detained cats, introducing a similar arrangement to long establish process for dogs. Currently with dogs we must give notification for at least 72 hours to the community that it has been detained. There is currently no provision for cats.

**Administration Response**

Administration supports these changes to align with the detaining of dogs. This gives the owner ample time to retrieve their pet and provides public notification.

**Proposed Amendment**

*Section 64A – Destruction or disposal of seized cat*

This section aligns with the current process applied to dogs where dogs must remain in a detention facility for a minimum of 72 hours before they can be euthanized

**Administration Response**

Administration supports these changes to align with the current practices applied to dogs. Currently, cats can be euthanised immediately. This change extends this to 72 hours. However, it is important to note that this is rarely ever applied. Dogs and cats remain at facilities for long periods of time with a view to rehoming them. The circumstances need to be extreme e.g. a serious threat to safety of others, before euthanasia is considered. The RSPCA are also introducing new programs to further assist with rehoming.

**Proposed Amendment**

*Section 64D – Notification to owner dog or cat destroyed*

Following on from section 64A these requirements complete the process where an owner must be notified if their animal is euthanised.

**Administration Response**

Administration supports this change to ensure that owners are advised of serious matters relating to their pets.

**Budget**

There are currently no known budget implications.

**Life Cycle Costs**

The life-cycle costs are currently not known.

**Strategic Plan**

Sound management of introduced species, such as dogs and cats, contributes in the long term to sustainability. In the short term, a fair and reasonable management regime for dogs and cats enables the wellbeing benefits of companion animals to be realised by members of our community.

**Council Policy**

Cat Management Policy



## Statutory Provisions

*Dog and Cat Management Act 1995*

By-law Number 6 – Cats

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**Written By:** Manager, Community Safety

**General Manager:** Community and Business, Ms M Lock

**Item No:** 15.6

**Subject:** **REVOCAION OF POLICIES**

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## Summary

The periodic review of policies is both good practice and a requirement of Council's Policy Development Policy. Reviews identify the need to revoke policies, which is a critical part of ensuring the ongoing relevance of policies.

Following comprehensive review and consultations with relevant subject matter experts, managers and the Senior Leadership Team, six Council policies + one procedure are recommended for revocation.

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## Recommendation

**It is recommended that Council revokes the following council policies:**

- 1. Development Application Policy**
  - 2. Privately Funded Development Plan Amendments Policy**
  - 3. Privately Funded Development Plan Amendments Procedure**
  - 4. Document Development and Management Policy**
  - 5. Heatwave Response Policy**
  - 6. Healthy Catering Policy**
  - 7. Social Development Policy**
- 

## Background

The periodic review of policies is both good practice and a requirement pursuant to Council's Policy Development Policy. Reviews identify the need to revoke policies.

Reasons for revocation may include:

- legislative changes
- duplication of policy documents or positions
- conditions which necessitated the creation of the policy have changed
- inconsistencies across policy documents
- unclear or no longer necessary purpose and
- societal norms changing.

A crucial aspect of the policy review process is ensuring the ongoing relevance of policies.

## Report

The rationale for the proposed revocation of each policy is detailed within the report.

***Council Development Application Policy***

The Council Development Application Policy is no longer required, as it is inconsistent with the *Planning, Development and Infrastructure Act 2016*.

As of 31 July 2020, the *Planning, Development and Infrastructure Act 2016* became the legislation under which Development Applications are assessed, along with the subsequent Planning and Design Code. The Code replaced Council Development Plans to become a single, State-Wide consistent source of planning policy for assessing development applications across the state.

Any development applications or enquiries have since been assessed under the new legislation which has different zoning rules, requirements, planning considerations and planning pathways to the previous system.

The introduced legislation brought with it Codes of Conduct and a suite of Ministerial Practice Directions that served as codes of ethics for both the Council Assessment Managers and Council Assessment Panels. In this regard, the ethics standards applied through the Council Application Policy were no longer relevant as they had been superseded, enabling the revocation of the Policy.

*Refer Attachment 1*

***Council Privately Funded Development Plan Amendments Policy/Procedure***

This policy is redundant as the opportunity for a Development Plan Amendment no longer exists with the introduction of the Planning and Design Code.

*Refer Attachments 2 and 3*

***Council Document Development and Management Policy***

On 12 December 2023, Council adopted the Council Policy Development Policy and the Council Records Management Policy. These policies govern the development of policies and procedures and outline procedures for managing organisational records to ensure compliance, efficiency, and security. Between these two policies, the content of the Document Development and Management Policy is covered, rendering it a duplication and therefore unnecessary.

*Refer Attachment 4*

***Council Heatwave Response Policy***

The purpose of this policy is to provide community awareness and education regarding the impacts associated with extreme heat conditions and the measures that can be adopted to mitigate those impacts. While there is some value in the content of the existing policy as educational document relating to climate change, the document does not contain policy statements and therefore is not recommended to be maintained as a policy. The information currently contained in the policy is already provided via other channels in response to actual weather conditions. The existing document does not serve the function of a governance instrument.

Heatwave information will continue to be provided via Council's website, directing people to:

- SA Health:  
<https://www.sahealth.sa.gov.au/wps/wcm/connect/public+content/sa+health+internet/healthy+living/protecting+your+health/environmental+health/healthy+in+the+heat/healthy+in+the+heat>

- Aged Care Quality Safety Commission: <https://www.agedcarequality.gov.au/preparing-heatwave-conditions>
- Work health and safety instructions have been implemented for employees of the City of Holdfast Bay.

*Refer Attachment 5*

### **Council Healthy Catering Policy**

The intent of this policy was to ensure that Council staff, community members and visitors have the opportunity to access healthy food and drink choices when attending council operated facilities, meetings and council sponsored events. Ensuring healthy choices are available does not require a policy to be maintained. Furthermore, in light of recent findings by the Ombudsman, Council catering is increasingly rare.

*Refer Attachment 6*

### **Council Social Development Policy**

The purpose of this policy is to direct the development of services and facilities that offer opportunities for social engagement, improve community functioning and enhance wellbeing for local Holdfast Bay residents. While the content appears sound, it would be more appropriate as programmatic direction in a Wellbeing Strategy rather than a policy. The rationale for revocation includes the following points:

- There are no implications Alwyndor as the residents are being provided with social development activities.
- The Council Community Centres Policy supersedes the Social Development Policy by ensuring access to council community centres to enhance wellbeing.
- Our Holdfast 2050+ supersedes the Social Development Policy by including strategies that are designed to ensure that both our residents and visitors, regardless of their age or abilities, experience a sense of safety, good health, and strong connectivity.
- The Wellbeing Strategy will provide further programmatic direction, and is a more appropriate instrument than a policy.

*Refer Attachment 7*

## **Budget**

Not applicable

## **Life Cycle Costs**

Not applicable

## **Strategic Plan**

Council's vision for 2050+ is, in part, to create "South Australia's most sustainable city". Sustainability includes judicious use of resources and ensuring policy positions are clear, relevant and contemporary.

## **Council Policy**

Council Policy Development Policy

## **Statutory Provisions**

*Local Government Act 1999*

*Planning, Development and Infrastructure Act 2016*

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**Written By:** Strategy and Governance Lead

**General Manager:** Strategy and Corporate, Ms Sharon Wachtel

# Attachment 1

Trim Container:	FOL/17/998
Trim Document Number:	DOC/20/47017
First Issued / Approved:	13/07/2010
Last Reviewed:	08/09/2020
	C080920/2028
Next Review:	07/09/2023
Responsible Officer:	Manager Development Services
Date Placed on Webpage/ Intranet	09/09/2020

## 1. PREAMBLE

The Development Application Policy provides guidance to ensure fairness and equity in the assessment of applications previously adjudicated by the Holdfast Bay Development Assessment Panel.

### 1.1 Background

Council adopted a Development Application Policy (the Policy) following State Government requirements for the establishment of Council Assessment Panels (the Panel), as a means to ensure that both proponents and representors received fair and equitable assessments.

### 1.2 Purpose

This policy provides a set of principles to be used to avoid bias in the assessment of Development Applications.

### 1.3 Scope

This policy applies to all development applications where the Council Assessment Panel is the relevant decision making authority.

### 1.4 Definitions

*Development Application* means an application that has been lodged with Council for the purposes of development as defined by the *Development Act 1993* and the *Planning, Development and Infrastructure Act 2016*.

### 1.5 Strategic Reference

Placemaking: Creating vibrant and safe places  
 Placemaking: Building character and celebrating history  
 Placemaking: Housing a diverse population

## 2. PRINCIPLES

To avoid bias in the processing of Development Applications, Council has resolved that:

## DEVELOPMENT APPLICATION POLICY

- a) where a Development Officer (Planning) has expressed an opinion or presented a recommendation in relation to a Development Application with which the Council's Assessment Panel has ultimately not concurred in its decision(s); and
- b) a subsequent development application is made for the same land (or portions of it) and for a proposal similar to that previously considered;

then the same Officer shall not be responsible for the administrative processing or formulation of any report(s) and/or recommendation(s) in relation to the later proposal.

### 3. REFERENCES

#### 3.1 Legislation

- *Development Act 1993*
- *Development Regulations 2008*
- *Local Government Act 1999*
- *Planning, Development and Infrastructure Act 2016*
- *Planning, Development and Infrastructure (General) Regulations 2017*

#### 3.2 Other References

- Holdfast Bay Council Development Plan
- Planning and Design Code



# Attachment 2

Trim Container	FOL/17/1007
First Issued / Approved:	26/11/2013
Last Reviewed:	09/05/2017
	C090517/747
Next Review:	30/06/2021

## 1. PREAMBLE

Council has an obligation to ensure its Development Plan remains relevant and up to date to enable the City of Holdfast Bay to develop in an orderly and effective manner, and ensure that potential conflicts and impacts from development are minimised. High quality development also contributes to the wellbeing, prosperity and general amenity of the City.

Under Sections 24 and 25 of the *Development Act 1993*, only the relevant Minister or a Council can prepare a Development Plan Amendment (DPA) to amend a Development Plan. There is no mechanism for a private entity or other third party to initiate or make changes to a Development Plan.

A private entity can, however, enter into an agreement with the Minister or Council for the preparation of a specific DPA where all associated costs are covered by the private funder, but the preparation of the DPA remains the responsibility of Council and the Minister.

### 1.1 Background

A privately funded DPA refers to when a third party funds the investigation work required to change Development Plan zoning and/or policy, and Council (or the Minister) undertakes the preparation of the DPA in accordance with its obligations under the *Development Act 1993*.

Privately funded DPAs are a legitimate model that may be used to expedite and resource the preparation of a DPA, particularly where:

- a. its preparation has not been budgeted for or identified as a priority by the Minister or Council through the periodic Development Plan Review process under Section 30 of the *Development Act 1993*, and/or
- b. policy or rezoning investigations relate to a significant area or parcel of land that is under single ownership or presents substantial opportunity for amalgamation of land to achieve a coordinated development outcome.

### 1.2 Purpose

The purpose of this policy and its accompanying procedure is to guide Council in the assessment and processing of requests from private entities or third parties to undertake privately funded DPAs in order to ensure openness and transparency in the process, well considered and consistent decision making and that Council meets its obligations under the *Development Act 1993*.

# PRIVATELY FUNDED DEVELOPMENT PLAN AMENDMENTS POLICY

## 1.3 Scope

This policy applies when a private entity or third party seeks to fund investigations required for Council to initiate or make changes to the Holdfast Bay (City) Development Plan as part of a privately funded DPA in the City of Holdfast Bay.

## 1.4 Definitions

*Development Plan* is a document that contains the planning controls that guide what can and cannot be developed in a council area. Planning authorities use these planning controls to assess new development proposals.

*Development Plan Amendment (DPA)* is a document that describes proposed changes to a Development Plan. The DPA process involves a series of stages and approvals, and includes undertaking investigations to inform the proposed zoning or policy changes.

*Statement of Intent (SOI)* is a document that outlines the scope, timing, consultation requirements and nature of investigations to be carried out in preparing a Development Plan Amendment. Council is required to prepare a SOI under Section 25(1) of the *Development Act 1993* to reach agreement with the Minister for Planning to initiate a Development Plan Amendment.

*Private funder* means one or more private persons or organisations proposing to fund the undertaking of a Development Plan Amendment where they may benefit from any changes to zoning or development policies resulting from the Amendment.

*Development Plan Review* is a process required under Section 30 of the *Development 1993*, whereby all councils must periodically review their Development Plan at least every five years to ensure it remains up to date and aligns with the State's Planning Strategy.

## 1.5 Strategic Reference

Placemaking: Creating vibrant and safe places

Placemaking: Developing walkable connected neighbourhoods

Placemaking: Building character and celebrating history

Placemaking: Housing a diverse population

Culture: Supporting excellent, efficient operations

## 2. PRINCIPLES

- 2.1 Council's ability to update and amend its Development Plan is subject to financial and resource availability, and agreement with the Minister for Planning on a program of Development Plan Amendments resulting from periodic Development Plan reviews.

## PRIVATELY FUNDED DEVELOPMENT PLAN AMENDMENTS POLICY

- 2.2 Council acknowledges that it may be approached from time to time by private entities or third parties to expedite rezoning and policy investigations that have not been identified, prioritised and/or budgeted for through the Development Plan Review process.
- 2.3 In considering requests to initiate and prepare privately funded DPAs, Council will ensure compliance with all statutory processes and obligations under the Development Act 1993. This will include identification of personnel who will provide professional advice to Council on any agreed DPA for the purposes of section 25(4) of the *Development Act 1993* and its Regulations, and assurance that no-one directly involved in the preparation of the DPA has a conflict of interest.
- 2.4 Preparation of any agreed privately funded DPAs will remain the responsibility of the Council, with the final version of the DPA to be determined by the Minister responsible for administering the *Development Act 1993*.
- 2.5 A legal instrument in the form of a Deed of Agreement will be required to be entered into between Council and any private funder. The Deed will outline the heads of agreement and legal procedures, including the roles of the parties, legal requirements and procedures, and project and financial management.
- 2.6 This Policy is supported by a Procedure document that outlines the process that Council will follow for considering requests for privately funded DPAs, including strategic (and other) criteria, legal and financial arrangements, and project management and procurement of independent advice to meet legislative requirements and ensure openness and transparency in the process.

### 3. REFERENCES

#### 3.1 Legislation

- *Development Act 1993*
- *Development Regulations 2008*
- *Local Government Act 1999*

#### 3.2 Other References

- Privately Funded Development Plan Amendments Procedure.

# Attachment 3

Trim Container	FOL/17/1007
First Issued / Approved:	26/11/2013
Last Reviewed:	09/05/2017
	C090517/747
Next Review:	30/06/2021

**1. PREAMBLE**

This procedure provides a framework for Council to assess and process requests from private entities or third parties to undertake privately funded Development Plan Amendments under the *Development Act 1993*, and to clarify Council’s requirements and relationships with private funders.

**1.1 Background**

A privately funded Development Plan Amendment (DPA) refers to when a third party funds the investigation work required to change Development Plan zoning and/or policy, and Council (or the Minister) undertakes the preparation of the DPA in accordance with its obligations under the *Development Act 1993*.

Privately funded DPAs are a legitimate model that may be used to expedite and resource the preparation of a DPA, particularly where its preparation has not been budgeted for or identified as a priority by the Minister or Council through the periodic Development Plan Review process under Section 30 of the *Development Act 1993*.

**1.2 Purpose**

The purpose of this procedure is to provide a framework to guide Council in assessing and processing requests from private entities or third parties to undertake privately funded DPAs, and clarify Council’s requirements and relationships with the potential private funder. This will ensure openness and transparency in the process, well considered and consistent decision making and that Council meets its obligations under the *Development Act 1993*.

**1.3 Scope**

This procedure applies when a private entity or third party seeks to fund investigations required to initiate or make changes to the Holdfast Bay (City) Development Plan as part of a privately funded DPA in the City of Holdfast Bay, which is being considered under Council’s Privately Funded Development Plan Amendments Policy.

**1.4 Definitions**

Development Plan is a document that contains the planning controls that guide what can and cannot be developed in a council area. Planning authorities use these planning controls to assess new development proposals.

# PRIVATELY FUNDED DEVELOPMENT PLAN AMENDMENTS PROCEDURE

Development Plan Amendment (DPA) is a document that describes proposed changes to a Development Plan. The DPA process involves a series of stages and approvals, and includes undertaking investigations to inform the proposed zoning or policy changes.

Statement of Intent (SOI) is a document that outlines the scope, timing, consultation requirements and nature of investigations to be carried out in preparing a Development Plan Amendment. Council is required to prepare a SOI under Section 25(1) of the *Development Act 1993* to reach agreement with the Minister for Planning to initiate a Development Plan Amendment.

Private funder means one or more private persons or organisations proposing to fund the undertaking of a Development Plan Amendment where they may benefit from any changes to zoning or development policies resulting from the Amendment.

Statement of Justification is a document to be submitted to Council under this Procedure and its overarching Policy to justify a request for Council to consider initiating a privately funded Development Plan Amendment. This Statement will be assessed and considered against the criteria outlined in this Procedure.

Development Plan Review is a process required under Section 30 of the *Development Act 1993*, whereby all councils must periodically review their Development Plan at least every five years to ensure it remains up to date and aligns with the State's Planning Strategy. This process results in preparation of a Strategic Directions Report and program of Development Plan Amendments for agreement with the Minister for Planning.

Planning Strategy is a document empowered under Section 22 of the *Development Act 1993* that outlines the State Government's direction for land use change and development in South Australia. The relevant volume applying to the City of Holdfast Bay is currently The 30-Year Plan for Greater Adelaide.

Strategic Management Plans refers to a suite of documents described under Section 122 of the *Local Government Act 1999* that serve several inter-related purposes and identify Council's forecasts and objectives for its area over a period of at least 4 years. Council's must comprehensively review these plans within 2 years of each general election of the council.

## 1.5 Strategic Reference

Placemaking: Creating vibrant and safe places  
Placemaking: Developing walkable connected neighbourhoods  
Placemaking: Building character and celebrating history  
Placemaking: Housing a diverse population  
Culture: Supporting excellent, efficient operations

## 2. PRINCIPLES

# PRIVATELY FUNDED DEVELOPMENT PLAN AMENDMENTS PROCEDURE

The process for assessing and processing requests to undertake privately funded DPAs is provided below.

## 2.1 Statement of Justification

In submitting a request for Council to consider initiating a privately funded DPA, a 'Statement of Justification' will first be submitted for Council's consideration.

This Statement will be assessed against a range of criteria set out in clause 2.2 below (and accordingly should respond to this criteria) and must clearly outline:

- a. the reason(s) the DPA is needed, and
- b. the broad policy and/or rezoning outcome that is being sought.

Details of any previous technical, design, master planning or other investigations that have been undertaken that may support the proposal should also be provided.

## 2.2 Assessment Criteria

In order to determine whether or not Council should proceed to initiate investigations for a privately funded DPA, the details and proposed outcomes provided in the Statement of Justification will be assessed against the following criteria:

### Strategic alignment

- a. The proposal is consistent with the Planning Strategy for South Australia (currently the 30-Year Plan for Greater Adelaide)
- b. The proposal is consistent with key Council strategic and policy documents, including its Strategic Management Plans
- c. Appropriate consideration has been given to likely social, environmental, economic and physical benefits and costs arising from the proposal

### Other Considerations:

- d. The policy outcome or investigations being sought have been identified in Council's Strategic Directions Report (as part of Council's last Section 30 Development Plan Review)
- e. The proposal could facilitate wider precinct or area benefits and investigations (i.e. beyond the affected site or area)
- f. The proposed DPA is on the Council's planning policy program (as agreed with the Minister) or could be reasonably incorporated.

In undertaking the assessment against the above criteria, the following should be noted:

- If the proposed policy or zoning outcome is not consistent with the South Australian Planning Strategy, Council will not proceed



## PRIVATELY FUNDED DEVELOPMENT PLAN AMENDMENTS PROCEDURE

- The proposal should be consistent with Council's strategic directions and policy documents. In the absence of local strategic direction, consideration could be given to the party funding further strategic work, with more favourable consideration given where it can be demonstrated that there are significant social, environmental, economic or physical (built environment) benefits associated with the proposed policy outcome
- The proposal must be considered along with the timing of other DPAs and priorities identified in Council's current DPA program, and as agreed with the Minister as part of the Section 30 Development Plan Review process. The capacity for Council to process privately funded DPAs will be influenced by existing workloads, available resources and priorities. Importantly, while aspects of the DPA process can be outsourced, Council staff will be responsible for project management, reporting, procurement and managing consultation. An emphasis will therefore be placed on current work commitments and capacities.

### 2.3 Project Management and Procurement Process

If Council agrees to initiate a privately funded DPA process, Council will maintain ultimate control of the DPA and seek qualified and independent advice in accordance with its obligations under the *Development Act 1993*.

Council will therefore engage its own independent consultant(s) in accordance with Council's Procurement (Contract and Tendering) Policy to review background documents, prepare the Statement of Intent (SOI) and undertake the DPA. The private funder is to have no role in the tender or selection of consultants to undertake any of the associated DPA work, or in assessing the work or findings of the consultants, or in Council's consideration of the DPA at any time after a legal funding agreement has been entered into as outlined in clause 2.4 below.

The consultant(s) undertaking the privately funded DPA will report directly to Council staff and/or Council's nominated project manager. As part of the procurement process, the consultant will be required to confirm that there is no conflict in interest in providing these services to Council.

Key stages of the DPA will be presented to Council for consideration prior to being submitted to the Minister for agreement or approval (where required). This includes the SOI, Public and Agency Consultation, draft documents, hearing of public submissions and Approval.

### 2.4 Legal Arrangements

A formal Deed of Agreement shall be entered into between Council and the private funder. The Deed will outline the heads of agreement and legal procedures, including the roles of the parties, legislative requirements and procedures, and project and financial management.

Fundamental considerations in preparing the Deed include the following:

## PRIVATELY FUNDED DEVELOPMENT PLAN AMENDMENTS PROCEDURE

### Project management

- Provision to seek specific experts or technical advice as required and independent review of background documents, with related expenses to be wholly funded by the private funder
- Broadly outline the nature of investigations to be undertaken and to be considered in preparing the SOI and DPA, which will form the basis of the consultant's brief
- Provision to refer to the consultant's brief to define the work to be undertaken by Council's appointed consultants to prepare the DPA.

### Terms, roles and expectations

- There shall be no expectation that the privately funded DPA will lead to any pre-determined outcome and, at all times, the DPA and Council's handling of the process will be subject to the requirements of the *Development Act 1993* and its Regulations
- An acknowledgement that while Council may initiate the DPA, the final version of the DPA will be determined by the Minister responsible for administering the *Development Act 1993* and Council does not have control over what the final version of the DPA might be
- An acknowledgement that Council may decide not to proceed with the DPA based on investigations formed following the SOI, or recommend alterations or decline to proceed with the DPA following statutory consultation
- An ability for Council to continue with the DPA (at its own expense) and use any materials prepared if the private funder decides to withdraw from the process at any stage
- The private funder must acknowledge that the authorisation of the DPA incorporating the rezoning or policy change contemplated by the Deed does not give the private funder, or any person with an interest in the property, any additional rights under the *Development Act 1993*. The private funder must also acknowledge that Council or any other relevant planning authority must assess any subsequent development application in respect to the subject land or area affected in accordance with the current development control procedures in the Development Act
- The SOI and draft DPA must clearly state that the DPA is privately funded and confirm that there will be no conflict of interest in its preparation
- The private funder will have no rights to control or direct any process in the preparation of, or investigations required to inform, the DPA, other than through a written and/or verbal submission as part of the statutory public consultation process
- The legal instrument may, however, include a forum for facilitating ongoing regular communication between Council and the private funder.

# PRIVATELY FUNDED DEVELOPMENT PLAN AMENDMENTS PROCEDURE

## Funding obligations and arrangements

- The private funder shall pay the full cost of Council's independent consultants to prepare the DPA and may also be required to contribute additional funds for Council staff time to manage the DPA process. The agreed amount will depend on the complexity and level of Council staff involvement in managing the project, with an emphasis on achieving a cost neutral outcome for Council
- The private funder will also fund any legal costs associated with preparation of the DPA, including legal review, legal proceedings and dispute resolution, or judicial review proceedings in relation to the DPA process
- The dollar figure of the financial contribution that will be provided by the private funder to Council to prepare the SOI and draft DPA should be expressed as a maximum figure. Any increases to this figure during the DPA process shall be by mutual agreement
- The payment schedule for the consultant undertaking the DPA will be devised to minimise the financial risk to Council
- If scheduled payments are not received by Council from the private funder, work on the project will immediately cease
- For higher value or cost DPAs, payment in advance or a bank guarantee may be required.

## 3. REFERENCES

### 3.1 Legislation

- *Development Act 1993*
- *Development Regulations 2008*
- *Local Government Act 1999*

### 3.2 Other References

- Privately Funded Development Plan Amendments Policy
- Development Plan Amendment Practitioners Guide (and associated templates), Government of South Australia

# Attachment 4

Trim Container	FOL/17/1659
First Issued / Approved:	11/07/2017
Last Reviewed:	11/07/2017
	C110717/846
Next Review:	30/06/2019

**1. PREAMBLE**

**1.1 Background**

A consistent approach to the development of Council’s Policies, Procedures and management documents provides the community with confidence in the Council’s decision making processes and corporate governance. Internal policies and procedures translate Council’s policy into to clear directions for the conduct of all Council business dealings and service delivery.

**1.2 Purpose**

This policy contributes to the consistency, clarity, transparency and accountability of the Council’s decision making processes and the delivery of good public administration. This policy establishes parameters for the Council’s policy and procedure development and document management.

**1.3 Scope**

The Policy applies to all Council Policies, Corporate Policies, Procedures and Guidelines.

**1.4 Definitions**

*Framework* –Documents the relationship between various planning, management and operation activities conducted by the Council. A framework describes the scope of activities, priorities and structures that progress achievement of the Council’s Vision, compliance with legislative requirements, and good business practice.

*Policy* – Is a high level commitment which guides present and future decisions and outlines principals of acceptable behaviour. Policies provide guidance, direction and boundaries to the activities carried out by the Council and give effect to legislative and administrative delegations, authorities and codes.

*Legislative Plans* – Plans developed as a requirement of legislation administered by the Council. Such plans provide specific direction and commitments endorsed by Council.

*Strategic Management Plan* – Plans developed under Section 122 of the Local Government Act and endorsed by resolution of Council..

### **1.5 Strategic Reference**

Culture: Supporting excellent, efficient operations

Culture: Providing customer-centred services

Culture: Enabling high performance

## **2. PRINCIPLES**

### **2.1 Council Policy**

2.1.1 Council policies made under Chapter 2 of the *Local Government Act 1999*

2.1.2 The City of Holdfast Bay will develop and maintain policies that clearly communicate to the community the Council's position and direction on issues relating to its service delivery and operations. Council policies establish the scope, boundaries, service levels and rules that apply to Council's operations.

2.1.3 The City of Holdfast Bay is committed to complying with its legislative responsibilities. A policy that duplicates legislative requirements will not be developed, unless stipulated by the relevant legislation.

2.1.4 The City of Holdfast Bay's Strategic Plan and legislative plans form Council's commitment to the community to provide sustainable financial, asset, social, and environmental outcomes. The principals, objectives and service levels contained in these plans shall be deemed as Council policy.

2.1.5 The City of Holdfast Bay recognises that the community should be able to rely on the commitments contained in all its policy documents. Policies and their associated procedures shall not commit Council to service levels which are beyond its capacity to reasonably deliver.

### **2.2 Internal Policy**

2.2.1 Internal policies and procedures are created by the Chief Executive Officer for the good governance of the organisation, under Section 99 of the Local Government Act.

2.2.2 The Chief Executive Officer oversees the Corporate Governance of the organisation, ensuring internal policies, procedures, and guidelines are developed to provide efficient, effective and ethical delivery of Council's objectives.

2.2.3 The Chief Executive Officer may require the development of such procedures, guidelines and processes to give effect to Council and Internal Policy directions.

### **2.3 Document Management**

- 2.3.1 The City of Holdfast Bay will develop and maintain a document management procedure that will ensure that policies concisely communicate the Council's or Chief Executive Officer's intent, are consistent, current, accessible, and regularly reviewed.
- 2.3.2 The City of Holdfast Bay shall maintain a document control system that schedules the review of all Council and Internal policies and procedures.. Policies may be reviewed outside of their scheduled date:
  - i. When there is a change in the legislative, business, or community environment.
  - ii. At the direction of the Council or Chief Executive Officer.
- 2.3.3 The document control system will:
  - i. Allocate a responsible officer for each Policy who shall coordinate any review of that Policy,
  - ii Establish an escalation process to ensure the timely completion of any reviews
  - iii Ensure that an appropriate history is contained in our records management system
  - iv Record the dates of all consultation, endorsement and publishing.
  - v. Establish an audit trail to facilitate any internal or external audit.
- 2.3.4 All current Council Policies, procedures, guidelines and forms will be published on the Council's website.
- 2.3.5 All current Internal Policies, procedures, guidelines and forms will be published on Council's intranet, and mapped so as to be accessible on a mobile electronic environment.

#### **2.4 Prescribed Document Management Systems**

- 2.4.1 The City of Holdfast Bay recognises that some document systems have specified requirements prescribed by legislation including: Work Health Safety; Financial Accounting Practices; and Alwyndor Aged Care Services.
- 2.4.2 While these prescribed systems may have specific terminology and documentation requirements, such managements systems shall:
  - i. Show a direct link to a Council or internal policy that establishes the need for the management system; and/or
  - ii Have a document management procedure that addresses the structure, document control, responsibilities and scope of

documents and registers relevant to that management system.

## **2.5 Key Document Registers**

2.5.1 To facilitate good corporate governance, the City of Holdfast Bay will maintain registers of key documents. These registers must include, but are not limited to:

- i. Contracts Register
- ii. Tenancy Schedule (Leases)
- iii. Charges, deeds and guarantees

2.5.3 The Chief Executive Officer will ensure that these registers are maintained by a nominated officer.

## **3 REFERENCES**

### **3.1 Legislation**

Local Government Act 1999

### **3.2 Other References**

- *Our Place Community Plan*
- *Asset management Plans*
- *Long Term Financial Plan*
- *Document Management Procedure*
- *Annual Business Plan and Budget*



# Attachment 5

Trim Container	FOL/17/1002
First Issued / Approved:	22/12/2009
Last Reviewed:	09/05/2017
	C090517/747
Next Review:	30/06/2022

## **1. PREAMBLE**

Whilst South Australia is accustomed to hot summers, climate change modelling predicts a 35% increase in extreme heat events in the next 20 years, resulting in more frequent and longer heatwaves.

Heatwaves can have a detrimental impact on communities and affect many parts of everyday life such as health and wellbeing, energy and infrastructure, public transport and agriculture. They can also contribute to an increased fire risk and heat stressed trees, posing a significant threat to public safety.

### **1.1 Background**

Any individual, regardless of age, sex, or health status, can develop heat stress if engaged in intense physical activity and/or exposed to environmental heat for extended periods of time.

However, evidence indicates that those most at risk during extreme heat conditions are the elderly, people who are frail due to acute, chronic and severe health conditions, babies and children under five and people with impaired ability to self-manage.

Social and environmental factors, such as social disadvantage, impairment caused by drugs and alcohol, confined working conditions, lack of ventilation and language and cultural barriers can also contribute to the risk of exposure to the effects of extreme heat conditions.

### **1.2 Purpose**

The Local Government Act 1999 outlines Councils responsibility to provide for the welfare, wellbeing and interests of individuals and groups within its community.

The City of Holdfast Bay is committed to the promotion of community awareness and education regarding the impacts associated with extreme heat conditions and the measures that can be adopted to mitigate those impacts.

### **1.3 Scope**

This document defines the City of Holdfast Bay's commitment to supporting the community in relation to managing the impact of extreme heat conditions.

# HEATWAVE RESPONSE POLICY

The document refers only to the use of or provision of services or facilities that are directly under the control of Council.

The document does not include or refer to protection of employees, volunteers or others that are covered under Work Health Safety procedures and guidelines.

## 1.4 Definitions

The Australian Bureau of Meteorology defines a *Heat Wave* as three or more days of maximum and minimum temperatures that are unusual for the location.

Whilst there is no single agreed upon definition of Extreme heat, an *Extreme Heat Event* refers to an extended period of high intensity heat wave conditions with the potential to harm human health.

*Heat stress* occurs when a body is unable to cool itself enough to maintain a healthy temperature.

*Average Daily Temperature (ADT)* is an average of the minimum overnight and maximum daily temperature occurring that day.

## 1.5 Strategic Reference

Placemaking: Creating vibrant and safe places

Community: Building a healthy, active and resilient community

Community: Providing welcoming and accessible facilities

Culture: Providing customer-centred services

## 2. PRINCIPLES

### 2.1 Notification

2.1.1 The SA State Emergency Service (SES) coordinates the state's response to extreme heat events.

2.1.2 Extreme heat temperature triggers and 'alert levels' have been developed by the SES in conjunction with the Adelaide Bureau of Metrology.

2.1.3 The alerts are issued by the SES in advance of an extreme heat event. They are based on the forecast Average Daily Temperature (ADT) for Adelaide as provided by the Bureau of Metrology.

2.1.4 Public alerts will be issued by the SES as soon as average daily temperatures reach or exceed 32C for three or more consecutive days, e.g. a maximum  $\geq 40C$  for three or more consecutive days, and a minimum  $\geq 24C$  for three or more consecutive nights.

### 2.2 Information

## HEATWAVE RESPONSE POLICY

- 2.2.1. Council will activate its Heatwave Response Policy upon receiving a public alert by implementing the Heat Management Strategies as outlined below.

Council will make information issued by the State Emergency Service available to the general public via its website and social media platforms and activate its Heat Management Strategies.

- 2.2.2. Council will make other information regarding reduction of risk during a heat wave available for collection from Libraries and Customer Service Centres.

- 2.2.3. Council will place an emphasis on providing residents that are considered vulnerable with heat wave information by direct mail attached to community newsletters and handouts on Council's Community buses.

### 2.3 Heat Management Strategies

#### 2.3.1 Community Bus

- 2.3.1.1 The Community Bus service offers a kerb to kerb service. Buses are air conditioned and provide controlled temperature environments during periods of travel.

- 2.3.1.2 Cool water is made available to passengers on hot days.

- 2.3.1.3. Passengers are assisted to their door with shopping and other bulky parcels if unable to do so independently.

- 2.3.1.4. Bus drivers and assistants are advised to observe and report any concerns or indicators of heat related illness for follow up.

#### 2.3.2 Libraries

- 2.3.2.1 Council libraries offer air conditioned comfort and access to computers, daily newspapers and material to read.

- 2.3.2.2 Libraries may extend opening hours on direct authorisation by the Chief Executive Officer.

- 2.3.2.3 Brighton library offers an external drink fountain for people and their pets and Glenelg library has a water fountain in the building.

#### 2.3.3 Community Centres Leased to Management Committees

- 2.3.3.1 Although entry is encouraged, it is at the discretion of the Lessee whether they allow public entry to the centre.

## HEATWAVE RESPONSE POLICY

- 2.3.3.2 Other Community centres owned and operated by Council, but not staffed on a daily basis by paid Council staff, are only open at irregular times and are not suitable for “off the street” entry.
- 2.3.3.3 Centres that are operating are encouraged to supply drinking water facilities.
- 2.3.4 Other Community Centres
  - 2.3.4.1 Other Community centres owned and operated by Council, but not staffed on a daily basis by paid Council staff, are only open at irregular times and are not suitable for “off the street” entry.
  - 2.3.4.2 Centres that are operating are encouraged to supply drinking water facilities.
- 2.3.5 Alwyndor Aged Care Centre
  - 2.3.5.1 Management of Alwyndor has an Extreme Weather Policy relevant to the communities they serve.
  - 2.3.5.2 Commonwealth Home Support Program (CHSP)
  - 2.3.5.3 Council provides entry level services to eligible residents who are older and require support to continue living independently in the community.
  - 2.3.5.4 Recipients of these services that are deemed to be vulnerable are encouraged to be registered with the Australian Red Cross Telecross REDI Service.
  - 2.3.5.5 Staff employed through the CHSP program maintain a list of residents aged 80+ and will conduct wellbeing checks by phone when extreme heat warnings are in place.
- 2.3.6 SA-HACC Program
  - 2.3.6.1 Council operates the LifeLinks program, an externally funded grant program that provides social support activities to residents of Supported Residential Facilities, (SRFs)
  - 2.3.6.2 In extreme heat conditions, these activities are rescheduled or suspended.
  - 2.3.6.3 All SRF’s are legislated and abide by the Supported Residential Facilities Regulations 2009 that outline the responsibilities of proprietors in relation to standards of care.
- 2.3.7 Commercial Centres

- 2.3.7.1 Council may approach individual business centres within the municipality and encourage them to advertise and provide a haven for people in the vicinity during extreme heat events.

## 3. REFERENCES

### 3.1 Legislation

- *Local Government Act 1999*
- *Work Health Safety Act 2012*
- *Public and Environmental Health Act 1987*
- *Emergency Management Act 2004*

### 3.2 Other References

- Australian Red Cross SA [www.redcross.org.au](http://www.redcross.org.au)
- State Emergency Service [www.ses.sa.gov.au](http://www.ses.sa.gov.au)
- SA Health Extreme Heat Strategy [www.sahealth.sa.gov.au](http://www.sahealth.sa.gov.au)
- Local Government Association [www.lga.sa.gov.au](http://www.lga.sa.gov.au)
- Bureau of Meteorology [www.bom.gov.au](http://www.bom.gov.au)

# Attachment 6

Trim Container	FOL/17/1015
First Issued / Approved:	13/06/2017
Last Reviewed:	13/06/2017
	C130617/807
Next Review:	30/06/2022

**1. PREAMBLE**

The Healthy Catering Policy has been created to ensure that Council’s staff, elected members, volunteers and visitors always have access to healthy catering options when attending City of Holdfast Bay meetings, workshops, events and facilities.

**1.1 Background**

Local councils are well placed to influence the health behaviours of staff, volunteers and visitors, and to influence good health choices to the wider community by ensuring that all members of the community are able to access healthy food and drink choices when attending council organised events, meetings and council sponsored events.

Healthy behaviours, such as increasing physical activity, consuming healthy food and drink and giving up smoking have shown to aid in reducing disease later in life.

This policy supports and enhances programs and services already delivered by the City of Holdfast Bay and links with the City of Holdfast Bay’s Strategic Plan and Public Health Plan 2014 - 2019. It is also consistent with State and National policy positions.

**1.2 Purpose**

The purpose of this policy is to ensure that City of Holdfast Bay staff, community members and visitors have the opportunity to access healthy food and drink choices when attending council operated facilities, meetings and council sponsored events. Council will be a role model to the community by supporting the health and wellbeing of staff, volunteers and visitors and creating a healthy eating culture.

**1.3 Scope**

This policy applies to all food and drink provided at the City of Holdfast Bay organised meetings, events, workshops and council sponsored events. The City of Holdfast Bay will use a phased approach to implement this policy.

This policy can be used in conjunction with the City of Holdfast Bay Healthy Catering Handbook. This handbook provides practical tips on healthy catering in the workplace and a detailed list of food businesses in the local Council area who are able to provide catering to Council staff.



## 1.4 Definitions

*Healthy Eating:* Eating a wide variety of foods from the five food groups daily. Eating in a way that is socially, culturally and developmentally appropriate and satisfying hunger, appetite and energy needs. The five food groups are:

- fruit
- vegetables and legumes/beans
- grains (cereals), mostly wholegrain
- milk, yoghurt, cheese and/or alternatives, mostly reduced fat
- lean meats, poultry, fish, eggs, tofu, nuts and seeds and legumes/beans

For further information, refer to the Australian Guide to Healthy Eating [www.eatforhealth.gov.au](http://www.eatforhealth.gov.au)

*Unhealthy Eating:* Consumption of foods and drinks containing saturated fat, added salt, added sugars and alcohol. For further information, refer to the Australian Guide to Healthy Eating [www.eatforhealth.gov.au](http://www.eatforhealth.gov.au)

## 1.5 Strategic Reference

Community: Building a healthy, active and resilient community

## 2. PRINCIPLES

2.1 The City of Holdfast Bay will ensure that:

- a. Healthy food and drink choices are always available at functions where food is provided for employees and visitors with Council funds.
- b. Healthy catering options are encouraged at community events supported and/or promoted by the City of Holdfast Bay.
- c. Where feasible, food is provided in an environmentally sustainable way. Meaning that:
  - Preference will be given to local catering suppliers
  - Preference will be given to catering provided in recyclable packaging

2.2 There is increased awareness and knowledge of Dietary Guidelines for Australians and the Australian Guide to Healthy Eating amongst council staff, elected members, volunteers and visitors through programs and activities provided by the Council..

2.3 There is a link between cultural relationships and food, and this is encouraged by providing a wide variety of foods from different cultural backgrounds at council meetings and events.

2.4 An environment is created that makes healthy food and drink choices an easy and accessible choice by giving healthy options priority positioning at meetings, in vending machines and at events.

## HEALTHY CATERING POLICY

- 2.5 Safe food handling and hygiene practices are adhered to and promoted throughout the community.
- 2.6 This policy does not apply to food and drinks that staff, elected members, visitors or volunteers bring from home for their personal use or to share for personal celebrations such as birthdays or farewells. This policy applies to food and drinks funded by the City of Holdfast Bay.

### 3. REFERENCES

#### 3.1 Legislation

- *Local Government Act 1999*
- *South Australian Public Health Act 2011*

#### 3.2 Other References

- Children's Health Development Foundation and Deakin University, 1998, The Australian Guide to Healthy Eating. Commonwealth of Australia, <<http://www.health.gov.au/>>
- Heart Foundation of Australia, 2016, Workplace Wellness Programs, <<http://www.heartfoundation.org.au/for-professionals/physical-activity/workplace-wellness>>
- NHMRC, 2013, Australian Dietary Guidelines, Commonwealth of Australia, <<http://www.nhmrc.gov.au>>
- SA Department of Health, 2011, Healthy Food and Drink Choices for Staff and Visitors in SA Health Facilities, <<http://www.sahealth.sa.gov.au>>
- SA Health, 2011, South Australian Public Health Act, 2011, <[www.sahealth.sa.gov.au/publichealthact](http://www.sahealth.sa.gov.au/publichealthact)>

# Attachment 7

Trim Container	FOL/17/1014
First Issued / Approved:	13/07/2010
Last Reviewed:	13/06/2017
	C130617/807
Next Review:	30/06/2021

## **1. PREAMBLE**

The City of Holdfast Bay has a responsibility to exercise, perform and discharge its powers, functions and duties in accordance with the *Local Government Act 1999*. This includes the provision and coordination of various public services and facilities that are socially just, equitable and sustainable.

### **1.1 Background**

While certain functions and duties of Council are prescribed within the Local Government Act, each Council determines the type and nature of services it will provide when the obligations under the Act are not prescriptive, taking account of the factors unique to each specific Local Government Area.

Council acknowledges that services aimed at enabling individuals or groups to improve, maintain or restore their wellbeing and personal welfare play a necessary role in the quality of life of City of Holdfast Bay residents.

Council recognises its role in community services, facilities and community development initiatives which enable the community to live social, active and engaged lives.

### **1.2 Purpose**

The purpose of this policy is to direct the development of services and facilities that offer opportunities for social engagement, improve community functioning and enhance wellbeing for local Holdfast Bay residents.

### **1.3 Scope**

This policy relates to Council's role as Leader, Facilitator, Enabler, Service Provider or Advocate in the development of programs, services and activities. It applies to Elected Members, Management, Staff and Volunteers of the City of Holdfast Bay.

### **1.4 Definitions**

*Social Development* is defined as programs, services and activities that focus on improving the quality of life of residents of the City of Holdfast Bay.

*Services and facilities* refers to programs, services and activities aimed at meeting the social needs of the local community.

# SOCIAL DEVELOPMENT POLICY

*Wellbeing* refers to the emotional and physical states of health, comfort, security and happiness.

## 1.5 Strategic Reference

Community: Building a healthy, active and resilient community

Community: Celebrating culture and diversity

Community: Providing welcoming and accessible facilities

Community: Fostering an engaged and contributing community

## 2. PRINCIPLES

Council's social development initiatives will focus on the following key groups, while fostering the general wellbeing of the total community:

- Children and Families
- Young People
- Older People
- People with Disabilities
- People from Diverse Cultural Backgrounds
- People who are socially isolated or disadvantaged

The following principles apply to this policy:

- 2.1 Ensure that services and facilities are in response to demonstrated community need and subject to rigorous evaluation..
- 2.2 Provide appropriate and accessible services and facilities that strengthen and enhance the engagement opportunities, community functioning and general wellbeing of the community.
- 2.3 Value and celebrate the social and cultural diversity with specific recognition of indigenous peoples.
- 2.4 Value the significant role of volunteers and their contribution to the social development of the City.
- 2.5 Create and sustain an environment that generates opportunities for the active participation in community life and civic duties.
- 2.6 Identify partnership opportunities and facilitate linkages with community centres, service providers and other key stakeholders.
- 2.7 Support the effective use of current community facilities and centres not directly managed by Council.
- 2.8 Contribute to community safety within the City of Holdfast Bay.
- 2.9 Promotion of services that address community needs.
- 2.10 Social Development initiatives align with Council's strategic direction

## 3. REFERENCES

### 3.1 Legislation

- *Local Government Act 1999*
- *Disability Discrimination Act 1992*
- *Aged Care Act 1997*

### 3.2 Other References

- Youth Policy
- Community Centres Policy
- Access & Equity Policy
- Community Consultation and Engagement Policy
- Customer Feedback and Complaints Policy
- Public Art Policy
- Volunteer Policy

### 3.3 Publications

- Social Needs and Community Infrastructure Study
- Growing Older in the City of Holdfast Bay: Baby Boomers and Beyond
- Partnering to Build an Age Friendly Environment & Community - Regional Strategy and Action Plans for the Cities of Holdfast Bay, Marion and Mitcham
- National Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) Ageing and Aged Care Strategy
- Building the State of Wellbeing – A Strategy for South Australia
- Prosperity Through Longevity – South Australia’s Ageing Plan
- Community Wellbeing Indicators: Measures for Local Government
- AusPlay – Australian Sports Commission Report 2016

**Item No:** 15.7

**Subject:** **SOUTHERN REGION WASTE RESOURCE AUTHORITY –  
APPOINTMENT OF BOARD MEMBER**

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## Summary

Southern Region Waste Resource Authority (SRWRA) is a regional subsidiary established by the Cities of Onkaparinga, Marion and Holdfast Bay (the “Constituent Councils”), pursuant to section 43 of the *Local Government Act 1999*.

The SRWRA Charter 2024 provides for Council to appoint two members to its Board (one of which must be an officer of Council) along with one specific deputy for each Board member or one non-specific deputy for both such Board members.

SRWRA has recommended that two Deputy Members (one Elected Member and one Council Officer) be appointed to ensure business continuity across Board meetings.

The current Council Officer Board Member is the CEO who is retiring on the 30 August 2024 and therefore leaves a vacancy on the SRWRA Board. This report seeks for Council to appoint another Council Officer to the Board Member position.

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## Recommendation

**That Council appoints Manager Finance, Mr Cadel Blunt to the Board of SRWRA until 31 March 2027.**

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## Background

Southern Region Waste Resource Authority (SRWRA) is a regional subsidiary established in December 1998 by the Cities of Onkaparinga, Marion and Holdfast Bay, pursuant to section 43 of the *Local Government Act 1999*.

SRWRA is responsible for providing and operating waste management services on behalf of the Constituent Councils and ensuring that a long-term waste management strategy exists in the southern region of Adelaide.

SRWRA is overseen by an eight-member Board comprising two appointees from each of the Constituent Councils and an independent expert in business/waste management as Chairperson.

The SRWRA Charter provides for Council to appoint two members to its Board (one of which must be an officer of Council) along with one specific deputy for each Board member or one non-specific deputy for both such Board members.

*Refer Attachment 1*

Board Members are appointed for a term determined by Council.

## Report

At the commencement of the current Council term, Councillor Smedley and Mr Roberto Bria were appointed to the Board of the Southern Region Waste Resource Authority for the term of Council. Councillor O'Donohue was appointed as the Deputy Board member representing Council. Ms Pamela Jackson is the current Deputy Board member representing council Administration. Council at its last meeting appointed Councillor Venning to the Deputy Member position vacated by Councillor O'Donohue.

The current Council Officer Board Member is the CEO who is retiring on the 30 August 2024 and therefore leaves a vacancy on the SRWRA Board. This report seeks for Council to appoint another Council Officer to the Board Member position.

It is recommended that Manager Finance, Mr Cadel Blunt be appointed to the SRWRA Board to fill the position that will be vacated by the CEO. Cadel's skills and experiences will be valued on the Board with SRWRA currently reviewing its Strategic and Long-Term Financial Plans.

## Budget

There are no budget implications associated with this report.

## Life Cycle Costs

There are no life cycle costs associated with this report.

## Strategic Plan

Sustainability – A city, economy and community that is resilient and sustainable.

## Council Policy

Not applicable

## Statutory Provisions

*Local Government Act 1999*

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**Written By:** Chief Executive Officer

**Chief Executive Officer:** Mr R Bria



# Attachment 1

SOUTHERN REGION WASTE RESOURCE AUTHORITY  
REGIONAL SUBSIDIARY

LOCAL GOVERNMENT ACT 1999

*Charter 2024*

**PART I: GENERAL**

**1. INTRODUCTION**

1.1 *Name*

The name of the subsidiary is Southern Region Waste Resource Authority (referred to as '*the Authority*' in this Charter).

1.2 *Definitions*

1.2.1 **absolute majority** means a majority of the whole number of the Board members or of the Constituent Councils as the case may be;

1.2.2 **Act** means the *Local Government Act 1999*;

1.2.3 **Board** means the board of management of the Authority;

1.2.4 **Budget** means a budget consistent with Clause 6.5 and last adopted by the Board

1.2.5 **Constituent Councils** means the Councils identified at Clause 2.1 of this Charter;

1.2.6 **Gazette** means the *South Australian Government Gazette*;

1.2.7 **net assets** means total assets (current and non-current) less total liabilities (current and non-current) as reported in the annual audited financial statements of the Authority together with the net present value of the projected future cash inflows net of cash outflows of the remaining useable airspace over the SRWRA Landfill Operation as licensed by the Environment Protection Authority;

1.2.8 **simple majority** means a majority of those present and entitled to vote;

1.2.9 **SRWRA Landfill Operation** means that land which is held by the Authority under certificates of title volume 5822, folio 967; volume 5822, folio 966; volume 5822, folio 965; volume 5299, folio 719; volume 5299, folio 720; volume 6199, folio 621 and volume 6217, folio 132;

1.2.10 **waste** means any or all waste as approved under the Environment Protection Act licence held by the Authority or its contractor.

**PART II: GOVERNANCE**

**2. THE AUTHORITY**

2.1 *Establishment and Charter*

2.1.1 The Authority is a regional subsidiary established pursuant to Section 43 of and Schedule 2 to the Act by the:

2.1.1.1 City of Holdfast Bay;

2.1.1.2 City of Marion; and

2.1.1.3 City of Onkaparinga.

2.1.2 This Charter may be amended at any time by unanimous decision (expressed by resolution) of the Constituent Councils.

2.1.3 Before the Constituent Councils vote on a proposal to alter this Charter, they must take into account any recommendations of the Board.

2.1.4 For the purposes of Clause 19(5)(b) of Schedule 2 to the Act, the Chief Executive Officers of the Constituent Councils have determined that a copy of the Charter, must be published on the website of the Authority.

2.1.5 This Charter must be read in conjunction with Parts 2 and 3 of Schedule 2 to the Act. The Authority shall conduct its affairs in accordance with Schedule 2 to the Act except as modified by this Charter in a manner permitted by Schedule 2.

2.2 *Objects and Purposes*

2.2.1 The Authority is established to:

2.2.1.1 provide and operate services at a place or places for the management of waste by or on behalf of the Constituent Councils and/or any other approved councils;

2.2.1.2 undertake anything relevant (including educational programmes and processes) to the management of waste;

2.2.1.3 provide a forum for discussion and/or research for the ongoing improvement of management of waste;

2.2.1.4 undertake management of waste on behalf of the Constituent Councils on a competitive basis;

2.2.1.5 fulfil, on behalf of the Constituent Councils, any ongoing obligation in relation to rehabilitation and monitoring of waste management facilities under its control;

2.2.1.6 secure best value and value for money in waste management activities and services;

2.2.1.7 develop or facilitate activities or enterprises that result in a beneficial use of waste;

2.2.1.8 be financially self-sufficient;

2.2.1.9 develop or facilitate activities or enterprises that result in a beneficial use of the landfill site or infrastructure;

2.2.1.10 keep the Constituent Councils informed about relevant emerging opportunities, trends or issues in waste management; and

2.2.1.11 have regard in the performance of its functions to sustainable, environmentally efficient practices with regard to waste management

2.2.2 The Authority must in the performance of its role and functions and in all of its plans, policies and activities:

2.2.2.1 operate in a sustainable manner by giving due weight to economic, social and environmental considerations; and

2.2.2.2 conduct its activities in compliance with all regulatory requirements and in a manner that minimises risk to the Constituent Councils.

2.3 *Powers and Functions of the Authority*

Subject to this Charter, the Authority may exercise the following powers in the performance or discharge of its objects and purposes:

- 2.3.1 the accumulation of surplus funds including for investment purposes;
- 2.3.2 investing any of the funds of the Authority in any investment authorised by the *Trustee Act 1936*, or with the Local Government Finance Authority provided that:
  - 2.3.2.1 in exercising this power to invest the Authority must exercise the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons; and
  - 2.3.2.2 the Authority must avoid investments that are speculative or hazardous in nature;
- 2.3.3 setting aside a reserve fund or funds clearly identified for the upkeep and/or replacement of fixed assets of the Authority or meeting any deferred liability of the Authority;
- 2.3.4 borrowing money and/or to incurring expenditure in accordance with Clause 6.2 of this Charter;
- 2.3.5 opening and operating bank accounts;
- 2.3.6 entering into contracts, purchasing, selling, leasing, hiring, renting or otherwise acquiring or disposing of any personal property or interests therein;
- 2.3.7 purchasing, selling, leasing, hiring, renting or otherwise acquiring or disposing of any real property or interests therein, provided that it is a condition precedent, that in any such transaction where the Authority will incur a singular or a total liability of \$1,000,000 or more that unless the liability is included in the Budget; the prior written approval of two-thirds of the Constituent Councils is obtained;
- 2.3.8 participating in a joint venture, trust, partnership or similar for the purpose of engaging in a commercial activity or enterprise;
- 2.3.9 appointing, managing, suspending and dismissing the Chief Executive Officer of the Authority;
- 2.3.10 engaging retaining, and dispensing with the services of professional advisers to the Authority;
- 2.3.11 charging whatever fees, the Authority considers appropriate for services rendered to any person, body or Council;
- 2.3.12 making any election for the purpose of any tax or statutory charge;
- 2.3.13 determining the types of waste which shall be received and the method of collection, treatment, recycling and disposal of that waste;
- 2.3.14 undertaking all manner of things relating and incidental to the collection, treatment, recycling and disposal of waste;
- 2.3.15 pursuing the concept of co-operative regionalism in the collection, treatment, recycling and disposal of waste for which the Constituent Councils are or may become responsible
- 2.3.16 causing all waste collected by the Authority to be treated, recycled and disposed of in a sanitary and environmentally acceptable way;
- 2.3.17 providing a forum for the discussion and consideration of topics related to the Constituent Councils' obligations and responsibilities in respect of waste;
- 2.3.18 adopting and using a trading name provided that the Authority shall first register the trading name with the Australian Securities and Investment Commission;
- 2.3.19 commencing legal proceedings provided that any legal proceedings seeking urgent relief be the subject of an urgent report to the Constituent Councils by the Chief Executive Officer;
- 2.3.20 without limiting the Authority's powers and functions, making submissions to and negotiating with the Federal Government, State Government and other sources of grant funding in relation to the provision and receipt of funding for the Authority; and
- 2.3.21 anything else necessary or convenient for or incidental to the exercise, performance or discharge of its powers and, functions or the attainment of its objects and purposes.

2.4 *National Competition Policy*

If the Authority engages in any commercial activity or enterprise which constitutes a significant business activity of the Authority, it will, where necessary and having regard to a cost/benefit analysis, apply relevant principles of competitive neutrality to that activity.

2.5 *Acting Outside Areas of Constituent Councils*

The Authority may undertake its activities outside the areas of the Constituent Councils in accordance with the Act but only where such activities have been approved by the Constituent Councils as being necessary or expedient to the performance by the Authority of its functions and the activity is included in the annual business plan of the Authority.

2.6 *Delegation by the Authority*

The Authority may delegate any of its powers except those to:

- 2.6.1 impose charges;
- 2.6.2 enter into transactions in excess of \$250,000
- 2.6.3 subject to this Charter, borrow money or obtain any other form of financial accommodation;
- 2.6.4 approve expenditure of money on the works, services or operations of the Authority not set out in the Budget or where required by this Charter, approved by the Constituent Councils;
- 2.6.5 approve the payment of allowances to members of the Board;
- 2.6.6 adopt or revise an annual business plan or Budget or any financial estimates and reports; and
- 2.6.7 make any application or recommendation to the Minister.

2.7 *Committees*

- 2.7.1 The Board may establish a committee comprised of any persons to deal with any matter within the Authority's functions and as detailed in the terms of reference adopted by the Board for the committee.
- 2.7.2 The Board may delegate powers and functions to a committee.

2.7.3 A member of a committee established under this Clause holds office at the pleasure of the Board.

2.7.4 The Chair of the Board is an ex-officio a member of any committee established by the Board.

### 3. CONSTITUENT COUNCILS

#### 3.1 *Withdrawal*

3.1.1 A Constituent Council may not withdraw from the Authority except with the approval of the Minister and subject to the Act and this Charter.

3.1.2 A Constituent Council which intends to withdraw from the Authority shall give to the Board and the other Constituent Councils written notice of such intention, specifying the date of intended withdrawal. The notice shall be a minimum of twenty-four months' notice expiring on 30 June of the relevant financial year.

3.1.3 The withdrawal of any Constituent Council does not extinguish the liability of that Constituent Council for the payment of its contribution towards any actual or contingent deficiency in the net assets of the Authority at the end of the financial year in which such withdrawal occurs.

3.1.4 The withdrawal of any Constituent Council does not extinguish the liability of that Constituent Council to contribute to any loss or liability incurred by the Authority at any time before or after such withdrawal in respect of any act or omission by the Authority prior to such withdrawal. For the avoidance of doubt, any and all costs associated with closure processes (including but not limited to capping and post-closure monitoring and necessary actions) of a waste cell or the landfill site generally is a liability incurred before the withdrawal of a Constituent Council and is, therefore, a continuing liability for the purposes of this Clause.

3.1.5 Payment by or to the withdrawing Constituent Council must be fully paid by 30 June of the financial year following 30 June of the year in which the withdrawal occurs unless there is agreement of alternative payment arrangements made by the Constituent Councils.

#### 3.2 *New Members*

Subject to the provisions of the Act, the Constituent Councils may unanimously agree to admit a new Constituent Council or Councils, to membership of the Authority, with or without conditions.

#### 3.3 *Direction by Constituent Councils*

To be effective, a direction of the Constituent Councils for the purposes of Clause 26 of Schedule 2 to the Act must be evidenced by a minute signed by the Chief Executive Officer of each of the Constituent Councils and provided to the Chief Executive Officer of the Authority, as a true and accurate record of the decision made by the delegate or at the relevant Council meeting.

### 4. BOARD OF MANAGEMENT

The Authority is a body corporate and is governed by the Board, which has the responsibility to manage the business and other affairs of the Authority in accordance with this Charter and any delegations made to it by the Constituent Councils.

#### 4.1 *Functions of the Board*

4.1.1 The formulation of strategic plans and strategies aimed at improving the business of the Authority.

4.1.2 To provide professional input and policy direction to the Authority.

4.1.3 Monitoring, overseeing and measuring the performance of the Chief Executive Officer of the Authority.

4.1.4 Implementing effective risk management policies, practices, procedures and strategies, including by ensuring the protection of assets under the care and control of the Authority.

4.1.5 Ensuring that a code of ethical behaviour and integrity is established and implemented in all business dealing of the Authority.

4.1.6 Developing business plans.

4.1.7 Exercising the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons.

4.1.8 Observing all plans, targets, structures, systems and practices required or applied to the Authority by the Constituent Councils.

4.1.9 Ensuring that all information furnished to a Constituent Council is accurate.

4.1.10 Ensuring that the Constituent Councils are advised, as soon as practicable, of any material development that affects the financial or operating capacity of the Authority or gives rise to the expectation that the Authority may not be able to meet its debts as and when they fall due.

#### 4.2 *Membership of the Board*

4.2.1 The Board shall consist of eight members appointed as follows:

4.2.1.1 two persons appointed by each Constituent Council, one of whom must be a senior officer of the Constituent Council making the appointment;

4.2.1.2 two persons appointed jointly by the Constituent Councils who are not members or officers of a Constituent Council but who, in the opinion of the Constituent Councils, have expertise in waste management and/or business. These persons will be chosen from a list of persons circulated to the Constituent Councils and appointed by a panel comprising the Chief Executive Officer (or nominee) and one other person from each Constituent Council nominated by the Chief Executive Officer.

4.2.2 With the exception of the persons appointed pursuant to subclause 4.2.1.2, a Board Member shall, subject to this Charter, be appointed for a term not exceeding the term determined by the Constituent Council and specified in the instrument of appointment and at the expiration of the term of office will be eligible for re-appointment.

4.2.3 The maximum term of service for Board Members appointed pursuant to subclause 4.2.1.2 should not exceed 10 years.

4.2.4 The Constituent Councils may appoint either a specific Deputy for each Board Member appointed pursuant to subclause 4.2.1.1 or one non-specific Deputy for both such Board Members and a second Deputy to that Deputy. In the absence of a Board Member, the specific Deputy or the non-specific Deputy will be deemed to be the Board Member for that time or, where a non-specific Deputy and second Deputy have been appointed and both Board Members are absent then both Deputies will be deemed to be the Board Members for that time, exercising all of the rights and privileges and being subject to all of the obligations and liabilities of the Board Member(s) during the absence of the Board Member(s).

- 4.2.5 The Constituent Councils should give consideration to the skills that may be required for the Board to operate effectively when making Board appointments.
- 4.2.6 In addition to the circumstances provided for under Clause 20(3) of Schedule 2 to the Act, the office of a Board Member will become vacant upon:
- 4.2.6.1 the Constituent Council (or Constituent Councils as the case may be) responsible for appointing the Board Member providing written notice to the Board Member and the Board of the Constituent Council's (or Constituent Councils') decision to remove the Board Member from office. The Board Members appointed under subclause 4.2.1.2, can only be removed from office by a unanimous decision of the Constituent Councils; or
- 4.2.6.2 if the Board Member is an elected member or officer of a Constituent Council, upon ceasing to be either an elected member of or an employee of the Constituent Council as the case may be; or
- 4.2.6.3 if the Board Member has been appointed pursuant to subclause 4.2.1.1, upon the Constituent Council withdrawing from the Authority.
- 4.2.7 The Board may by a two-thirds majority vote of the Board Members present (excluding the Board Member subject to this subclause 4.2.7) make a recommendation to the relevant Constituent Council requesting the Constituent Council to terminate the appointment of a Board Member that it has appointed under subclause 4.2.1.1 or, to all of the Constituent Councils to terminate the appointment of a Board Member appointed under subclause 4.2.1.2 for:
- 4.2.7.1 any behaviour of the Board Member which, in the opinion of the Board, amounts to impropriety and includes, but is not limited to, a breach of the Member's obligations under the Act;
- 4.2.7.2 serious neglect of duty in attending to his/her responsibilities as a Board Member;
- 4.2.7.3 breach of fiduciary duty to the Authority;
- 4.2.7.4 breach of the duty of confidentiality to the Authority; or
- 4.2.7.5 any other behaviour which, in the opinion of the Board, may discredit the Authority.
- 4.2.8 If any casual vacancy occurs in the membership of the Board it will be filled in the same manner as the original appointment for the balance of the term of the original appointment.
- 4.2.9 The Board Member appointed pursuant to subclause 4.2.1.2 shall be eligible for an allowance from the funds of the Authority as the Board shall determine from time to time.
- 4.3 *Propriety of Members of the Board*
- 4.3.1 Whilst all Board Members must comply with their statutory obligations under the Act, only the Board Members appointed pursuant to subclause 4.2.1.2 are required to comply with Division 2, Part 4 (Register of Interests) of Chapter 5 of the Act.
- 4.4 *Chair of the Board*
- 4.4.1 The Chair of the Board shall be a person appointed pursuant to subclause 4.2.1.2 and shall hold office for a term of three years, unless he/she resigns, is removed from office pursuant to subclause 4.2.6 or, is otherwise no longer eligible to act as a Board Member.
- 4.4.2 Subject to Clause 4.2.3, the Chair is eligible for re-appointment at the expiration of the term of office. The decision regarding re-appointment is made by the panel formed pursuant to subclause 4.2.1.2.
- 4.4.3 The Board will choose a person appointed pursuant to subclause 4.2.1.1 or 4.2.1.2 to be the Deputy Chair of the Board for a term determined by the Board.
- 4.4.4 In the event of the Chair being absent from a meeting, the Deputy Chair shall preside and in the event of both the Chair and the Deputy Chair being absent from a meeting, the Board Members present shall appoint a person from amongst themselves to chair the meeting.
- 4.4.5 In the event that the Chair either resigns or is no longer eligible to act as a Board Member prior to the expiration of their term, the Deputy Chair shall hold office until a further appointment is made pursuant to subclause 4.2.1.2 whereupon the person so appointed will hold office for the duration of the original appointment. The Deputy Chair is not entitled to any allowance that is paid to the Chair whilst acting in the office of the Chair.
- 4.5 *Meetings of the Board*
- 4.5.1 Subject to the requirements of Schedule 2 to the Act, this Charter and any direction of the Constituent Councils, the Board must determine its own meeting procedures for the proceedings and conduct of all Board meetings and set them out in a Code of Practice for Meetings which shall be reviewed every two years.
- 4.5.2 Ordinary meetings of the Board must take place at such times and places as may be fixed by the Board or the Chief Executive Officer of the Authority from time to time. There shall be at least six ordinary meeting of the Board held in each financial year. Meetings shall not be held before 5 p.m. unless the Board resolves otherwise by resolution supported unanimously by all of the Board Members present at the meeting which determines the issue.
- 4.5.3 An ordinary meeting of the Board will constitute an ordinary meeting of the Authority.
- 4.5.4 Notice of ordinary meetings of the Board must be given by the Chief Executive Officer to each Board Member in the same manner as notice is given by a Chief Executive Officer of a council for an ordinary meeting of a council and for these purposes Section 83 of the Act extends to the Authority as if it were a council.
- 4.5.5 Any Constituent Council or Board Member may by delivering a written request to the Chief Executive Officer of the Authority require a special meeting of the Board to be held. The request will only be valid if it is accompanied by the agenda for the special meeting. On receipt of the request the Chief Executive Officer shall send a notice of the special meeting to all Board Members at least 24 hours prior to the commencement of the special meeting. Such notice shall comply with subclauses 4.5.7 and 4.5.9 of this Charter.
- 4.5.6 The quorum for a meeting of the Board is one-half of the members in office, ignoring any fraction plus one.
- 4.5.7 Each Board Member present at a Board Meeting, excluding the Chairperson, is entitled to vote on a matter. All matters for decision at a meeting of the Board will be decided by a simple majority of votes of the Board Members present and entitled to vote on the matter except where this Charter provides otherwise. In the event that the votes are equal the Chairperson may exercise a casting vote.

- 4.5.8 Subject to complying with their statutory obligations, all Board Members present at a meeting shall vote.
- 4.5.9 Chapter 6, Part 3 of the Act does not apply to the Authority. Meetings of the Board will not be open to the public unless the Board otherwise resolves.
- 4.5.10 Each Board Member must be supplied with a copy of all minutes of the proceedings of a meeting within five days of the meeting.
- 4.5.11 Prior to the conclusion of each meeting of the Board, the Board must identify which agenda items considered by the Board at that meeting will be the subject of an information report to the Constituent Councils.

### **PART III: BUSINESS & FINANCIAL REQUIREMENTS**

#### **5. STAFF**

- 5.1 The Board must appoint a Chief Executive Officer of the Authority to manage the business of the Authority on terms determined by the Board, acting reasonably. The Chief Executive Officer may be a natural person or a body corporate.
- 5.2 The Chief Executive Officer shall cause records to be kept of the business and financial affairs of the Authority in accordance with this Charter.
- 5.3 In the absence or likely absence of the Chief Executive Officer for any period exceeding two weeks, a suitable person to act in the position of Chief Executive Officer of the Authority must be appointed by the Chief Executive Officer after consultation with the Chair or, in default, by the Chair.
- 5.4 The Chief Executive Officer is responsible for the day to day management of the Authority and will ensure that sound business and human resource management practices are applied in the efficient and effective management of the operations of the Authority.
- 5.5 The functions of the Chief Executive Officer shall be specified in the terms and conditions of appointment and shall include but not be limited to:
  - 5.5.1 attending at all meetings of the Board unless excluded by resolution of the Board;
  - 5.5.2 ensuring that lawful decisions of the Board are implemented in a timely and efficient manner;
  - 5.5.3 providing information to assist the Board to assess the Authority's performance against its Strategic and business plans;
  - 5.5.4 appointing, managing, suspending and dismissing other employees of the Authority;
  - 5.5.5 determining the conditions of employment of employees of the Authority, within budgetary constraints set by the Board;
  - 5.5.6 providing advice and reports to the Board on the exercise and performance of the powers and functions under this Charter or any Act;
  - 5.5.7 ensuring that the Authority is at all times complying with all relevant statutory obligations;
  - 5.5.8 co-ordinating and initiating proposals for consideration of the Board including but not limited to continuing improvement of the operations of the Authority;
  - 5.5.9 ensuring that the assets and resources of the Authority are properly managed and maintained;
  - 5.5.10 ensuring that records required under the Act or any other legislation are properly kept and maintained;
  - 5.5.11 exercising, performing or discharging other powers, functions or duties conferred on the Chief Executive Officer by or under the Act or any other Act, and performing other functions lawfully directed by the Board;
  - 5.5.12 achieving financial outcomes in accordance with adopted plans and the Budget of the Authority;
  - 5.5.13 inviting any person to attend at a meeting of the Board to act in an advisory capacity; and
  - 5.5.14 providing reports to the Constituent Councils in accordance with subclause 4.5.11.
- 5.6 The Chief Executive Officer may delegate or sub-delegate to an employee of the Authority any power or function vested in the Chief Executive Officer or, in the case of a sub-delegation, any power delegated to the office by the Board. A delegation or sub-delegation by Chief Executive Officer may be subject to any conditions or limitations as determined by the Chief Executive Officer.
- 5.7 A written record of all delegations and sub-delegations must be kept by the Chief Executive Officer.
- 5.8 The Chief Executive Officer and any other officer declared by the Board to be subject to this provision is required to comply with Division 2 of Part 4 of Chapter 7 (Register of Interests) of the Act. Section 118 (Inspection of Register) of the Act and Section 119 (Restrictions on disclosure) of the Act will apply in respect of the returns furnished by officers of the Authority.

#### **6. MANAGEMENT**

- 6.1 *Financial Management*
  - 6.1.1 The Authority must ensure that appropriate policies, practices and procedures of internal control are implemented and maintained in order to assist it to carry out its activities in an efficient and orderly manner to achieve its objectives, to ensure adherence to management policies, to safeguard its assets and to secure (as far as possible) the accuracy and reliability of its records.
  - 6.1.2 The Authority must establish and maintain a bank account with such banking facilities and at a bank to be determined by the Board.
  - 6.1.3 Any cheques must be signed by two persons authorised by resolution of the Board. Any payments made by Electronic Funds Transfer must be made in accordance with procedures which have received the prior written approval of the Board.
  - 6.1.4 The Chief Executive Officer must act prudently in the handling of all financial transactions for the Authority and must provide quarterly financial and corporate reports to the Board.
  - 6.1.5 The Authority's books of account are available for inspection by any Board Member or authorised representative of any Constituent Council at any reasonable time on request.
- 6.2 *Borrowings and Expenditure*
  - 6.2.1 The Authority has the power to incur expenditure and/or to borrow money:
    - 6.2.1.1 in accordance with the Budget of the Authority; or
    - 6.2.1.2 pursuant to the provisions of subclauses 2.3.4 and 6.2.4 of this Charter; or



- 6.2.1.3 with the prior approval of two-thirds of the Constituent Councils for amounts which do not exceed 25% of the value of the net assets of the Authority and with the prior approval of all the Constituent Councils for other amounts, which approval must be evidenced by formal resolution of the Councils, or
- 6.2.1.4 otherwise for genuine emergency or hardship.
- 6.2.2 For the purpose of exercising the powers at Clause 6.2.1 of this Charter the Authority may borrow money from the Local Government Finance Authority or from a registered bank or financial institution within Australia.
- 6.2.3 For the purposes of Clause 6.2.2 but subject to this Charter borrowings of the Authority:
- 6.2.3.1 must not be used for the purpose of funding operational costs; and
- 6.2.3.2 where the borrowings are undertaken with the prior approval of the Constituent Councils, must be drawn down within a period of twenty-four months from the date of approval.
- 6.2.4 The Authority may operate an overdraft facility or facilities as required provided that the overdrawn balance must not exceed \$100,000 or the amount set out in the annual business plan, whichever is the greater, without the prior approval of two-thirds of the Constituent Councils.
- 6.3 *Audit*
- 6.3.1 The Authority shall appoint an auditor in accordance with the *Local Government (Financial Management) Regulations 2011*, on terms and conditions set by the Board.
- 6.4 *Strategic Plan*
- The Authority shall:
- 6.4.1 prepare a five-year Strategic Plan linking the core business activities of the Authority to strategic, operational and organisational requirements with supporting financial projections setting out the estimates of revenue and expenditure as necessary for the period; and
- 6.4.2 review the Strategic Plan annually; and
- 6.4.3 consult with the Constituent Councils prior to adopting or amending the Strategic Plan.
- 6.5 *Annual Business Plan and Budget*
- 6.5.1 The Authority shall, after 31 May but before the end of June in each financial year, prepare and adopt an annual business plan and Budget for the ensuing financial year in accordance with the Act.
- 6.5.2 The draft annual business plan and the draft Budget must be referred to the Constituent Councils with sufficient time to receive any comments from the Councils for consideration by the Board at the time it is considered by the Board for adoption.
- 6.5.3 For the purposes of subclause 6.5.2, a Constituent Council may comment in writing to the Chief Executive Officer on the draft annual business plan and draft Budget but may only do so at least five business days before the Board meeting at which it will be considered
- 6.5.4 The Authority must provide a copy of its annual business plan and Budget to the Constituent Councils within five business days after adoption by the Board.
- 6.5.5 Reports summarising the financial position and performance of the Authority against the annual business plan and the Budget shall be prepared and presented to the Board every three calendar months and copies provided to the Constituent Councils within five days of the Board meeting to which they have been presented.
- 6.6 *Reporting*
- 6.6.1 The Authority must submit to the Constituent Councils by 30 September in each year in respect of the immediately preceding financial year, a report on the work and operations of the Authority detailing achievement of the aims and objectives of its Business Plan and incorporating the audited Financial Statements of the Authority and any other information or reports required by the Constituent Councils.
- 6.6.2 The Board shall present a balance sheet and full financial report to the Constituent Councils at the end of each financial year.
- 7. MISCELLANEOUS**
- 7.1 *Equitable Interest*
- 7.1.1 Subject to subclause 7.1.2 the equitable interest of the Constituent Councils in the Authority is agreed as follows:
- 7.1.1.1 City of Holdfast Bay: 15%.
- 7.1.1.2 City of Marion: 30%.
- 7.1.1.3 City of Onkaparinga: 55%.
- 7.1.2 The equitable interests of the Constituent Councils in the Authority as set out at subclause 7.1.1 may be varied by agreement of the Constituent Councils and will be varied where a new Constituent Council or Councils is admitted to or and existing Constituent Council withdraws from the Authority pursuant to Clause 3.1.
- 7.2 *Insurance Requirements*
- 7.2.1 The Authority shall register with the Local Government Mutual Liability Scheme and comply with the Rules of that Scheme.
- 7.2.2 The Authority shall advise Local Government Risk Management Services of its insurance requirements relating to Local Government Special Risks including buildings, structures, vehicles and equipment under the management, care and control of the Authority.
- 7.2.3 The Authority must register with the Local Government Workers Compensation Scheme and comply with the Rules of that Scheme.
- 7.3 *Winding Up and Statutory Guarantee*
- 7.3.1 On winding up of the Authority, the surplus assets or liabilities of the Authority, as the case may be, shall be distributed between or becomes the responsibility of the Constituent Councils in the same proportion as their equitable interest in the Authority in accordance with subclause 7.1.
- 7.3.2 If there are insufficient funds to pay all expenses due by the Authority on winding up (or at any other time there are unfunded liabilities which the Authority cannot meet), the Constituent Councils must financially contribute in proportion to their equity share for the purpose of satisfying their statutory guarantee of the liabilities of the Authority.

7.4 *Common Seal*

- 7.4.1 The Authority will have a common seal, which may be affixed to documents requiring execution under seal and where affixed must be witnessed by two Board Members or where authority has been conferred by instrument executed under the common seal of the Authority, by the Chair of the Board and the Chief Executive Officer.
- 7.4.2 The common seal must not be affixed to a document except to give effect to a resolution of the Board.
- 7.4.3 The Chief Executive Officer must maintain a register which records the resolutions of the Board giving authority to affix the common seal and details of the documents to which the common seal has been affixed with the particulars of persons who witnessed the fixing of the seal and the date that the seal was affixed.

**8. DISPUTE RESOLUTION**

8.1 About this Clause:

- 8.1.1 The procedure in this Clause must be applied to any dispute that arises between the Authority and a Constituent Council concerning the affairs of the Authority, or between Constituent Councils concerning the affairs of the Authority, including as to the meaning or effect of this Charter.
- 8.1.2 The Authority and a Constituent Council must continue to observe and perform this Charter despite the dispute.
- 8.1.3 This Clause does not prejudice the right of a party:
  - 8.1.3.1 to require the continuing observance and performance of this Charter by all parties; or
  - 8.1.3.2 to institute proceedings to enforce payment due under this Charter or to seek injunctive relief to prevent immediate and irreparable harm.
- 8.1.4 Subject to this Clause, a dispute must not be the subject of legal proceedings between any of the parties in dispute. If legal proceedings are initiated or continued in breach of this provision, a party to the dispute is entitled to apply for and be granted an order of the court adjourning those proceedings pending completion of the procedure set out in this Clause.

8.2 **Dispute Resolution Process**

- 8.2.1 The Constituent Councils and the Authority agree to work together in good faith to resolve any matter requiring their direction or resolution.
- 8.2.2 A party to the dispute must promptly notify each other party to the dispute:
  - 8.2.2.1 of the nature of the dispute, giving reasonable details; and
  - 8.2.2.2 what action (if any) the party giving notice thinks will resolve the dispute; but a failure to give such notice does not entitle any other party to damages.
- 8.2.3 Upon receipt of a notice under subclause 8.2.2, the parties to a dispute may agree to refer the dispute for mediation by a mediator agreed by the parties or, if no agreement can be reached, a mediator nominated by the then President of the of the South Australian Bar Association (or equivalent officer of any successor organisation). The cost of any mediation are to be borne by the parties to the dispute in equal shares.
- 8.2.4 Where the parties are unable to resolve a matter (including by way of any mediation process) within ninety (90) days of the matter being presented to them, the matter will be referred for arbitration in accordance with this Clause 8.2.
- 8.2.5 There must be only one arbitrator who must be a natural person agreed by the parties or, if they cannot agree within fourteen business days, an arbitrator nominated by the then Chairperson of the Resolution Institute.
- 8.2.6 The role of the arbitrator is to resolve the dispute and make decisions binding on the parties; The arbitration must take place in a location in Adelaide determined by the arbitrator.
- 8.2.7 A party must cooperate in arranging and expediting arbitration.
- 8.2.8 A party must send to the arbitration a senior manager with authority to resolve the dispute.
- 8.2.9 The parties may provide evidence and given written and verbal submissions to the arbitrator within the time set by the arbitrator.
- 8.2.10 The arbitrator must:
  - 8.2.10.1 consider the evidence and submissions, decide the dispute; and
  - 8.2.10.2 give written reasons to each party.
- 8.2.11 Subject to this Clause, the arbitration must take place in accordance with the provisions of the *Commercial Arbitration Act 2011* or subject to this Clause, the arbitrator must fix the rules of arbitration.
- 8.2.12 The costs and expenses of the arbitrator and of each party must be borne as the arbitrator decides.

**9. CIRCUMSTANCES NOT PROVIDED FOR**

If any circumstances arise about which this Charter is silent, incapable of taking effect or being implemented according to its strict provisions, the Board has the power to consider the circumstance and determine the action to be taken.

Dated: 6 June 2024

CHRIS ADAMS  
Chief Executive Officer

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