

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**

25 June 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 – Councillor W Miller

5.2 Absent

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 11 June 2024 be taken as read and confirmed.

9. Public Presentations

9.1 Petitions

9.1.1 Budget for 2024/25 – In Support of the Transforming Jetty Road Project and Rate Increase (Report No: 203/24)

9.2 Presentations - Nil



- 9.3 **Deputations**
 - 9.1.1 Annual Business Plan Consultation
Mayor Wilson has approved a deputation from the Mr Maurice Dunstall, President Holdfast Bay Residents Alliance regarding the Annual Business Plan consultation.
 - 9.1.2 Consultation on the Funding Model for the Transforming Jetty Road Project
Mayor Wilson has approved a deputation from Mr David Cruickshanks-Boyd, President 5049 Coastal Community regarding the consultation on the funding model for the Transforming Jetty Road Project.
 - 9.1.3 Jetty Road Glenelg Upgrades
Mayor Wilson has approved a deputation from Ms Gilia Martin, Chair Jetty Road Mainstreet Committee regarding the Jetty Road Glenelg upgrades.

- 10. Questions by Members**
 - 10.1 **Without Notice**
 - 10.2 **On Notice**
 - 10.2.1 Villawood Development – Councillor Lindop (Report No: 209/24)
 - 10.2.2 Tram Grade Separation Works – Councillor Lindop (Report No: 208/24)
 - 10.2.3 Public Consultation – Councillor Bradshaw (Report No: 211/24)
 - 10.2.4 Jetty Road Glenelg Ground Penetrating Works – Councillor Bradshaw (Report No: 213/24)

- 11. Member’s Activity Reports - Nil**

- 12. Motions on Notice**
 - 12.1 Active Journey Options for Paringa Primary School – Councillor Venning (Report No: 214/24)

- 13. Adjourned Matters – Nil**

- 14. Reports of Management Committees and Subsidiaries**
 - 14.1 Information Report – Southern Region Waste Resource Authority Board Meeting – 27 May 2024 (Report No: 200/24)
 - 14.2 Minutes – Alwyndor Management Committee – 30 May 2024 (Report No: 193/24)
 - 14.3 Minutes - Jetty Road Mainstreet Committee – 5 June 2024 (Report No: 191/24)
 - 14.4 Minutes – Audit and Risk Committee – 12 June 2024 (Report No: 201/24)

- 15. Reports by Officers**
 - 15.1 Items in Brief (Report No: 202/24)
 - 15.2 Adoption of 2024-25 Annual Business Plan and Long-Term Financial Plan 2024-34 (Report No: 212/24)
 - 15.3 2024-25 Budget Adoption (Report No: 205/24)



- 15.4 2024-25 Rate Declaration (Report No: 204/24)
- 15.5 Monthly Financial Report – As At 31 May 2024 (Report No: 199/24)
- 15.6 Dog and Cat Management (Breeder Reforms) Amendment Bill 2024 (Report No: 192/24)
- 15.7 Council Financial Hardship Policy and Procedure (Report No:206/24)
- 15.8 Review of Items Held in Confidence (Report No: 194/24)

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 Event Activation (Report No: 190/24)

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:

- g. **matters that must be considered in confidence in order to ensure that the council does not breach any law, order or direction of a court or tribunal constituted by law, any duty of confidence, or other legal obligation or duty;**

- 18.2 Jetty Road Mainstreet Committee Vacant Positions (Report No: 195/24)

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:

- a. **Information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).**

19. Closure

Roberto Bria
Chief Executive Officer

Item No: 9.1

Subject: **PETITION – BUDGET FOR 2024/25 – IN SUPPORT OF THE
TRANSFORMING JETTY ROAD PROJECT AND RATE INCREASE**

Summary

A petition has been received from Ms Gilia Martin, Jetty Road Mainstreet Committee Chair in support of the Transforming Jetty Road Project and rate increase.

The petition states:

“We the undersigned see the long-term economic benefit to Jetty Road and the City of Holdfast Bay of the ‘Transforming Jetty Road’ project. We support the 7.1% increase in rates to facilitate the upgrades essential to the future viability of the precinct”.

Recommendation

That Council notes the petition from Ms Martin regarding the budget for 2024/25 – In support of the Transforming Jetty Road Project and rate increase.

Report

On 14 June 2024, Administration received a petition from Ms Gilia Martin, Jetty Road Mainstreet Committee Chair regarding the budget for 2024/25 – In support of the Transforming Jetty Road Project and rate increase.

Refer Attachment 1

The petition is deemed to be valid, meeting the requirements of the Code of Practice – Meeting Procedures, Regulations 10 (1)-(9). There are 260 signatories which excludes 54 signatures where the address details were not provided in full and therefore unable to be counted as valid signatories.

A full copy of the petition has been made available to Elected Members under a separate cover and is not attached to this agenda item.

Budget

Not applicable

Life Cycle Costs

Not applicable

Strategic Plan

Statutory compliance

Council Policy

City of Holdfast Bay Code of Practice – Meeting Procedures

Statutory Provisions

Local Government Act 1999

Local Government (Procedures at Meetings) Regulations 2013

Written By: Executive Officer and Assistant to the Mayor

Chief Executive Officer: Mr R Bria

Attachment 1

Gilia Martin, Chair of JRMC
54 Jetty Road, Glenelg SA 5045
08 82955669
gilia@attitudesboutique.com.au

14/6/2024

Roberto Bria
Chief Executive Officer
City of Holdfast Bay
24 Jetty Road, Brighton 5048

**Dear Roberto Bria
Chief Executive Officer:**

Please find enclosed the Petition created in support of the Jetty Road Glenelg upgrades.

"We the undersigned see the long-term economic benefit to Jetty Road and the city of Holdfast Bay of the 'Transforming Jetty Road' project. We support the 7.1% increase in rates to facilitate the upgrades essential to the future viability of the precinct".

I request to present a deputation to Council at the June 25th 2024 meeting to the elected members.

Sincerely,



**Gilia Martin
JRMC Chair**

Item No: 10.2.1

Subject: QUESTION ON NOTICE – VILLAWOOD DEVELOPMENT – COUNCILLOR LINDOP

Question

Councillor Lindop asked the following question:

“Could Council Administration please give Council an update on the new Villawood development at Cement Hill?”

In particular, whilst under development what are the requirements to retain water runoff and soil erosion?

Is there any advice from DIT and the developers regarding the predicted traffic flow from the new development? Will the traffic be directed to Brighton Road to access the new estate and is there any proposed traffic investigation at the Scholefield Rd Brighton Road intersection?”

Background

I have had correspondence from residents with concerns of water flooding into Newland Avenue and across Scholefield Road. I have seen photos of brown water and soil running off the Villawood development site.

With the proposed Villawood development creating over 600 new homes, I have had many residents enquire with concerns about the increase of vehicles in the local Holdfast Bay Council area. Particularly what this will mean for the traffic on Scholefield Road, and down Yacca Rd and the side streets in the Seacliff/South Brighton areas.

Answer – Manager, Development Services

Could Council Administration please give Council an update on the new Villawood development at Cement Hill?

The State Commission Assessment Panel (SCAP) issued approval to the Land Division creating 132 Torrens Title allotments with associated public roads and reserves on 24 February 2024. Separate development applications for the construction of the commercial precinct and retaining walls and fencing around the site are currently with the SCAP for assessment.

In particular, whilst under development what are the requirements to retain water run off and soil erosion?

During construction relating to the land division, the SCAP has imposed a number of conditions to deal with the matters of soil runoff and erosion. Specifically, the developer must prepare a Soil Erosion and Drainage Management Plan (SEDMP) in accordance with best practice guidelines of the Environment Protection Authority. The SEDMP must first be approved by the relevant council prior to the commencement of any civil works. The management measures outlined in the approved SEDMP must then be complied with at all times to prevent erosion.

With respect to stormwater, the SCAP imposed a separate condition requiring that the discharge and management of all stormwater from the land shall be managed in accordance with the approved Stormwater Management Plan prepared by TMK Engineers, provided in support of the development application. This obligation is in addition to a SCAP condition requiring that stormwater associated with the development shall not be discharged into any watercourse without the prior written approval of the relevant council.

In a further condition imposed by the Environment Protection Authority, the developer is required to undertake remediation works in accordance with the Construction Environmental Management Plan (CEMP) prepared in support of the development application and must be overseen by a suitably qualified and experienced site contamination consultant.

The site specific SEDMP includes construction of a detention basin on the western side of the site as well as two swales to direct surface flows into this basin. These are a temporary measure that will remain in place during the site construction phases.

The 'brown coloured' water run-off observed occurred during a period between topsoil clearance and construction of the basin and swales. These items have been constructed and no further discoloured run-off has been observed.

Is there any advice from DIT and the developers in regard to the predicted traffic flow from the new development? Will the traffic be directed to Brighton Road to access the new estate and is there any proposed traffic investigation at the Scholefield Rd Brighton Road intersection

The development application was referred to the Department for Infrastructure and Transport (DIT) by the SCAP at the time of assessment. DIT relied on traffic investigations and modelling undertaken by independent traffic engineers, which contained traffic projections. DIT imposed a number of conditions on the development, including that the Ocean Boulevard/Scholefield Road intersection be upgraded to provide a right turn lane on Ocean Boulevard with a total length of 150m to assist with encouraging vehicles to use Brighton Road to access the new estate. DIT also required that the road works shall be designed and constructed to its satisfaction and regulated through a Road Infrastructure Deed, between the developer and the DIT.

Further improvements, such as signalisation at Scholefield Road, are excluded from the Infrastructure Agreement and currently sit with DIT to prioritise and schedule.

Traffic projection volumes on Scholefield Road have been modelled to increase by an estimated 4,000 vehicles per day at completion of all stages of the development (including the commercial development). The additional traffic volume will be a mix of residential commuters and commuters seeking access to the commercial amenities. There is also expected flow-on traffic volume increases in surrounding streets such as Kauri Parade and Newland Avenue.

The potential for additional unintended increases on local streets (rat-running) will be largely driven by the function of the Ocean Boulevard/Scholefield Road intersection and if intersection improvements are progressed.

Item No: 10.2.2

Subject: QUESTION ON NOTICE – TRAM GRADE SEPARATION WORKS –
COUNCILLOR LINDOP

Question

Councillor Lindop asked the following questions:

1. ***“Has DIT given any information to the City of Holdfast Bay Administration regarding the potential time frame of the trams into Glenelg being halted?”***
2. ***“What is the proposed substitute bus route from Marion Road Tram stop to take people into Glenelg?”***
3. ***“Will there be any trams running from Glenelg to the Cross Road tram stop during this time, or will there be a timeframe of no trams in the Jetty Road Glenelg line?”***
4. ***“Is the Holdfast Bay Council Administration proposed Transforming Jetty Road Glenelg project timeline likely to align with the closure of the Tram running into Glenelg?”***
5. ***“Is there any more information regarding the Morphett Road Tram grade separation? Will this be likely to be done at the same time as the Cross Road and Marion Road grade separation or will this mean further tram closes?”***

Background

Given the proposed timing of footpath and stormwater upgrades as part of the Jetty Road, Glenelg project it feels important to know if the timings of the proposed project will align with the DIT Tram closure; due to the impact for both the proposed project works and the effect on the small business in the area.

Currently the DIT website has information regarding the Tram Grade Separation projects that:

“Following extensive investigation work, an overpass has been determined as the best solution to remove the level crossings at Marion Road and Cross Road, Plympton.”

“It is estimated the Glenelg tram line will likely close for between 6 and 9 months. Substitute buses will be in place during this time. This will allow the Marion Road, Cross Road and South Road overpasses to all be constructed at the same time.”

Information on the Morphett Road tram grade separation is currently at the investigation stage, the DIT website reads:

“The Australian and South Australian Governments have committed funding towards planning to investigate the removal of the level crossing where the Glenelg tram line crosses Morphett Road, Morphettville. These works form part of the Tram Grade Separation Projects.”

Information sourced from: [Tram Grade Separation Projects - Department for Infrastructure and Transport - South Australia \(dit.sa.gov.au\)](https://dit.sa.gov.au)

Answer – Project Director, Transforming Jetty Road Project

1. Further to the information provided publicly, DIT are currently undergoing planning to attempt to reduce the closure period to up to six months and to occur around the second half of 2025.
2. Given DIT are still planning the closures, there are no details of the substitute services they will be providing.
3. There will be no trams running along Jetty Road, Glenelg during the tram line closure.
4. While Administration will explore options for the Transforming Jetty Road Glenelg project construction timelines to align as best as possible with the closure of the Tram line, there are several factors to be considered, including:
 - DIT formally appointing their construction partner and DIT completing their planning activities to identify and confirm when the Glenelg tram line will be closed.
 - The timeframe required by the Transforming Jetty Road Project designers, Tonkin Engineering, to complete planning for the Coast and Transition zones.

At this stage, final designs for the Coast and Transition zones will not be completed until after the indicative Glenelg tram line closure period. The timing and extent of tram line closures required by the Transforming Jetty Road project will be clearer once detailed designs are completed and constructability advice is received.

5. No further information was received with respect to the Morphett Road grade separation.

Item No: 10.2.3

Subject: QUESTION ON NOTICE – PUBLIC CONSULTATION – COUNCILLOR
BRADSHAW

Question

Councillor Bradshaw asked the following question:

“Please confirm the total number of emails Elected Members have forwarded to Council and Council have received from residents since 22 May 2024 on Transforming Jetty Road Glenelg, Councils Draft 2024-25 Annual Business Plan and the Long-Term Financial Plan 2024-2034.”

Background

A Council report dated 11 June 2024 indicated Council’s Draft 2024-25 Annual Business Plan and the Long-Term Financial Plan 2024-34 went out to Consultation from 24 April to 17 May 2024. The report indicated a summary of 110 responses were received until 22 May 2024.

Since then, Elected Members have received many emails from residents, with an overwhelming majority expressing concerns about the Council’s proposal to Transform Jetty Road Glenelg.

Answer – Corporate and Service Planning Lead

Between 23 May 2024 and 3.00pm 18 June 2024, there have been 123 new contacts about the Annual Business Plan. Of these, 118 expressed concerns regarding costs, the funding model, and/or project , although many also agreed that an upgrade is required.

Note that:

- As at 3.00pm 18 June 2024, there have been 123 responses provided since the consultation on the Annual Business Plan and Long Term Financial Plan closed on 22 May 2024.
- All of those who provide feedback have received an email to confirm their correspondence has been received. The email also confirms that they will receive a formal response following Council’s consideration of the 2024-25 Annual Business Plan in late June.

Item No: 10.2.4

Subject: QUESTION ON NOTICE – JETTY ROAD GLENELG GROUND PENETRATING WORKS – COUNCILLOR BRADSHAW

Question

Councillor Bradshaw asked the following question:

“Please advise the outcome of the ground penetrating survey work conducted in Jetty Road Glenelg in April 2024.

What was the cost of this survey?”

Background

On 28 March 2024 Council’s Chief Executive Officer advised all Elected Members that from 2 April to 26 April 2024 ground penetrating survey work would be conducted on Jetty Road Glenelg.

It was stated he considered this work is one of the key steps in Council’s due diligence to understand the underground environment.

The survey was necessary in view of the possibility of future works happening in Jetty Road.

Answer – Project Manager, Public Realm and Urban Design

The survey work that was undertaken during April this year is currently being overlaid with the concept design work and will be used in the development of detailed designs for the project to appropriately identify and manage risks.

It may be helpful to understand that the project is in the early stages of identifying construction risks and is still collecting information regarding the site’s civil environment to determine service clash risks beneath the road, where there is space for new underground assets to be installed as well as other risks. The ground penetrating radar work provides one aspect of a three-stage process to identify design and construction risks and to understand where there is space available for new infrastructure to be situated.

Identified risks that will impact on the design outcomes, budget, program and overall scope work will be reported once the impacts have been analysed.

The survey, which was for the entire street, cost \$58,830.

Item No: 12.1

Subject: MOTION ON NOTICE – ACTIVE JOURNEY OPTIONS FOR PARINGA
PRIMARY SCHOOL – COUNCILLOR VENNING

Proposed Motion

Councillor Venning proposed the following motion:

That Administration investigates options to facilitate a student's safe active journey to, and arrival at, Paringa Park Primary School, North Brighton. The investigation to include collaboration with school council representatives and include examining different options as well as indicative costs and available funding sources. That a report be tabled within four months for Council's consideration.

Background

An active journey to school (e.g., walk, ride, scoot) “allows children to learn about their local area, develop social networks, and gain independence”.

Over the past 50 years a decline in the number of students who actively travel to school has been reported: In the 1970s it was estimated to be 8 out of 10 students rode or walked to school, today it is estimated to be 2 out of 10. An active journey to school has been suggested to increase a student's level of physical and cognitive fitness compared with those who do not. In addition, students who actively travel to school are suggested to be 30% more likely to then travel to other neighbourhood destinations actively.

The leadership at Paringa Park Primary School (PPPS), parents, and students are seeking to explore ways to encourage students to ride, walk, and scoot to school. This may include exploring community options like adding bump-outs and/or rain gardens or designating specific bike lanes to make active travel safer and easier. The first step, however, is proposed to be a Bike Kiss-n-Drop. A Bike Kiss-n-Drop will make it safer for parents and students to get in and out of school by removing bikes and scooters from the footpath and road, and therefore reducing congestion at pick up and drop off.

The required location and set up of the proposed Bike Kiss-n-Drop currently exist, as the old vehicle Kiss-n-Drop will be repurposed (off Margaret Ave). The vehicle Kiss-n-Drop was closed in 2022 and council completed remediation work at the time to remove the driveway ramp and replace curbing. While future goggles would have been wonderful here, as it is the driveway ramp and curbing that now needs replacing, these were unavailable at the time. The Education Department, through PPPS, support the re-purposing of the old vehicle Kiss-n-Drop, and money for bike racks and signage within school grounds has been sought.

Item No: 14.1

Subject: **INFORMATION REPORT – SOUTHERN REGION WASTE RESOURCE AUTHORITY BOARD MEETING – 27 MAY 2024**

Summary

The Information Report of the Southern Region Waste Resource Authority Board meeting held 27 May 2024 is provided for information.

Recommendation

That Council notes the Information Report of the Southern Region Waste Resource Authority Board meeting held 27 May 2024.

Background

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 functions of SRWRA include providing and operating waste management services on behalf of the Constituent Councils.

In accordance with Section 4.5.2 of the SRWRA Charter - 2022, there shall be at least six ordinary meetings of the Board held in each financial year.

Furthermore, Section 4.5.11 states that 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.

Report

In accordance with the above, the Information Report from the Board Meeting held on 27 May 2024 is provided for Members' information.

Refer Attachment 1

Budget

Not applicable

Life Cycle Costs

Not applicable

Strategic Plan

A city, economy and community that is resilient and sustainable.

Council Policy

Not applicable

Statutory Provisions

Not applicable

Written By: Executive Assistant to the Chief Executive Officer

Chief Executive Officer: Mr R Bria

Attachment 1

Constituent Council Information Report – Public

Board Meeting: 27 May 2024

Report By: Chief Executive Officer

In accordance with Section 4.5.11 of the Southern Region Waste Resource Authority Regional Subsidiary Charter - 2022, the SRWRA Board identified the following Agenda Items to be the subject of a Public Information Report to the Constituent Councils (Cities of Onkaparinga, Marion, and Holdfast Bay).

Report Name	Report Summary
Budget Review 3 – FY24	The third budget review for the current financial year was presented, with the forecast based on results to March 2024. SRWRA received higher waste volumes than budgeted and a reduction in expenditure, resulting in a revised forecast operating surplus of \$2 million.
Draft Business Plan, Budget & LTFP FY25	<p>The draft Business Plan for FY25 was reviewed by the Board; the plan incorporates actions from the SRWRA Strategic Plan 2019 to 2026 in the areas of WHS, governance, communications and education, buffer land development, and maximising the use of landfill airspace and recovered resources on site.</p> <p>The draft Business Plan was supported by the draft Budget and Long-Term Financial Plan, incorporating the plant and asset management plan, capital project expenditure and forecast gate fees for our Constituent Councils.</p> <p>The draft Business Plan and Budget will be circulated out of session to the Board before it is sent to Constituent Councils for feedback.</p>
Procurement Policy Exemption – Electricity Supply Contract	SRWRA will enter an electricity contract for a period of up to 24 months at a lower rate than the previous year.
Chief Executive Officers Report	<p>The CEO summarised key activities over the last few months.</p> <ul style="list-style-type: none"> SRWRA will undertake a financial viability study of the EcoPark concept, this report will guide the next steps in this proposal.
Risk Management Report	SRWRA provides quarterly risk management reporting to the Audit & Risk Committee and Board, this includes regular reviews of the SRWRA risk register and identification of new and emerging risks.

Constituent Council Information Report – Public

Energy Security	SRWRA is working with an energy consultant to explore best practice power options for supply to all site stakeholders, in a reliable, cost-effective way, implementing power factor correction to ensure optimum use of power purchased. SRWRA will explore the development of a large-scale solar farm.
SRWRA Internal Audit Procurement	<p>SRWRA is working towards implementation of a risk based internal audit program in early FY25, resourced by an external provider and working to a plan developed by our Audit & Risk Committee.</p> <p>SRWRA will undertake a joint procurement exercise for internal audit services with the Adelaide Hills Regional Waste Management Authority, to provide a more attractive service offering for potential candidates and share the work associated with the procurement process.</p>
Procurement Exemptions Request Form	<p>SRWRA has updated our internal controls around procurement exemptions with a two-step approval exemption request form.</p> <p>Procurement exemptions may be granted in line with policy during the year, with a report on all exemptions granted during the preceding twelve months, provided to the Board in November each year.</p>

Item No: 14.2

Subject: MINUTES – ALWYNDOR MANAGEMENT COMMITTEE- 30 MAY 2024

Summary

The minutes of the Alwyndor Management Committee meeting held on 30 May 2024 are provided for information.

Recommendation

1. That the minutes of the Alwyndor Management Committee meeting held on 30 May 2024 be noted.

RETAIN IN CONFIDENCE - Section 91(7) Order

2. That having considered Attachment 2 to Report No: 193/24 Minutes - Alwyndor Management Committee – 30 May 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.
-

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

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 via Audio-visual telecommunications on Thursday 30 May 2024 at 6.30pm.

PRESENT

Elected Members

Councillor Susan Lonie
Councillor Robert Snewin

Independent Members

Mr Kim Cheater- Chair
Ms Julie Bonnici
Ms Joanne Cottle
Prof Judy Searle
Prof Lorraine Sheppard
Ms Trudy Sutton

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

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 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 For Absence
- 3.2 Leave of Absence Nil

4. DECLARATION OF INTEREST

Committee members were reminded to declare any interest before each item.

Action: The Chair requested the Register of Interests is updated to include his appointment as Non-Executive Director to the Board of Australian Unity Limited.

5. CONFIRMATION OF MINUTES

Motion

That the Public and Confidential minutes of the Alwyndor Management Committee held on 24 April 2024 be taken as read and confirmed.

Moved by Ms Julie Bonnici, Seconded by Ms Joanne Cottle

Carried

6. REVIEW OF ACTION ITEMS

6.1 Action Items

Noted

Action# 73 Skills Matrix will be sent for updating by all members.

Action#74 Request that LinkedIn link to the AMC vacancy be sent to all members.

6.2 Annual Work Plan

Noted

7. GENERAL MANAGER REPORT

7.1 General Manager Report (Report No: 09/24)

7.1.1 Consumer Advisory Groups

The summary was noted and will continue updating AMC in a similar summary style of the group's activities. The Chair suggested that AMC members could attend the groups meetings on occasion by invitation.

7.1.2 Federal Budget

Noted

7.1.3 ACQSC Audit – Support at Home

The General Manager provided an update on the follow up audit to the Support at Home October 2023 audit and noted that the outcome had been received and all

requirements are now 'Met'. This means Alwyndor is now 100% compliant across all service delivery areas.

Motion:

That the Alwyndor Management Committee:

- 1. Note the update on the activities of the Consumer Advisory Groups.**
- 2. Note Federal budget information.**
- 3. Note the Aged Care Quality and Safety Commission audit.**

Moved by Cr Susan Lonie, Seconded by Prof Judy Searle

Carried

8. GENERAL MANAGER REPORT – CONFIDENTIAL

8.1 General Manager Report – Confidential (Report No: 10/24)

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: 10/24 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: 10/24 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 Prof Lorraine Sheppard

Carried

Motion:

That the Alwyndor Management Committee:

RETAIN IN CONFIDENCE - Section 91(7) Order

5. **That having considered Agenda Item 8.1 General Manager's Report (Report No: 10/24) 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 Prof Lorraine Sheppard

Carried

8.2 Quality Care Advisory Group Report – Confidential (Report No:13/24)

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:13/24 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: 13/24 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 Trudy Sutton

Carried

Motion:

That the Alwyndor Management Committee:

RETAIN IN CONFIDENCE - Section 91(7) Order

2. That having considered Agenda Item 8.2 Quality Care Advisory Group Report (Report No 13/24) 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 Ms Trudy Sutton

Carried

8.3 Finance Report – Confidential (Report No:12/24)

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:12/24 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: 12/24 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 Prof Lorraine Sheppard, Seconded by Cr Robert Snewin

Carried

Motion:

That the Alwyndor Management Committee:

RETAIN IN CONFIDENCE - Section 91(7) Order

- 2. That having considered Agenda Item 8.3 Finance Report (Report No 12/24) 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 Prof Judy Searle

Carried

8.4 Budget 2024/25 and LTFP Report – Confidential (Report No:11/24)

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: 11/24 in confidence.**
- 1. 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: 11/24 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 Julie Bonnici

Carried

Motion:

That the Alwyndor Management Committee:

RETAIN IN CONFIDENCE - Section 91(7) Order

3. That having considered Agenda Item 8.4 Budget 2024/25 and LTFP Report (Report No:11/24) 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 Julie Bonnici

Carried

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

Nil.

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

The next meeting of the Alwyndor Management Committee will be held on **Thursday 25 July 2024** in the Boardroom Alwyndor, 52 Dunrobin Road, Hove or via Audio-visual telecommunications (to be advised).

11. CLOSURE

The meeting closed at 8.35pm.

CONFIRMED 25 July 2024

CHAIRPERSON

Item No: 14.3

Subject: **MINUTES – JETTY ROAD MAINSTREET COMMITTEE – 5 JUNE 2024**

Summary

The Minutes of the Jetty Road Mainstreet Committee meeting held 5 June 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.

Recommendation

That Council notes the minutes of the Jetty Road Mainstreet Committee of 5 June 2024

Background

The Jetty Road Mainstreet Committee (JRMC) 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 meetings of JRMC held 5 June 2024 are attached for member's 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

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 5 June 2024 at 6.00pm

ELECTED MEMBERS PRESENT

Councillor R Abley
Councillor A Kane

COMMITTEE REPRESENTATIVES PRESENT

Attitudes Boutique, Ms G Martin
Beach Burrito, Mr A Warren (Via Virtual Connection)
Yo-Chi, Ms B Millard (Via Virtual Connection)
Independent Member, Ms S Mills
Independent Member, Mr C Brown

STAFF IN ATTENDANCE

General Manager, Community and Business, Ms M Lock
Manager, City Activation, Ms R Forrest
Jetty Road Development Coordinator, Ms A Klingberg (Via Virtual Connection)
Event Lead, Mr H Colvill

1. OPENING

The Chair, Ms G Martin declared the meeting open at 6.07pm.

2. KAURNA ACKNOWLEDGEMENT

With the opening of the meeting the Chair, Ms G Martin 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: Mr D Murphy Mr T Beatrice, Mr C Morley, Mr A Fotopoulos

3.2 Absent

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 1 May 2024 to be taken as read and confirmed.

Moved Councillor Abley, Seconded Councillor Kane

Carried

6. QUESTIONS BY MEMBERS

6.1 **Without Notice:** Nil

6.2 **With Notice:** Nil

7. PRESENTATIONS:

7.1 City of Holdfast Bay Economic Development Strategy

Ms M Lock, General Manager Community and Business provided an update on the City of Holdfast Bay Economic Development Strategy.

7.2 Adelaide Economic Development Agency Business Summit

Councillor Abley provided an update on the Adelaide Economic Development Agency Business Summit she attended on Wednesday 22 May 2024

8. REPORTS/ITEMS OF BUSINESS

8.1 Jetty Road Events Update (Report No: 162/24)

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 S Mills, Seconded Councillor Kane

Carried

8.2 Ice Cream Festival (Report No: 163/24)

The third Glenelg Ice Cream Festival was held Friday 12 January 2024, the evening before the race stage start for the Santos Tour Down Under (Health Partners Women's Stage 2: Glenelg to Stirling). Attendance exceeded 35,000 over the course of the evening event, with the 2024 Festival being the most successful to date.

Motion

That the Jetty Road Mainstreet Committee notes this report.

Moved Councillor Abley, Seconded Councillor Kane

Carried

8.3 **Jetty Road Mainstreet Committee Vacancies** (Report No: 164/24)

The Jetty Road Mainstreet Committee (JRM) comprises of up to 13 persons who are a mix of Jetty Road Mainstreet Precinct business owners, commercial property owners (nine persons) and Elected Members of Council (two persons) and, if the Committee wishes to do so, independent members (two persons).

Following the resignation of two trader representatives, there are two vacancies on the Committee. In line with section 7.11 of the Jetty Road Mainstreet Committee Terms of Reference, the Council shall, if it deems fit, appoint another person to the Committee on such terms as it seems fit.

This report seeks the appointment of a JRM and Elected Member to the Selection Panel to fill the vacancies for the remainder of the current term to 31 March 2025.

Motion

That the Jetty Road Mainstreet Committee:

1. **notes this report;**
2. **acknowledges the service of the outgoing JRM members; and**
3. **endorses Councillor Abley and Chris Morley to the Selection Panel in accordance with the JRM Terms of Reference.**

Moved C Brown, Seconded S Mills

Carried

8.4 **Marketing Report** (Report No: 166/24)

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.

Moved Councillor Abley, Seconded Councillor Kane

Carried

8.5 **Monthly Finance Report**

(Report No: 165/24)

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

Motion

That the Jetty Road Mainstreet Committee notes this report.

Moved C Brown, Seconded B Millard

Carried

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

9.1. Councillor Abley encouraged all to attend in the gallery of the Council Meeting, scheduled 25 June 2024 at the Brighton Civic Centre where the budget will be considered for endorsement.

9.2. G Martin, JRMC Chair on behalf of the JRMC thanked outgoing JRMC members, Ms S Smith and Mr A Chhoy for their time on the JRMC Committee.

10. DATE AND TIME OF NEXT MEETING

The next meeting of the Jetty Road Mainstreet Committee will be held on Wednesday 3 July 2024 to commence at 6.00pm in the Mayor's Parlour Glenelg Town Hall.

11. CLOSURE

The meeting closed at 7.03pm.

CONFIRMED 3 July 2024

CHAIR

Item No: 14.4

Subject: MINUTES – AUDIT AND RISK COMMITTEE – 12 JUNE 2024

Summary

The minutes of the meeting of the Audit and Risk Committee held 12 June 2024 are presented to Council for information.

In addition, the Committee's annual report to Council is provided for endorsement.

Recommendation

That Council notes the minutes of the meeting of the Audit and Risk Committee of 12 June 2024, namely that the Audit and Risk Committee:

1. advises Council it has received and considered a Standing Items Report addressing:
 - Monthly Financial Statements
 - Risk Management and Internal Control
 - External Audit
 - Public Interest Disclosures
 - Economy and Efficiency Audits
 - Audit and Risk Committee Meeting Schedule 2024;
2. notes the results of the consultation and recommended responses related to the Draft 2024-25 Annual Business Plan and draft Long Term Financial Plan 2024-2034 including the feedback on the Transforming Jetty Road Project and funding model;
3. notes the following adjustments made to the draft 2024-25 budget, which will be included in the updated 2024-25 Annual Business Plan and Budget to be presented to Council for adoption;

For Municipal Operations:

- Rate growth from newly created and developed properties has increased from 0.5% to 0.95%
- The operating surplus has increased from \$958,677 to \$1,192,677
- The operating surplus ratio has increased from 1.7% to 2.1%
- The requirement for new borrowings has reduced from \$11.095 million to \$10.909 million

For Alwyndor Operations:

- The operating surplus has decreased from \$617,490 to \$577,088
- The operating surplus ratio has decreased from 1.3% to 1.2%
- The net financial ratio has decreased from 37% to 36%
- The asset sustainability ratio has decreased from 72% to 70%;

4. **notes that the Draft 2024-25 Annual Business Plan and Budget and Long-Term Financial Plan 2024-2034 satisfies Council’s financial sustainability and performance measures and supports its presentation to Council for adoption;**
 5. **supports the:**
 - **Council Financial Hardship Policy**
 - **Council Rating Policy****to be considered by Council for adoption; and notes the organisational Financial Hardship Procedure; and**
 6. **provides an annual report of the Committee’s activities for 2023-24 for Council’s endorsement.**
-

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 minutes of the meeting of the Audit and Risk Committee held 12 June 2024 are attached for Members’ information.

Refer Attachment 1

Following changes to the *Local Government Act 1999*, section 126(9) of the Act now requires the Audit and Risk Committee to provide an annual report to Council, providing an overview of the business undertaken during the previous twelve months. A report is included as Attachment 2 to this report for Council’s consideration.

Refer Attachment 2

An annual report is required to be included in the Council’s Annual Report for the relevant financial year.

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

Written By: Executive Assistant, Strategy and Corporate

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 12 June 2024 at 6:00pm.

PRESENT

Members

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

Staff

Chief Executive Officer – Mr R Bria
A/General Manager Strategy and Corporate – Ms S Wachtel
Manager Finance – Mr C Blunt
Manager Strategy and Governance – Ms A Karzek

Guests

Ms Janna Burnham, Partner, Galpins
Ms Danika Brown, Analyst (Internal Audit), 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
- 3.2 Absent

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 on 15 April 2024 be taken as read and confirmed.

Moved by D Powell, Seconded by C Garrett

Carried

6. ACTION ITEMS

Nil

7. PRESENTATIONS

7.1 Nil

8. REPORTS BY OFFICERS**8.1 Standing Items (Report No: 173/24)**

The Audit and Risk Committee is 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 (Report No: 168/24)

The Internal Audit Program for 2023-24 is well underway and a report regarding each audit was provided.

In addition, the 'Audit Recommendations Outstanding Actions Update' was attached in three parts, highlighting those actions that are either completed, in progress or not yet implemented.

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

Moved C Garrett, Seconded P Davies

Carried**8.3 Risk Report – June 2024 (Report No: 169/24)**

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 C Garrett

Carried**8.4 Draft 2024-25 Annual Business Plan and Long Term Financial Plan 2023-34 Community Engagement Results (Report No: 183/24)**

At its meeting on 23 April 2024, Council resolved to release the Draft 2024-25 Annual Business Plan and the Long Term Financial Plan 2024-34 for consultation. The consultation period for both plans was from 24 April to 17 May 2024.

The Draft 2024-25 Annual Business Plan included the strategically and financially significant project to transform Jetty Road Glenelg. The Project's Prudential Report had identified funding as a key risk (specifically, that Council required a funding model to fund the project) and recommended community engagement on a funding mechanism.

Historically, response rates to Annual Business Plan consultations are low. Given this, a statistically reliable survey was commissioned from Intuito Market Research, to ensure Council had additional information regarding community sentiment about the project and, specifically, the funding model being proposed. The survey was undertaken between 24 April and 17 May 2024, during the consultation period.

While the survey returned high levels of support for the project and more support than not for the funding model, the consultation feedback raised a range of concerns about debt levels, who should pay and Council's ongoing sustainability. In response to these concerns, an independent review was commissioned from Galpins (Accountants, Auditors and Business Consultants). This review (which is provided as an attachment herein) confirmed the underlying assumptions as being appropriate and found that there is no threat to Council's sustainability from the proposed funding model.

A workshop was held on 4 June 2024, at which the results of the consultation and survey were provided to the Elected Members and Council will be considering this consultation feedback on 11 June 2024. Outcomes from that

Council meeting will be provided to the Audit and Risk Committee meeting on 12 June 2024. This report provides information for the Committee to consider the 2023-24 Annual Business Plan and Budget and Long Term Financial Plan 2024-34 to see if this satisfies Council's financial sustainability and performance measures.

The final 2024-25 Annual Business Plan is scheduled to be provided for Council consideration at its meeting on 25 June 2024.

Motion

That the Audit and Risk Committee:

- 1. notes the results of the consultation and recommended responses related to the Draft 2024-25 Annual Business Plan and draft Long Term Financial Plan 2024-34 including the feedback on the Transforming Jetty Road Project and funding model; and**
- 2. notes the following adjustments made to the draft 2024-25 budget, which will be included in the updated 2024-25 Annual Business Plan and Budget to be presented to Council for adoption.**

For Municipal Operations:

- Rate growth from newly created and developed properties has increased from 0.5% to 0.95%.**
- The operating surplus has increased from \$958,677 to \$1,192,677.**
- The operating surplus ratio has increased from 1.7% to 2.1%.**
- The requirement for new borrowings has reduced from \$11.095 million to \$10.909 million.**

For Alwyndor Operations:

- The operating surplus has decreased from \$617,490 to \$577,088.**
 - The operating surplus ratio has decreased from 1.3% to 1.2%.**
 - The net financial ratio has decreased from 37% to 36%.**
 - The asset sustainability ratio has decreased from 72% to 70%.**
- 3. notes that the Draft 2024-25 Annual Business Plan and Budget and Long Term Financial Plan 2024-34 satisfies Council's financial sustainability and performance measures and supports its presentation to Council for adoption.**

Moved C Garrett, Seconded D Powell

Carried

8.5 Annual Business Continuity Report (Report No: 170/24)

This report provides an annual review of the business continuity management undertaken at the City of Holdfast Bay.

The purpose of business continuity planning is to formalise the commitment to business continuity management and to ensure critical services to the community are resumed as soon as possible in the event of a disruptive incident, crisis or emergency.

Business Continuity Planning, as per the international standard *ISO 22301:2012 Societal Security Business Continuity Management Systems – requirements and guidance*, reflects excellence in governance and is an important component of the broader risk management program.

Motion

That the Audit and Risk Committee notes this report.

Moved D Powell, Seconded C Garrett

Carried

8.6 **Financial Hardship Policy and Procedure, and Rates Policy** (Report No: 172/24)

Council has maintained a Financial Hardship Policy for a number of years, the provisions of which have historically had limited up-take.

However, uncommon macro-economic conditions are creating cost pressures, which in turn have the potential to create financial challenges even in affluent suburbs. In response to potentially increasing financial challenges faced by some members of our community at this time, a revised Financial Hardship Policy and an Organisational Financial Hardship Procedure have been prepared. These documents aim to provide practical support and relief to those experiencing financial or personal difficulties.

The existing Rating Policy, which is updated annually as part of the rate declaration process, has also been amended to align with the new approved policy template format.

Motion

That the Audit and Risk Committee:

1. supports the:

- **Council Financial Hardship Policy (Attachment 2)**
- **Council Rating Policy (Attachment 4)**

to be considered by Council for adoption; and

2. notes the organisational Financial Hardship Procedure (Attachment 3).

Moved P Davies, Seconded C Garrett

Carried

8.7 **2023-24 Audit and Risk Committee Annual Report to Council** (Report No: 171/24)

Following changes to the *Local Government Act 1999*, section 126(9) of the Act now requires the Audit and Risk Committee to provide an annual report to Council, providing an overview of the business undertaken during the previous twelve months.

This annual report is required to be included in the Council's Annual Report for the relevant financial year.

Motion

That the Audit and Risk Committee endorses this report as an accurate representation of its activities over the 2023-24 financial year, for presentation to Council and inclusion in Council's Annual Report for that period.

Moved P Davies, Seconded D Powell

Carried

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

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

The next meeting of the Audit and Risk Committee will be held on Wednesday 14 August 2024 in the Kingston Room, Civic Centre, 24 Jetty Road, Brighton.

12. **CLOSURE**

The Meeting closed at 7.27pm.

CONFIRMED 14 August 2024

PRESIDING MEMBER

Attachment 2

Audit and Risk Committee

2023-24 Annual Report to Council

Background

With effect from 30 November 2023 and pursuant to section 126(9) of the *Local Government Act 1999*, changes were introduced requiring Council to 'ensure that the annual report of its audit and risk committee is included in its annual report.'

This report presents to Council, the Audit and Risk Committee's annual work plan for the financial year 2023-24.

As per the Terms of Reference, the role of this Committee is to 'provide suggestions and recommendations to Council on matters relating to financial governance', including:

- financial reporting
- strategic management plans and the annual business plan
- internal controls and risk management systems
- public interest disclosures
- internal and external audits
- economy and efficiency audits and reporting responsibilities.

To ensure that the Committee acts appropriately and meets the requirements of the Local Government Act, the Terms of Reference are reviewed, with amendments as needed each year.

Report

Work Program 2023-24

The Audit and Risk Committee is required to meet at least quarterly throughout the year, however for 2023-24, seven meetings were held.

The regular quarterly meetings were held, plus three special meetings relating to:

- a review of key frameworks, including policy development, project management, prioritisation and service reviews (November 2023);
- the Jetty Road Masterplan (February 2024); and
- the draft Annual Business Plan / Long Term Financial Plan (April 2024).

Regular Quarterly Reporting

Progress reports relating to a number of key topics are provided quarterly. These include standing items, risk management and internal audit reporting.

Reporting on Standing Items provides updates against a range of matters, including:

- Monthly Financial Statements
- External Audits
- Public Interest Disclosures
- Economy and Efficiency Audits
- Council Recommendations
- Audit and Risk Committee Meeting Schedule

Key discussions relating to 'standing items' during 2023-24 included:

- detailed budget reviews
- quarterly financial statements and reporting
- external auditors feedback the financial statements
- one public interest disclosure matter relating to volunteer conduct
- one complaint regarding Elected Member conduct
- confirmation of the annual meeting schedule.

The Quarterly Risk Management report provides updates on all strategic and high-rated operational risks, identifying movement in the risk profile, and highlighting progress against the annual risk work program.

The annual risk management work plan also included:

- feedback on the rolling review of corporate risk registers
- reporting on senior leadership discussions relating to new/emerging risks and opportunities
- focussed working on specific risk areas for the 2023-24 year including -
 - event management
 - asset management
 - project management
 - climate risk identification, and
 - emergency management.

The Quarterly Internal Audit Reports provides assessments against the approved 3-year internal audit program, as well as tracking outstanding actions from previous internal audits undertaken.

Currently, the program is in Year 2 of the program which originally included:

- Procurement and Contracting Audit (completed)
- Strategic Planning Alignment (completed)
- Fraud Detection – Alwyndor (in progress)
- Asset Management – Buildings (deferred)

Due to a conflict of work programming already underway, the Asset Management – Buildings Internal Audit has been delayed, and is replaced with the Carbon Neutral Plan audit, for which a scope has been agreed and discovery has commenced.

Annual Reporting

Reporting for activities that occur annually included the following in 2023-24:

- Annual Review of Investment Performance
- Annual Insurance and Claims
- Annual Review of Loans Receivable (confidential)
- Alwyndor – Annual Investment Portfolio (confidential)
- Audited Financial Statements 2022-23
- Long Term Financial Plan
- Annual Debtors Report
- Draft Annual Report (2022-23) Review
- Terms of Reference Review
- External Auditors Annual Reflection
- Draft Annual Business Plan (2024-25)
- Post Public Consultation Draft ABP, Budget and LTFP
- Annual Business Continuity Report
- Council's budget position
- Rating policy review.

Ad Hoc Reporting

The Audit and Risk Committee also provides a value-added forum for review of a range of broader governance matters, which are presented on an ad-hoc basis.

Such items presented for the Committee's consideration in the 2023-24 year was included:

- Changes to Accounting Treatments – Library Materials
- Policy Development Policy and Policy Development Framework and Manual
- Project Management Policy and Project Management Framework and Manual
- Prioritisation Policy and Prioritisation Framework and Manual
- Service Review Policy and Service Review Framework and Manual
- Organisational Generative AI Use Policy
- Jetty Road Glenelg Masterplan Stage 2 – Prudential Report
- Financial Governance Report
- Procurement Policy Exemptions
- Significant Procurement Plans, such as that for the Transforming Jetty Road Glenelg project
- Service Reviews – Traffic management for events
- Glenelg Football Club Loan
- Treasury Management Policy
- Financial Hardship Policy and Procedure
- Entertainment and Hospitality Policy.

Item No: 15.1

Subject: ITEMS IN BRIEF

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.

Recommendation

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

- 1. Auditor-General's Report – Urban Tree Canopy Management**
-

Report

- 1. Auditor-General's Report – Urban Tree Canopy Management**

Council was previously advised in confidence that the Auditor-General had selected City of Holdfast Bay, along with City of Port Adelaide Enfield to conduct a review of how we manage our urban tree canopy. The review has now been finalised and the report was tabled in Parliament on 4 June 2024.

Refer Attachment 1

Written By: Executive Officer and Assistant to the Mayor

Chief Executive Officer: Mr R Bria

Attachment 1

Report 6 of 2024

Urban tree canopy management



Report of the Auditor-General

Report 6 of 2024

Urban tree canopy management

Tabled in the House of Assembly and ordered to be published, 4 June 2024

First Session, Fifty-Fifth Parliament

By authority: T. Foresto, Government Printer, South Australia

*The Auditor-General's Department acknowledges and respects
Aboriginal people as the State's first people and nations, and
recognises Aboriginal people as traditional owners and occupants of
South Australian land and waters.*



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4 June 2024

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Dear President and Speaker

**Report of the Auditor-General:
Report 6 of 2024 *Urban tree canopy management***

Under section 32(1)(c) of the *Public Finance and Audit Act 1987* (PFAA), I have conducted a review of the urban tree canopy management by the City of Holdfast Bay and the City of Port Adelaide Enfield.

I present to each of you my independent assurance report on the findings of the review. Copies of this report have also been provided to the City of Holdfast Bay and the City of Port Adelaide Enfield.

Content of the report

Our review assessed whether the City of Holdfast Bay and the City of Port Adelaide Enfield have effective activities in place to increase or maintain the tree canopy cover in their council areas.

My responsibilities

Reviews conducted under section 32(1)(c) of the PFAA are assurance engagements that assess whether a publicly funded body is achieving economy, efficiency and effectiveness in its activities. These engagements conclude on the performance of the activities evaluated against identified criteria.

The Auditor-General's roles and responsibilities in undertaking reviews are set out in the PFAA. Section 32(1)(c) of the PFAA empowers me to conduct this review while sections 32(4) to (6) deals with the reporting arrangements.

The review was conducted in line with the Standard on Assurance Engagements ASAE 3500 *Performance Engagements*. We complied with the independence and other relevant ethical requirements for assurance engagements.

Acknowledgements

The audit team for this Report was Salv Bianco, Iolanda Telford, Kris Slaytor and Sharon Ryan. They were assisted by RM Consulting Group Pty Ltd. The audit team were also assisted by Jueying Wu and Jennifer Huynh in developing the data published on the Auditor-General's Department's website.

We appreciate the cooperation and assistance given by the staff of the City of Holdfast Bay and the City of Port Adelaide Enfield.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Andrew Blaskett', written in a cursive style.

Andrew Blaskett
Auditor-General

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Audit snapshot

What we reviewed and why

Like the rest of the world, South Australia continues to experience a rise in average temperatures. Trees help mitigate the effects of rising temperatures and the build-up of heat in cities by providing shade and cooling, and many other benefits to the community.

The SA Government has acknowledged the importance of trees, setting voluntary long-term targets to increase and maintain tree canopy cover over metropolitan council areas. Many Adelaide metropolitan councils have also set their own tree canopy targets.

We reviewed two metropolitan councils to form a view on whether they have effective activities in place to increase or maintain the tree canopy cover in their areas.

What we concluded

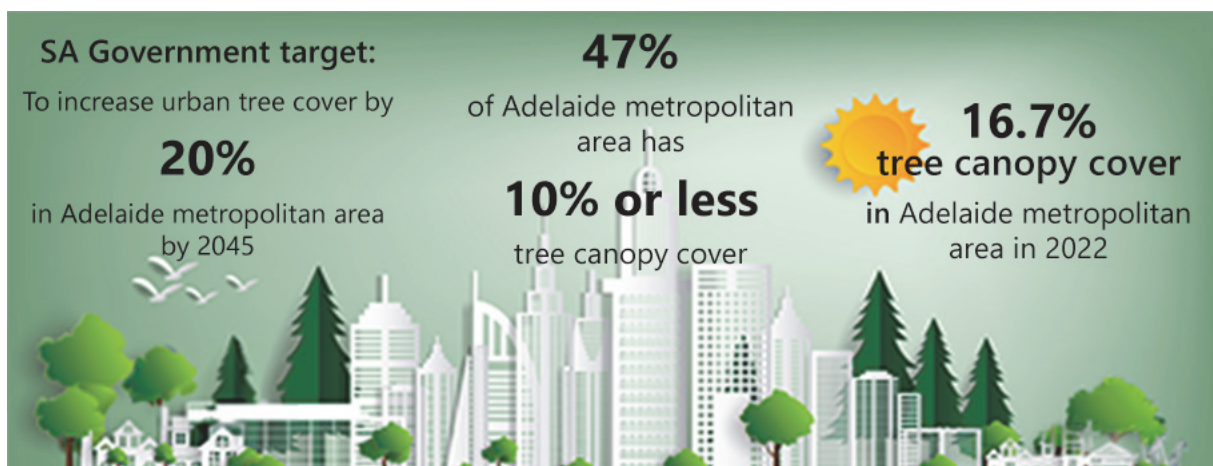
Both councils we reviewed had tree management activities to increase and maintain their tree canopies that were partly effective. Some activities were operating effectively but there were gaps in others that need to be addressed to be effective, such as maintaining council tree data and documenting the assessment and treatment of all tree risks.

Tree canopy management is an area that continues to evolve for Local Government. Both councils had a clear long-term commitment to increase their tree canopies and strategies to promote tree growth on private property – one council conducted an audit of its public trees and the other council had modelled tree data to set its tree canopy targets.

Key insights for councils

This report provides our key insights that all councils can consider in maintaining and growing a resilient and healthy tree canopy, including:

- maintaining current and high quality tree data
- managing tree risks effectively
- monitoring and reporting performance against their objectives and targets
- setting separate tree canopy targets and guidelines for tree species and age diversity
- implementing strategies to encourage positive community attitudes towards trees.



1 Report overview

1.1 Introduction

An urban tree canopy has many benefits. Trees give shade, reduce the urban heat island effect,^a improve air quality and community health and wellbeing, and help manage stormwater. Adelaide’s metropolitan councils recognise the important contribution trees make to the community, and most have set targets to increase and maintain their tree canopy cover in line with the SA Government’s voluntary long-term targets. Figure 1.1 shows the SA Government’s targets.

Figure 1.1: SA Government’s tree canopy target for Greater Adelaide¹

Target 5 – A green liveable city

For council areas with **less than 30%** tree canopy cover currently, cover should be **increased by 20%** by 2045.

For council areas with **more than 30%** tree canopy cover currently, this should be maintained to ensure **no net loss** by 2045.

Adelaide’s metropolitan tree canopy cover was 16.7% in 2022,² well short of the generally accepted target for urban areas of around 30%.³ This cover varies considerably across the city’s metropolitan council areas, with 47% of metropolitan Adelaide having tree canopy cover of 10% or less.⁴

Councils face many challenges in increasing and maintaining the tree canopy in a constantly changing urban landscape. Limited planting space, urban infill, the need for affordable housing, insufficient legislative protection for trees, vandalism and negative community perceptions are just some of the difficulties councils told us they experience.^b

Adelaide’s changing climate is also impacting our tree canopy. Climate projections predict that Adelaide will experience more extreme weather events in the coming years with longer and hotter heat waves, prolonged periods of drought, less annual rainfall, more intense storms and flooding.⁵ As Adelaide’s climate shifts, there is an increasing need for councils to ensure public trees are suited to these conditions to protect the tree canopy and help reduce the urban heat island effect.

While councils continue to develop and refine their tree canopy strategies, plant more trees and find innovative ways to improve tree health and resilience, they will need to educate, support and encourage their communities to retain and plant trees on private land if targets are to be met.

We reviewed two Councils, the City of Port Adelaide Enfield (PAE Council) and the City of Holdfast Bay (CHB Council), to assess whether they have effective activities in place to increase

^a Buildings, roads, roofs and concrete can absorb and trap heat in dense urban environments, making urban areas hotter than surrounding rural areas. This is referred to as the urban heat island effect.

^b We surveyed Adelaide metropolitan councils in November 2023 about how they are managing their tree canopies. See the annexure for more information.

or maintain the tree canopy cover in their council areas. We selected these Councils because they had low tree canopy cover, high population density, a high number of building approvals per km² and a high number of vulnerable community members.

We show the change in tree canopy cover over Adelaide metropolitan council areas for 2018 and 2019, and 2022 in a dashboard on the Auditor-General Department's website – www.audit.sa.gov.au. See the annexure for more information.

1.2 Overall conclusions

We concluded that both Councils had tree management activities to maintain and increase their tree canopies that were partly effective. This is because while some activities were operating effectively, we identified gaps in others that need to be addressed to be effective, such as:

- capturing and maintaining data about Council trees
- documenting the assessment and treatment of all tree canopy risks
- developing better functionality in tree management systems
- monitoring and reporting of performance.

Both Councils demonstrated a clear long-term commitment to actions to increase the tree canopy cover in their areas.

Our full conclusions including our findings, recommendations and the Councils' responses are detailed in section 4 for the PAE Council and section 5 for the CHB Council. Our findings and recommendations were shared with each Council.

Details of our audit mandate, review objective and scope are provided in appendix 1.

1.3 The structure of this report

This report details our review approach and results, including audit conclusions, findings and recommendations for the two metropolitan councils we reviewed as follows:

- section 2 provides some key insights from our audit work which councils can consider for their tree management activities
- section 3 provides an overview of what is happening to metropolitan Adelaide's tree canopy, the impact this is having on the environment and community, and what councils can do to protect and maintain their tree canopies
- section 4 provides an overview of the City of Port Adelaide Enfield's tree management activities, its current tree canopy measurement, the results of our review and the Council's responses
- section 5 provides an overview of the City of Holdfast Bay's tree management activities, its current tree canopy measurement, the results of our review and the Council's responses.

2 Key insights on urban tree canopy management for councils

Trees take time to establish, grow and provide shade, canopy and amenity. But they also require proper management in their planning, resourcing, planting and maintenance to achieve their maximum benefit and minimise their risks. There is no standard approach to managing trees.^c Each council must develop strategies and plans that address their own unique needs and circumstances. In conducting our review, we developed some key insights for councils to consider when planning how to increase and maintain their urban tree canopies.

2.1 Councils need current and high-quality data about their trees

Councils need current and high-quality data about their trees to maintain and grow a resilient, healthy canopy. Comprehensive data helps councils:

- make reliable, effective and informed decisions about their tree population (such as improvements to diversity of species and tree health), maintenance activities, resource allocation and priorities
- manage tree risks such as tree limb failure, die back and lack of species and age diversity in tree populations
- manage their responsibilities under the *Local Government Act 1999* (LG Act) by having records of tree inspections and condition, and a history of council work performed
- coordinate tree planting programs with asset works programs such as kerb and footpath replacement and road resurfacing
- respond to complaints or enquiries about trees.

Capturing tree data over time also means councils can analyse trends, monitor changes in the tree canopy and assess progress towards achieving targets and objectives.

Case study 1: Data about tree canopy composition

Between 2021 and 2023, the City of Holdfast Bay conducted an audit of its street and open space trees. This resulted in a database of its 21,100 trees (approximately). Data captured included tree numbers, species, age, health, risk status and plantable spaces. The Council will use this data to develop an urban forest strategy and tree management plan, including targets for tree planting numbers, guidelines for species diversity and the actions needed to achieve them. The data will also support the Council's move to a more proactive tree management approach.

^c Appendix 2 provides a model of a tree management framework councils could refer to when developing and reviewing their tree management frameworks.

2.2 Councils need to manage tree risks

Managing risk is a key feature of tree management and is essential for maintaining and growing the tree canopy. Councils should have documented risk frameworks, policies, procedures, tools and registers to evidence their approach to managing risks such as tree limb failure, die back and lack of species and age diversity in tree populations. This, together with regular monitoring and reporting, will help councils manage their tree risks, achieve their targets and grow a healthy, resilient tree canopy.

2.3 Councils need to report and monitor performance against their tree targets

To improve the likelihood of achieving their objectives and tree canopy targets, councils should periodically report and monitor their tree management activities. Where possible, they should consider the benefits of presenting results against targets and supplementing this with contextual information to help users understand and assess council performance.

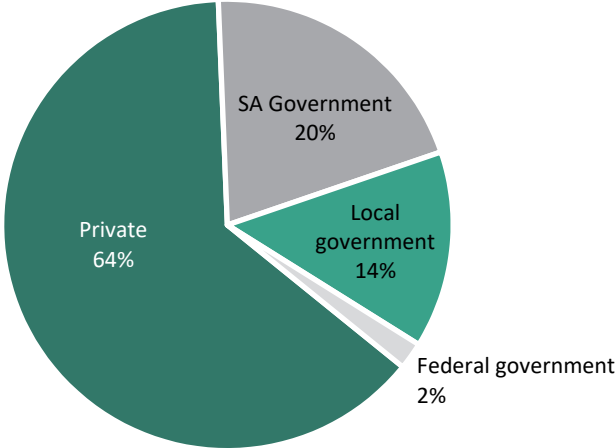
Performance reporting about council trees and tree canopy could include:

- the number of trees planted on and removed from council land
- plantable spaces available and filled
- watering, pruning and other maintenance
- the general health and condition of the tree population or segments of it
- changes in species diversity against target ratios or guidelines
- changes in average tree age in specific neighbourhoods against target ratios or guidelines.

2.4 Councils should have separate targets for tree canopy and guidelines for tree species and age diversity

A significant challenge for metropolitan councils working to increase their tree canopies is that much of the land in their areas is privately owned. Figure 1.2 shows the percentage of land use type in metropolitan Adelaide.

Figure 1.2: Metropolitan Adelaide by land use type



Source: Based on Green Adelaide 2022, *Urban tree canopy, green spaces and built environment data analysis and reporting 2022 Survey Area Technical Report*, January 2022, Government of South Australia, Adelaide.

The availability of council land for planting is also often limited by infrastructure like powerlines, storm and wastewater networks, footpaths and roads, and house and fence footings.

To recognise these limitations, some councils set separate tree canopy targets for different land use and tenures. This can provide a fairer measure of council performance and help guide different management or planning directions for various types of land use.

Councils should also set locally appropriate guidelines for tree species and age diversity to maximise the resilience of their canopies. A diverse mix of tree species will reduce the risk of widespread loss of one or more species to pests, diseases and climate extremes. Diversity of tree ages help councils ensure that new generations of trees are planted to replace those reaching the end of their natural life or that need to be removed because of poor structure or health.

Example 1: An exotic pest outbreak shows why tree species diversity is important

In July 2023, an outbreak of the Giant Pine Scale pest was discovered at the Elliston Reserve in Highbury in Adelaide’s north-east and another two locations in Hope Valley. This pest sucks the sap of pine trees causing branch die back and eventual death. Close to 800 trees were felled in a bid to stop the spread of the insects, which posed a threat to South Australia’s forest industry. The loss of so many trees drastically changed the landscape of the reserve, which is owned by the SA Government but maintained by the City of Tea Tree Gully. A revegetation plan will be developed for the reserve.^{vi}

2.5 Councils need strategies to educate and encourage positive community attitudes about trees

With so much private land in council areas, activities that support the retention of existing trees and encourage new planting of private trees are key to increasing the tree canopy. While the SA Government controls the removal of trees through the *Planning, Development and Infrastructure Act 2016* (PDI Act), councils can still influence community behaviour through programs and initiatives that highlight the value of having trees on private land.

Example 2: Council strategies to change community attitudes about trees

Both Councils we reviewed had initiatives to change community perceptions about trees and contribute to their maintenance, including:

- tree giveaways
- grants to residents to help maintain significant and regulated trees
- a tree of the month recognition program where trees nominated by the community were displayed on the Council’s website
- an ‘adopt a street tree’ program where responsibility for establishing trees was shared between residents and the Council.

3 Background

3.1 What is happening to Adelaide's tree canopy

In 2018 and 2019 Regional Climate Partnerships and individual metropolitan councils undertook a number of projects which measured tree canopy cover across metropolitan Adelaide using Light Detection and Ranging (LiDAR) data.^d

The council areas of the Town of Gawler and the City of Playford were only partially surveyed at this time and metropolitan Adelaide's tree canopy was calculated to cover 14.5% of the metropolitan area.

In 2022 LiDAR was again used to measure the tree canopy across the same 18 council areas. This time the Town of Gawler and the City of Playford were surveyed in full and the tree canopy was calculated to cover 16.7% of metropolitan Adelaide.⁷

To enable comparison between 2022 and 2018–2019 LiDAR results, Green Adelaide recalculated canopy cover for 2018–2019 based on the same method applied in 2022. When the parts of the Town of Gawler and City of Playford that were not surveyed in 2018–2019 were removed from the 2022 survey results, the tree canopy cover measurement rose to 18.3%, a net increase of 3.8%.^e This small increase in canopy resulted from existing mature trees having developed further crown spread and trees planted during the past few years having grown in height to 3 metres or more. However the gain in canopy was offset partly by tree loss from pruning and removal during this time. Although all Local Government areas experienced tree canopy cover increases, Adelaide's metropolitan tree canopy is still a long way from the SA Government target.

LiDAR measurement in 2022 shows that metropolitan Adelaide lost almost 7 million square metres of tree canopy across residential land through tree removal, pruning and storm damage between 2018 and 2022, enough to fill about 434 Adelaide Ovals.⁸

Urban areas (particularly residential) make up a significant portion of metropolitan Adelaide. High demand for housing has meant infill development has become a significant source of new housing in the metropolitan area, contributing to the loss of mature trees in many of Adelaide's neighbourhoods. New development often increases the amount of dark, impermeable surfaces such as roofing, roads, concrete and asphalt. This reduces the amount of space available for gardens and tree planting and passive irrigation through localised water infiltration necessary to maintain the health and survival of trees. LiDAR measurement in 2022 shows impermeable surfaces cover 29%⁹ of metropolitan Adelaide.

Appendix 3 provides further information about the LiDAR measurement of tree canopy in 2018–2019 and 2022.

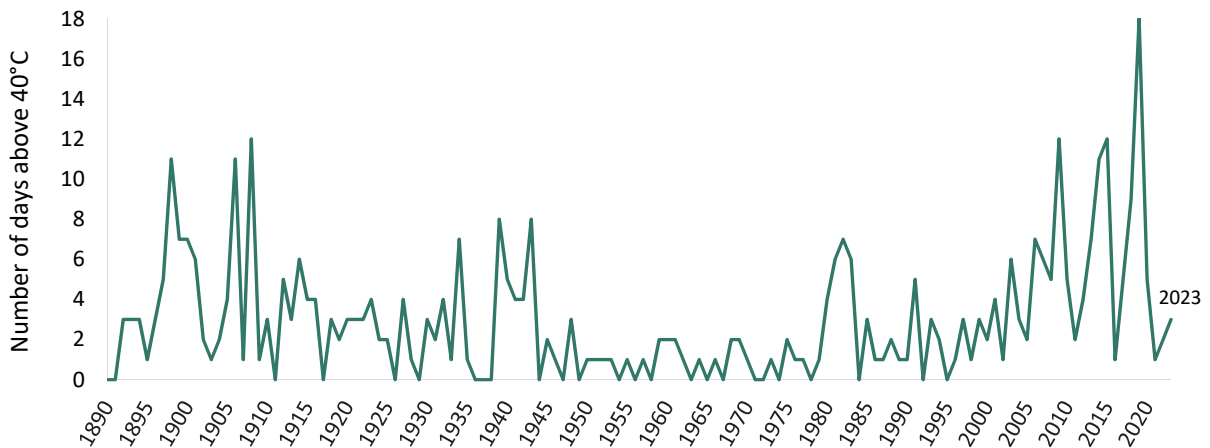
^d See appendix 3 for an explanation about the LiDAR data used to measure tree canopy cover in council areas.

^e We did not review LiDAR data from 2018–2019 or 2022 for its completeness and accuracy. We did not review Green Adelaide's recalculation of 2022 canopy cover based on the council areas surveyed in 2018–2019.

3.2 How climate change will impact Adelaide’s tree canopy

Climate change is a significant risk to the urban tree canopy. Records continue to show that South Australia’s climate is changing, with long-term shifts in temperatures and weather patterns.¹⁰ As well as a rise in average temperature of 1.15°C in South Australia in 2023,¹¹ there have been three times the average number of days reaching 40°C in Adelaide in the last 10 years than in the previous four decades.¹² Figure 3.1 shows the number of days above 40°C in Adelaide over the last 130 years.

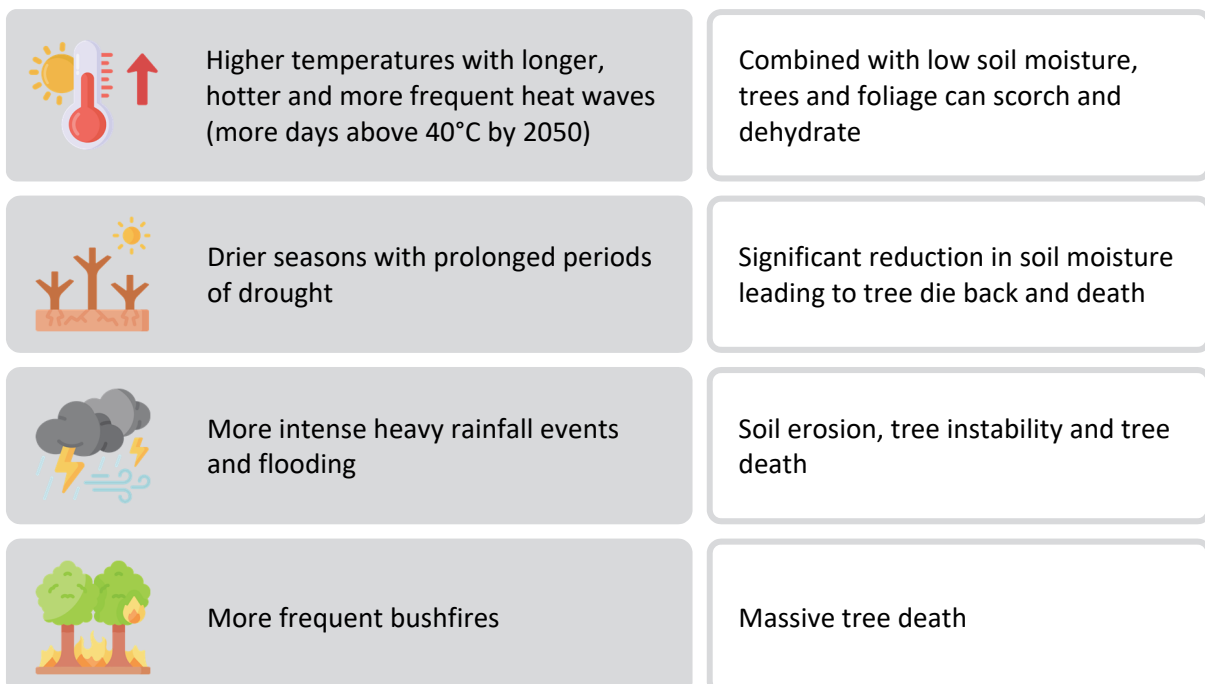
Figure 3.1: Number of days above 40°C in Adelaide over the last 130 years



Source: Based on data from the Australian Bureau of Meteorology, Climate Data Online – Map search (www.bom.gov.au)

Climate projections predict that Adelaide will experience more extreme weather events in the coming years.¹³ This can weaken tree health, leaving them vulnerable to pests and disease as shown in figure 3.2.

Figure 3.2: Predictions about Adelaide’s changing climate¹⁴ and its impact on trees



Some tree species will not survive sustained increases in temperature or long-term changes in rainfall. The lack of diversity of tree species and age of the tree populations in some council areas only compounds this problem, increasing the risk and frequency of tree death and further reducing the canopy.

Councils will need to consider the effects of climate change when planning their tree management activities. Factors such as species selection and the mix of tree ages can help to optimise the resilience of their canopy and reduce their exposure to these long-term changes and uncertainties.

3.3 Why it is important to increase the tree canopy

Studies show that average temperatures in large cities are between 2°C and 12°C higher than in rural areas.¹⁵ This is because the increase in artificial impermeable surfaces such as roads and buildings absorb more heat than natural surfaces like vegetation and water. Higher temperatures can negatively impact community health and wellbeing, the environment, economic productivity, infrastructure and public services.

3.3.1 The urban heat island effect

Some suburbs are more vulnerable to higher temperatures because of the urban heat island effect, created when there are large amounts of hard, sealed surfaces and less green cover like the tree canopy, parks and reserves. Hard surfaces absorb, store and radiate heat, while green cover reflects it, provides shade and releases water into the atmosphere through transpiration and evaporation.

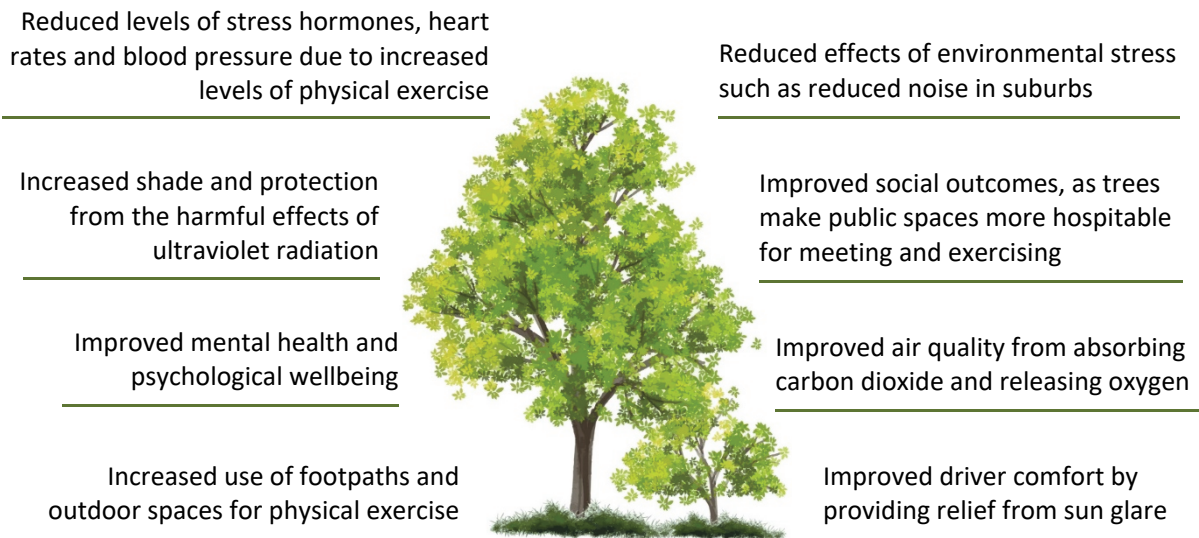
The loss of tree canopy increases the urban heat island effect, raising air temperatures and making extreme hot weather events more difficult to manage. It is predicted that South Australia will become hotter and drier with more frequent and intense extreme weather events because of climate change.¹⁶ Average temperatures across the state are projected to rise by as much as 2.1°C above the long-term average by 2050.¹⁷ Increasing the tree canopy will help cool our suburbs and better adapt to meet this challenge.

3.3.2 Community health and wellbeing

The projected increase in extremely hot days in Adelaide presents a serious risk to the health and wellbeing of residents. Adelaide is Australia's driest capital city and has particularly hot summers, with an average 10.5 hours of daily sunshine in summer.¹⁸ Adelaide already has the highest heatwave death rate of any major Australian city,¹⁹ and has one of the lowest tree canopy covers of Australia's state capitals.²⁰

Some benefits of trees and their impact on community health and wellbeing are shown in figure 3.3.

Figure 3.3: Benefits of trees and their impact on health and wellbeing²¹



3.3.3 The environment

Trees provide many environmental benefits, with urban forests described as ‘the engine room for urban ecosystems’.²² The benefits include:

- improving air quality and storing carbon (the most prevalent greenhouse gas) through sequestration
- filtering traffic-related and other urban pollutants and fine particulates
- providing habitat, food and protection to native plants and animals, increasing urban biodiversity
- cooling down the surrounding air by releasing moisture on leaves
- branches, bark and leaves intercepting water flow and reducing surface water runoff during heavy rainfall
- tree root systems absorbing stormwater runoff and reducing the nitrogen, phosphorus and heavy metal content in stormwater
- tree root systems preventing or stabilising soil erosion
- protecting the surrounding flora and fauna from weather by providing windbreak and rain cover protection.

3.4 Challenges for Adelaide’s metropolitan councils in increasing the tree canopy

Councils face many challenges in their efforts to increase the urban tree canopy. These include:

- the lack of available plantable space on public land

- existing infrastructure such as powerlines, storm and wastewater networks, footpaths, roads, house and fence footings which interfere with tree roots and crown spread
- the PDI Act allowing trees within 10 metres of a dwelling or in-ground swimming pool to be removed without development approval, with the exception of certain tree species and significant and regulated trees
- climate conditions and ongoing tree maintenance such as watering and pruning
- tree loss from storms, bushfires and drought and trees reaching the end of their natural life
- public concerns about the threat of damage, obstruction of view, and leaf, nut and bark litter
- the need for new developments, in particular housing
- changing developers' perceptions about the value of trees
- encouraging residents to retain existing trees or plant new trees on their properties
- vandalism of trees or the unapproved removal of them.

Addressing these challenges is key to councils achieving their targets and working towards the SA Government's long-term tree canopy targets.

3.5 Roles and responsibilities

Appendix 4 provides an overview of the state and local government frameworks that govern the roles and responsibilities for managing trees.

The SA Government has recently completed or has ongoing reviews related to this topic, including:

- a parliamentary inquiry into the urban forest, conducted by the Environment Resources and Development Committee (ERDC). The ERDC released its interim urban forest report on 18 October 2023.²³ It will release its final report in 2024.
- the State Planning Commission initiated the Open Space and Trees Project to better understand the use and benefits of open space and trees in an urban context, and the impact of infill development on our urban tree canopy. The project is in three parts, with part three currently on hold, pending the outcome of an expert panel review.^f
- the Expert Panel on Planning Reform's (the Panel) review of the PDI Act. The Panel provided the Minister for Planning with its final report on 6 April 2023. The SA Government prepared a response to this report, and both were publicly released on 28 March 2024.²⁴

^f An update on this project is available at <https://www.saplanningcommission.sa.gov.au/projects_and_engagement/commission_projects/Commission_Projects/open_space_and_trees_project>.

Appendix 5 provides an extract from CHB Council's response to our findings and recommendations because the Council details some of the legislative and regulatory barriers it has highlighted in submissions about trees and the urban forest to:

- the parliamentary inquiry into the urban forest
- the State Planning Commission's review of regulated and significant trees.

On 17 May 2024 the SA Government announced that it had introduced new planning regulations to better protect Adelaide's urban tree canopy and large, mature trees from removal. The changes include reducing the:

- trunk size for regulated trees from two metres to one metre
- trunk size for significant trees from three metres to two metres
- distance that allows trees near homes and pools to be removed without development approval from 10 metres to three metres.

The new planning regulations place pruning limits on regulated and significant trees allowing only 30% of the tree's canopy to be removed every five years.

4 City of Port Adelaide Enfield

4.1 Executive summary

4.1.1 Conclusion

We assessed the effectiveness of the PAE Council's tree management activities to increase or maintain the tree canopy in its area.

We concluded that its tree management activities were partly effective, because while some activities were operating effectively, gaps in others need to be addressed to be effective.

Activities where the PAE Council needs to take action to achieve effectiveness are:

- capturing and maintaining up-to-date data about its public trees
- documenting the assessment and treatment of all tree canopy risks
- developing better functionality in its tree management systems
- monitoring and reporting its performance.

Activities where the PAE Council was effective included having:

- a long-term tree canopy target
- strategies with specific actions to increase the tree canopy cover that continue to evolve
- strategies to increase public awareness about the value of trees and improve its tree canopy cover
- clearly defined roles and responsibilities for tree management activities.

The PAE Council demonstrated a clear long-term commitment to actions to increase the tree canopy cover in its area.

4.1.2 What we recommended

We recommended that the PAE Council should:

- determine the data it needs to make effective decisions about tree management activities, then capture and maintain this data
- develop system functionality that supports effective tree management
- document the assessments of all tree risks and accurately reflect the mitigating and treatment controls
- review the risk reporting process to support effective oversight of tree risks
- ensure accurate and relevant performance information is used and reported against its annual planting target

- develop performance reporting requirements that contribute to achieving its objectives and tree canopy target.

4.1.3 City of Port Adelaide Enfield's response

The PAE Council accepted our detailed findings and told us how it would action our recommendations. Its response to each recommendation is included in sections 4.3 to 4.6.

The PAE Council also provided the following feedback on our review:

We wish to acknowledge that it has been a valuable exercise, it has drawn our attention closer to several key areas of management of our tree canopy and its associated risk management. The exercise will result in positive improvements in both areas. In receiving the report Council was also pleased to see the review identified a number of areas where Councils' efforts across policy, strategy and program and service delivery are progressing positive impacts on improving on urban tree canopy management.

On behalf of Council's Administration team, I wish to acknowledge the professionalism and partnership approach taken by your team, who engaged constructively and widely with Council staff to ensure this review delivered value for both organisations.

Appendix 6 contains the PAE Council's full response to this report.

4.2 Overview of the City of Port Adelaide Enfield

4.2.1 About the City of Port Adelaide Enfield

The PAE Council is in the north-western suburbs of Adelaide, about eight kilometres from the CBD. It covers 51 suburbs over an area of around 94 km², and had a population of 138,600 people in 2023. This is a population density of about 1,474 people/km².

The PAE Council is a residential, commercial and industrial area with over 22,000 registered businesses.

4.2.2 Tree canopy target

The PAE Council's *Living Environment Strategy 2017–2022* includes the Greening our City program that aims to improve the greening of the council area and set a tree canopy target. In April 2021, the PAE Council endorsed the Greening our City program framework which includes a target to increase its tree canopy by 35% by 2050 as shown in case study 2.

Case study 2: The PAE Council's approach to setting a tree canopy target

The PAE Council measured and investigated changes to its tree canopy cover across the council area between 2008 and 2017. This included measuring the tree canopy cover over three tenure types (Local Government, SA Government and private). This provided information to enable the PAE Council to make planning decisions and assess the success of its greening activities.

From these investigations, the Council found:

- they needed to map the potential plantable spaces that they had identified and confirm its suitability for planting trees
- most canopy cover loss occurred on private land
- they needed to develop engagement and incentive programs to gain support from the community to retain and plant trees on private land
- they needed to develop a tree canopy target that at least meets *The 30 year plan for Greater Adelaide* by the SA Government.

In early 2021, the PAE Council performed further analysis to develop its canopy target and a five year tree planting program. This was performed in **two stages**.

Stage 1: Identify how many trees to plant

This considered the:

- tree canopy cover at that time
- net annual tree loss (0.08%)
- establishment success of new trees planted (85%)
- available land options by tenure type
- tree types and their growth parameters
- cost per tree to plant and maintain (\$540)
- rate of tree canopy cover change over time.

Stage 2: An analysis of plantable space in streets

This considered:

- urban heat islands within the council area
- social vulnerability
- plantable opportunities.

The Council found:

- it had 10% tree canopy cover which became its baseline for setting the target
- it had 54,701 plantable spaces in streets
- it would take 22 years to plant trees in the plantable street spaces – an average of 2,500 trees per year
- the proposed five year tree planting program would achieve 23% of plantable spaces.

Target: Achieve 13.5% tree canopy cover by 2050

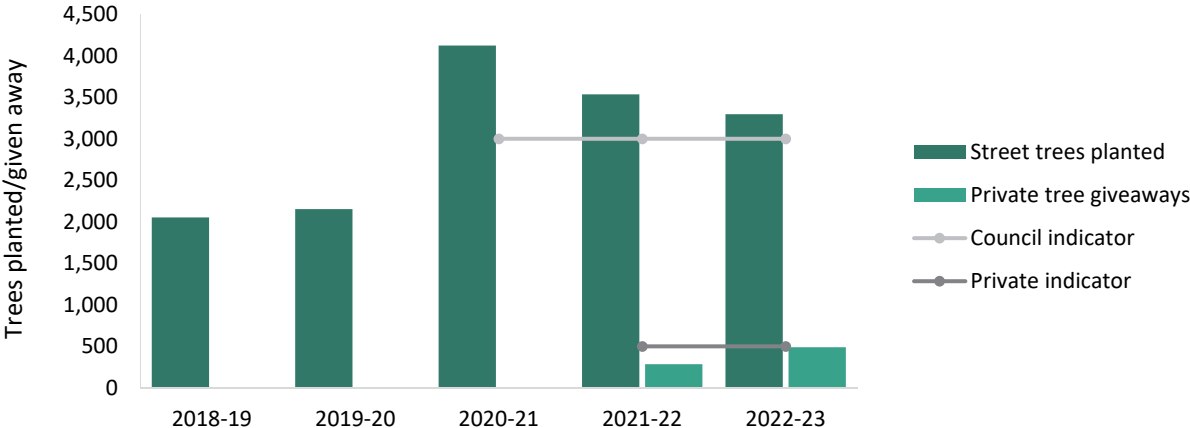
In April 2021 the PAE Council endorsed a tree canopy cover target to achieve a 35% increase from a baseline of 10% in 2017 to 13.5% by 2050. To achieve this target, the following yearly indicators were set:

- plant and maintain at least 3,000 new trees in council streets and reserves each year
- encourage other landowners to plant at least 500 new trees each year.

Source: Based on data from the PAE Council Greening our City program framework.

With the introduction of its tree canopy target, the Council committed to planting 3,000 trees on its streets and reserves each year. In 2021-22, it also implemented initiatives to encourage tree planting on private land through the Get Shady program where the Council provides a free tree to private property owners in the council area. The first year of this program targeted some of the hottest suburbs or those with low tree canopy cover. In 2022-23 it was offered to all property owners in the council area. Figure 4.1 shows the number of trees the Council has planted and given away against yearly indicators for the last five years.

Figure 4.1: Tree planting numbers and tree giveaways compared to yearly indicators

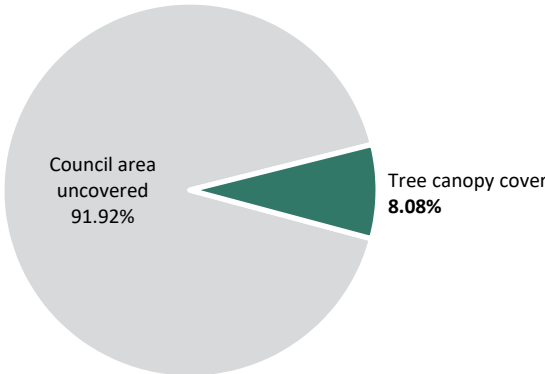


Source: Based on data from the PAE Council.

4.2.3 2022 tree canopy measurement

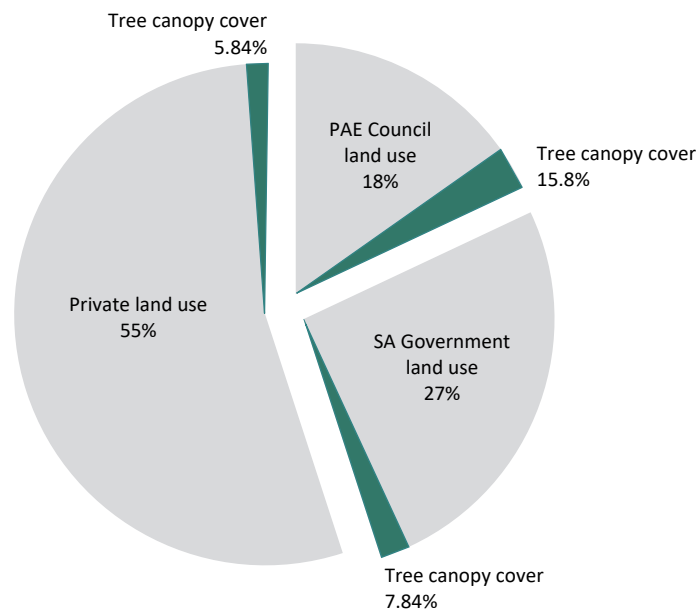
The LiDAR data shows that the PAE Council’s tree canopy cover was 8.08% in 2022, as shown in figure 4.2. This is a decrease of 1.9% against its baseline of 10%, but an increase of 1.5% against the recalculated LiDAR data for 2018–2019.

Figure 4.2: Total tree canopy cover in PAE Council area



As discussed in section 3.1 and appendix 3, there was a recent change in LiDAR measurement methodology. The PAE Council intends to review its tree canopy target based on the 2022 LiDAR data. Figure 4.3 shows a breakdown of the percentage of land use type and tree canopy over the PAE Council area based on 2022 LiDAR data.

Figure 4.3: Percentage of PAE Council by land use type and its tree canopy in 2022



Source: Based on Green Adelaide, *Urban tree canopy, green spaces and built environment data analysis and reporting 2022 Survey Area Technical Report*, January 2022.

4.2.4 Initiatives the PAE Council has implemented to improve tree health

The PAE Council has implemented initiatives to improve tree health, including:

- partnering with TreeNet in their street tree trial project to grow uncommon tree species in the Council’s nursery for planting on street verges. The project aims to determine whether these tree species are suitable to grow in a changing climate
- reviewing its street planting program to add new tree species and discontinue planting certain tree species that do not survive well in increased median temperatures and reduced annual rainfall
- future streetscape upgrade projects to install tree inlet systems for passive irrigation of street trees, water sensitive urban design raingardens and terrestrial verge gardens.

4.3 Data and asset management systems findings

4.3.1 The PAE Council does not have complete and accurate tree data

Recommendation

The PAE Council should determine:

- the data it needs to make effective decisions about its tree management activities to increase its tree canopy
- the most cost-effective way to capture, store and maintain a complete and accurate register of tree data.

Findings

We found that the PAE Council did not have a tree register providing a complete and accurate understanding of its tree population. This makes it difficult to exercise effective tree management.

The PAE Council performed a tree audit 12 years ago to capture data about its trees. It recorded the total number of the two most dominant tree species planted for each street. The data from the audit was stored in the PAE Council's tree management system but is not complete and accurate because:

- it has not been updated since the tree audit
- it did not include all PAE Council trees and did not provide the information about each tree needed to manage them effectively
- the system cannot be used to record individual tree data
- data on trees planted since June 2017 is recorded in another system.

The PAE Council advised us that it prunes all trees on its street verges every two years. While this cyclical program has shown benefits, the data recorded about it is not sufficient to properly inform strategic tree management activities. For example, the trees pruned are assessed for risks such as limb failure, tripping hazards and root conflicts with houses and infrastructure, but this assessment is not documented. There is an opportunity for Council staff to record more tree data to build the tree data profile.

An effective tree management system could store tree data like tree species, location, planting date, health and risk ratings, and maintain this data efficiently. It is important for staff to be able to easily access this information to make effective and efficient decisions about tree management.

City of Port Adelaide Enfield's response

Council has recently initiated the procurement of a new Tree Management software application – Forestree that is a purpose-built application to enable the collection and storage of tree data and support effective tree management services. This application will support Council to plan and implement the collection of accurate, comprehensive and complete tree data across the entire City. It will also support Council's ongoing efforts to improve programming of key tree management activities such as tree planting, pruning and removals, as well as responding to enquiries, complaints and emergency response efforts.

In conjunction with the implementation of Forestree, Council will undertake planning for the most effective and cost-efficient approach to:

- *transitioning its existing tree data into the new Forestree application*
- *establish a methodology and program to undertake data collection on its existing trees*
- *establish protocols for data capture on any new trees being planted.*

Council is also engaging with other Councils that are using Forestree and have valuable insights to share regarding its implementation, integration with other key enterprise systems, and system set-up that supports effective data capture and storage.

4.3.2 The PAE Council's systems do not support effective tree management

Recommendation

In developing its tree management system, the PAE Council should consider system functionality that helps:

- team leaders to easily allocate and monitor work to staff and contractors for maintenance programs
- staff and contractors to update tree records for maintenance data and risks easily and promptly
- staff access to data to update it, analyse it and use it for decision making
- staff to create reports to support their tree management activities.

Findings

We found that the PAE Council keeps data about its trees in various systems and manual records like spreadsheets. When tree data is dispersed it makes it difficult for PAE Council staff to access and analyse the data they need to make proactive, effective and efficient decisions about tree management. There is therefore:

- an increased risk of data error in maintaining various systems, in particular manual records
- reactive rather than proactive tree maintenance
- potential limitations and inefficiencies in data analysis and reporting.

At the time of our review, the PAE Council advised us that it was considering a new tree management system. A more effective tree management system could provide benefits like:

- a register to store tree data (such as tree species, location, planting date, health, risk ratings) and the ability to maintain this data efficiently
- the ability to manage tree maintenance activities efficiently and effectively (such as creating, coordinating and monitoring planting, watering and pruning programs, and coordinating planting programs with footpath and kerb maintenance programs)
- the ability to manage community complaints and requests, and record when and how they were resolved
- information to monitor and evaluate performance against the Council's objectives and targets.

City of Port Adelaide Enfield's response

The new tree management software package (Forestree) has a range of modules that include fit-for-purpose user-friendly tools that enables access for staff and contractors engaged in tree management services. Examples of modules relevant for staff workflows include:

- tree inspections undertaken on field devices*
- works programming and allocation according to various type of works activities e.g. planting, pruning, removal*
- collection of relevant and accurate tree data, associated with each activity/work program*
- work efficiently and effectively with contractors and ensure adequate data and information flow between parties*
- ability to drill down through data that supports team leaders to assign priorities, allocate work, monitor service delivery against targets and indicators and gain insights to inform future programs.*

Planning and programming of tree planting on a seasonal basis and ensuring adequate data on each tree is collected as it is planted.

As Forestree is implemented a staged approach to integration with other key Council digital applications and enterprise systems will be programmed and progressed in line with Council's Digital Transformation Program.

4.4 Risk management findings

4.4.1 The PAE Council has not documented some of its risk assessments and assessment of controls

Recommendation

The PAE Council should ensure that:

- its parks and gardens risk register documents the risk assessment for all tree risks and accurately reflects the existing controls that are in place to mitigate these risks
- any further treatment controls that need to be developed to reduce the risks to an acceptable level are recorded separately from existing controls
- all inherent high and extreme risks are reported to the executive leadership team (ELT) to give them effective oversight and management of tree management risks.

Findings

The PAE Council's risk management policy and procedure outline the key elements of a sound risk management process. It defines roles and responsibilities, processes and reporting requirements.

Effective risk management involves identifying, analysing, mitigating, monitoring, evaluating and communicating risk and treatment controls. Having a risk register is key to performing these activities.

Assessment of risks

While the PAE Council advised us of its tree management risks, we found that its assessment of some of those risks was not documented in its parks and gardens risk register. Some of the missing assessments were the risks of:

- not achieving its tree canopy targets
- inequitable distribution of tree canopy cover across vulnerable communities
- tree data not being maintained to understand the status of its tree population, and individual tree health, diversity and risk rating.

Assessment of controls

The PAE Council's parks and gardens risk register records the outcome of the risk assessment process but not the existing controls it has in place to mitigate them and support the residual risk rating. The residual risk rating should reflect the exposure remaining after action has been taken to manage it. If it is not acceptable, additional controls need to be developed and implemented.

For some risks in the parks and gardens risk register, the inherent risk rating was reduced from extreme to a moderate residual risk rating. The controls identified were not existing controls, but controls that needed to be developed and implemented. Because they were not existing controls, the residual rating should have remained extreme, and a separate risk assessment performed for any proposed controls.

Reporting of risks

In line with the PAE Council's risk management policy and operating guideline, the ELT is responsible for reviewing strategic and operational risks. Its asset management steering group is required to report all high and extreme risks to the ELT.

In practice, only risks that have a high or extreme residual risk rating are reported to the ELT. However, risks with a high or extreme inherent risk rating should also be reported so that the ELT can ensure controls are in place to mitigate them to an acceptable level and are operating effectively.

Without a clearly documented assessment of all risks, management cannot determine and demonstrate whether:

- risks have been adequately assessed and treated, and the remaining risk levels are acceptable to the PAE Council
- current controls and other risk treatments are effective, including controls being implemented, monitored and evaluated to ensure they remain appropriate
- risk information is being reported to senior management, council committees and the elected body, as required by the PAE Council's risk management policy.

City of Port Adelaide Enfield's response

Corporate Risk Management

The Council acknowledges that it has not formally defined 'inherent risk' in any of its corporate documentation or policy. Furthermore, staff have communicated to the Auditor General's Department (AGD) that the ISO 31000 – Risk management standard does not provide an explicit definition of 'inherent risk', and that this concept is subject to debate within the professional sphere.

The AGD has articulated inherent risk as risks existing in the absence of any implemented controls or actions. However, Council has diverged from this approach and interpretation in practice. The rationale behind this departure lies in the limited value of speculating on scenarios devoid of mitigations or controls, as it would entail considering situations where key personnel/roles or current state assessments do not exist.

In practical terms, this deviation could result in a subjective qualitative assessment wherein every inherent risk is deemed catastrophic. Such an approach would offer limited value to the Council's Executive, who are committed to prioritising the escalation of high-catastrophic residual risks. The current operational protocol involves Council staff evaluating the current state of risk, with existing controls, and assessing the effectiveness of those controls. This allows staff to consider the current state of their operations. This methodology aims to provide an accurate depiction of the current risk environment, rather than delving into hypothetical scenarios where controls or measures may be absent (unless that is an actual depiction of the current state).

Council will endeavour to explicitly define inherent risk to avoid any confusion and will look to ensure this is further understood through its future risk training and organisation risk engagement programs.

Operational Risk Management Practices

To support Council's continued improvement in managing risks at an operational level, the implementation of the new Forestree application will be used to support team and program leaders to consistently assess tree risks, through the entire tree management process including planting, pruning, canopy management, complaint management, and potential emerging risks. The application has a specific module assigned to tree risk assessment and control measures for operational services and standards. The system is based upon Quantified Tree Risk Assessment (QTRA) methodology. The module has standardised risk levels which will assist in effectively assessing risks and prioritising works. This type of improved system functionality will support leaders and staff to have improved data capture and insights into individual tree risk management and create reports to build further knowledge of risk patterns in particular species, areas or locations.

Council will continue to invest in training for relevant arboriculture staff, particularly focused on the QTRA methodology. QTRA has also been used within the legal system associated with claims for damages and or physical harm arising from whole/part tree failures.

4.5 Monitoring and reporting performance findings

4.5.1 Improvements in performance reporting are needed

Recommendation

The PAE Council should review its monitoring and reporting process to ensure accurate and relevant performance information is used and reported against its annual planting target.

The PAE Council should develop performance reporting requirements that contribute to achieving its objectives and tree canopy targets. These could include:

- numbers of trees removed, and new and replacement plantings during the period
- changes in overall tree population diversity and performance against target ratios or guidelines
- status of tree population health
- plantable spaces available for public planting
- estimated trees lost on private land
- estimated canopy spread or loss
- tree risks.

Findings

The PAE Council's annual report records the total number of street and reserve trees planted during the financial year. It improved this reporting in 2022-23 by comparing the actual trees planted with the annual tree planting indicators it had set.

We found the actual trees planted figures used in 2022-23 were based on the number of plants issued from its nursery for planting and not the actual trees planted. Tree plantings are recorded in a system that records the tree species, location and year planted, but the PAE Council is not using this system to monitor and report planting numbers.

It is important that actual performance is compared to targets for the PAE Council to monitor and assess whether its actions are successful, or changes are needed to achieve its objectives and long-term tree canopy target.

The PAE Council told us that it is developing an Urban Greening and Biodiversity Management Plan and will include targets to increase the tree canopy and indicators for tree planting. This document was not available at the time of our review.

City of Port Adelaide Enfield's response

Council currently records newly planted street trees through a mapping application using GIS software. The GPS location, date, and species are recorded. Going forward, it is the Council's intention to record this information into the new tree management software application (Forestreet) where all tree data will be stored, updated and used for reporting and future planning. This will support improved reporting of tree plantings against annual targets.

The draft Urban Greening and Biodiversity Plan contains several monitoring metrics within the monitoring and evaluation section. Those relating to tree canopy and the urban forest include:

Metric 1: Total canopy cover % (include private and public)

Measurement: LiDAR analysis of canopy cover % >3m in height

Target: 35% increase by 2050

Measurement: Canopy growth: using LiDAR analysis change detection from 2022 data.

Target: Greater % of canopy growth versus loss from pruning and removal.

Measurement: Street and Reserve tree planting: using Forestreet, record date, location, and species of new trees planted/year by Council.

Target: 2,500 planted on public land (streets, parks & reserves) and 500 planted on private land.

Measurement: Tree removals: using Forestreet, record date, location, and species of trees removed on Council land.

Metric 2: % of Green spaces

Measurement: green space extent: using LiDAR and NDVI data.

Target: no change or increase from baseline 2022 data (16.47%).

Metric 3: Urban forest health and diversity function

Measurement: Using Forestreet, keep a record of Council tree species, analyse diversity of tree species.

Target: increase from baseline collection data 2024/25, working towards a targeted species, genus, and family ratio of 5/10/15%.

Forestreet module includes a tree planting app that provides numerous opportunities to load every tree planted each year with a predictor that allows Council proactive tree planting strategies to meet targets set by the Urban Greening and Biodiversity Plan.

The data collected on tree species also allows predictive tree species selection in coming years to maintain species consistency and or modify species selections to achieve species diversity within specific suburbs/areas.

4.6 Strategic planning for tree management findings

4.6.1 The PAE Council has not set specific tree canopy targets for land use and tenure

Recommendation

The PAE Council should consider setting tree canopy targets that are specific to land uses and tenures and based on available plantable space and resources. Specific strategies, actions and resource allocations can then be planned to achieve those targets.

Findings

In April 2021 the PAE Council endorsed a target to increase its tree canopy cover by 35% by 2050. A well-known challenge to Adelaide metropolitan councils in their efforts to increase their tree canopies is that they do not own or control a large portion of the land in their areas. The amount of land controlled by councils and available for planting is further limited by infrastructure such as powerlines, storm and wastewater networks, footpaths and roads, and house and fence footings.

To recognise these limitations, many councils set separate tree canopy targets for different land uses and tenures. For example, another local council has split its tree canopy targets by land use and ownership:

We will increase average township tree canopy cover to 20% by 2043 and to 30% by 2073 by meeting the following targets:

- *Average Road reserve tree canopy from 11% to 20%*
- *Average Open space tree canopy cover from 7% to 30%*
- *Aiming for net gain of tree canopy cover on private residential land within township boundaries.*

It is important to link the performance targets set to what the PAE Council can deliver through its planned strategies, allocated resources and available planting space. Setting more specific targets will help to inform its actions and more accurately measure its performance.

City of Port Adelaide Enfield's response

In light of new, more accurate LiDAR data Council intends to review the tree canopy target set in 2023 regarding the overall % of tree canopy cover across the LGA.

The review will consider setting specific targets based on land use types, an analysis of resourcing and improved strategies and action to achieve targets.

Council will consider the timing of this review.

4.7 What the City of Port Adelaide Enfield did well

We identified PAE Council activities to increase the tree canopy and tree health in its area that were operating effectively.

4.7.1 The PAE Council has a *Living Environment Strategy*

The PAE Council had a *Living Environment Strategy 2017–2022* with a foundation initiative being the Greening our City program. The program aimed to:

- increase urban greening in the city's public realm (streets, parks, trails, coastline and waterways)
- improve the integration of its tree and vegetation planting program in the design of its streetscapes, roads and stormwater infrastructure
- educate the private sector and community
- adopt evidence-based approach in target setting and prioritisation of opportunities for urban greening.

The PAE Council advised us that it is revising its plans and developing an Urban Greening and Biodiversity Management Plan, which will continue to provide tree canopy targets and indicators. This document was not available at the time of our review.

4.7.2 The PAE Council has undertaken detailed tree canopy cover modelling and set a long-term target

The PAE Council has performed detailed tree canopy cover modelling based on a range of scenarios to determine the most appropriate tree canopy cover target and a five-year planting program.

4.7.3 The PAE Council has strategies to increase public awareness and improve its tree canopy cover

The PAE Council has strategies that aim to increase public awareness about the value of trees and improve the tree canopy cover on private land. These strategies include:

- the Get Shady program. This was established as an incentive program to increase tree planting on private land. In 2022 the PAE Council provided 150 property owners in the hottest suburbs with a free advanced (1 metre high) tree to plant on their land. In 2023, it provided 300 trees to property owners. This program is continuing in 2024.
- a grant program to help residents maintain large trees (with a trunk circumference of at least 2 metres) on their properties. The maintenance works intend to prevent the removal of the tree and extend its lifespan. This program contributes to the PAE Council's tree canopy targets and provides amenity benefits to the local neighbourhood.

4.7.4 The PAE Council has clearly defined roles and responsibilities for tree management

The PAE Council has clearly defined, documented and communicated to staff their roles and responsibilities for tree management, including:

- program delivery and oversight
- reporting
- risk management.

This has given staff transparency and understanding about work expectations, and how they contribute to the PAE Council's broader strategic objective of increasing the tree canopy.

5 City of Holdfast Bay

5.1 Executive summary

5.1.1 Conclusion

We assessed the effectiveness of the CHB Council's tree management activities to increase and maintain the tree canopy in its area.

We concluded that its activities were partly effective, because while some activities were operating effectively, gaps in others need to be addressed to be effective.

Activities where the CHB Council needs to take action to achieve effectiveness are:

- maintaining data about its public trees
- documenting the assessment and treatment of all tree canopy risks
- developing better functionality within its tree management systems
- monitoring and reporting its performance.

Activities where the CHB Council was effective included it having:

- a long-term tree canopy target
- strategies with specific actions to increase the tree canopy cover that continue to evolve
- strategies to increase public awareness about the value of trees
- clearly defined roles and responsibilities for tree management activities.

The CHB Council demonstrated a clear long-term commitment to actions to increase the tree canopy cover in its area.

5.1.2 What we recommended

We recommended that the CHB Council should:

- develop system functionality to ensure:
 - tree data is able to be easily accessed and maintained by staff in line with their work responsibilities
 - staff can easily produce comprehensive reports to support their analysis, decisions and monitoring of activities
 - staff can easily produce reports for monitoring against Council objectives and tree canopy targets
 - staff can consistently assess and record tree risks, access and maintain this data and retrieve information about works performed
- documenting the assessment and treatment of all tree canopy risks.

5.1.3 City of Holdfast Bay’s response

The CHB Council accepted our detailed findings and told us how it would action our recommendations. Its response to each recommendation is included in sections 5.3 to 5.6.

Appendix 7 contains the CHB Council’s full response to this report.

5.2 Overview of the City of Holdfast Bay

5.2.1 About the City of Holdfast Bay

The CHB Council is a south-western coastal council area of Adelaide, about 11 kilometres from the CBD. It covers an area of around 14 km² and had a population of 38,000 people in 2022. This is a population density of about 2,767 people/km².

The CHB Council area is predominantly residential with some commercial and industrial land use. There were around 4,500 residential dwellings approved to be built in the area in 2023-24. The CHB Council includes the suburbs of Glenelg and Brighton, which are popular tourist destinations and are widely known for the iconic Norfolk Pines that line much of the esplanade and surrounding streets.

5.2.2 Tree canopy target and 2022 measurement

The CHB Council’s *Environment Strategy 2020–2025* includes a target to increase its tree canopy by 10% from a baseline of 15.28% in 2018 to 16.8% in 2030. This target was based on original 2018–2019 LiDAR data, but due to the change in measurement methodology discussed in section 3.1 and appendix 3, the measurement was recalculated in 2022.

The recalculated LiDAR data for 2018–2019 measures the CHB Council’s tree canopy at 10.17%. LiDAR data shows that since then, its tree canopy cover has increased slightly to 11.73% in 2022, as shown in figure 5.1.

The CHB Council intends to revise its tree canopy target based on the 2022 LiDAR data.

Figure 5.1: Total tree canopy cover in CHB Council area in 2022

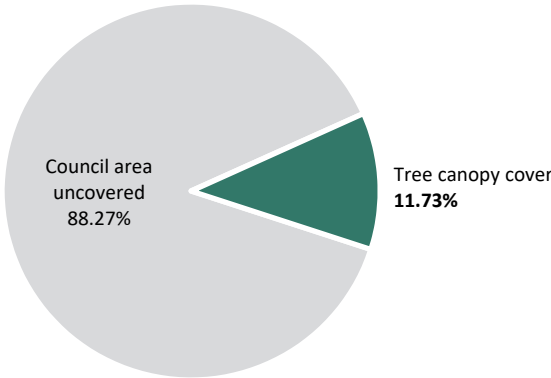
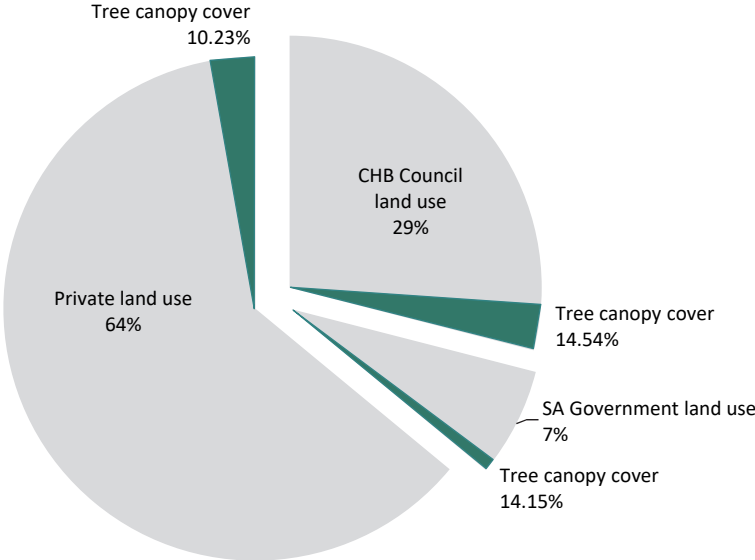


Figure 5.2 shows a breakdown of the percentage of land use type and tree canopy over the CHB Council area based on 2022 LiDAR measurements.

Figure 5.2: Percentage of CHB Council by land use type and its tree canopy in 2022

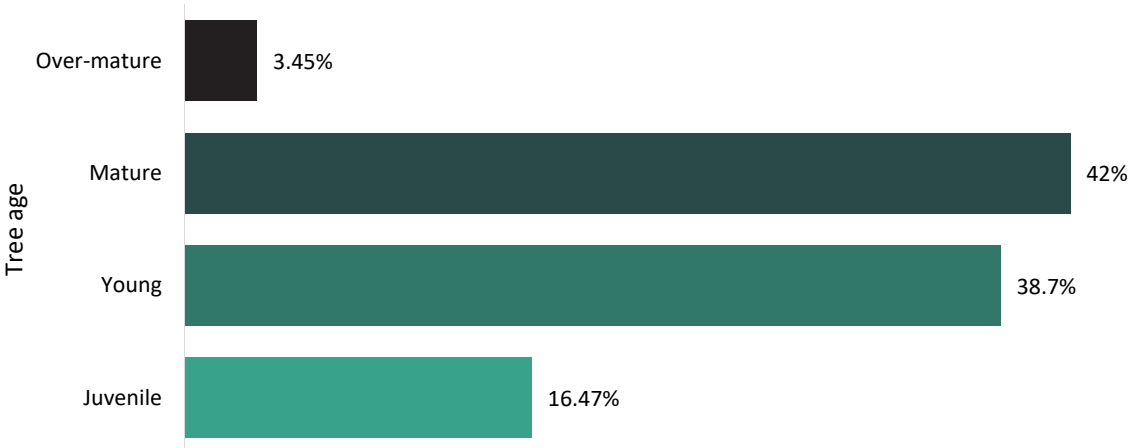


Source: Based on the *Urban tree canopy, green spaces and built environment data analysis and reporting 2022 Survey Area Technical Report*, January 2022, Green Adelaide, Government of South Australia, Adelaide.

5.2.3 CHB Council tree canopy data

The CHB Council’s tree audit found the Council has approximately 21,100 street and open space trees and most of its trees are young or mature in age as shown in figures 5.3.

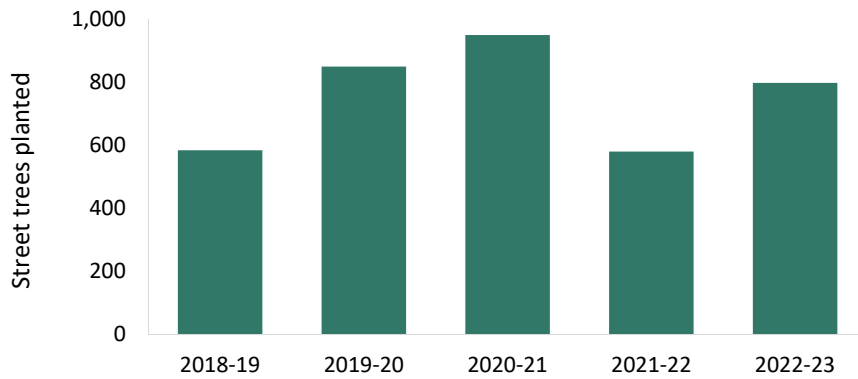
Figure 5.3: CHB Council’s public trees by age distribution



Source: Based on data from the CHB Council.

Figure 5.4 shows the number of street trees planted by the CHB Council in the last five years.

Figure: 5.4 Number of street trees planted by the CHB Council in last 5 years



Source: Based on data from the CHB Council.

5.2.4 Innovative techniques the CHB Council has used to improve tree health

During our review we observed some innovative techniques the CHB Council has used to improve the health of the trees in its area. These include using water sensitive urban design (WSUD) to improve street and open space tree health, through the passive infiltration of stormwater.

WSUD provides environmental benefits such as capturing rainfall runoff to prevent flooding and improving stormwater quality, which reduces sediment and pollution into waterways. It is also highly valuable for providing supplementary irrigation to urban vegetation and improving tree and canopy health and longevity.

We saw several examples, as shown in figure 5.5 where the CHB Council had used:

- WSUD in the form of rain gardens to capture stormwater runoff, including in high-traffic streets and in parks from tennis courts to passively irrigate trees and vegetation
- street tree inlets to redirect stormwater from roads to tree roots, which increases the available water for the surrounding street trees.

Figure 5.5: Examples of WSUD under Norfolk Pines in Glenelg and a street tree inlet to redirect stormwater to tree roots in South Brighton



5.3 Data and asset management systems findings

5.3.1 The CHB Council's system does not support effective tree management

Recommendation

In developing its tree management system, the CHB Council should consider system functionality that:

- lets staff and contractors update tree records for maintenance data and risks easily and timely
- gives staff access to data to update it, analyse it and use it for decision making
- lets staff create reports that provide information to support their decision making on tree management activities.

The CHB Council should prepare a plan of the system changes needed for actioning and monitoring.

Findings

We found that the CHB Council's enterprise management system was not mature enough to support effective tree management. It did not have functionality to:

- ensure accurate and complete tree data was maintained
- provide information needed to perform tree management activities effectively.

Maintaining complete and accurate tree data

From 2021 to 2023, the CHB Council conducted the first audit of its public trees. It collected comprehensive data that gave an up-to-date picture of its tree population, species diversity and other tree demographics such as information about an individual tree's health, location, age and risk status. A tree asset management system was used to record this data and individual tree records were updated to show the maintenance work needed or performed. This ensured the CHB Council had current and complete information about its trees.

In early 2023, the CHB Council stopped using the tree asset management system and built tree management functionality into its existing enterprise management system. Tree data was transferred in from the tree asset management system, but not all of the functionality needed to support tree management was fully developed.

We found that:

- some CHB Council staff did not have access to tree data in the enterprise management system that they needed to perform their roles
- one Council officer maintained manual records to support certain tree management activities.

As a result, tree data obtained during the CHB Council's audit was not being fully maintained in the enterprise management system, increasing the risk of it becoming redundant.

Gaps in reporting capability

We found that the enterprise management system's reporting capabilities were still being developed for key tree management activities. For example, the system could not produce automated reports to help staff evaluate and monitor tree management activities like:

- annual planting, including details about planned tree species, planting dates and locations
- watering routes
- risk-based tree maintenance and inspection programs
- tree health and risk status
- performance against objectives and targets.

We also found that staff had difficulty accessing information in the enterprise management system, making analysis and decisions more difficult and time consuming.

It is important for staff to be able to easily access information that helps them make effective and efficient decisions about their work, such as:

- setting performance targets or guidelines for tree diversity and annual planting to achieve the CHB Council's long-term tree canopy target
- deciding on the timing, level and allocation of resources needed to maintain healthy trees and increase the tree population
- managing risks such as tree limb failure, tripping hazards and root conflicts with footpath and road infrastructure
- managing work crews and contractors
- assessing whether tree management activities are achieving the CHB Council's objectives and targets
- deciding whether strategic plans for urban forest and tree management need to change.

The functionality an effective tree management system could provide includes:

- a register to store tree data such as tree species, location, planting date, health and risk rating, and the ability to maintain this data efficiently
- the ability to manage tree maintenance activities efficiently and effectively. These activities include creating, coordinating and monitoring planting, watering and pruning programs, and coordinating planting programs with footpath and kerb maintenance programs
- the ability to manage community complaints and requests, and record when and how they were resolved
- information to monitor and evaluate performance against the CHB Council's objectives and targets.

Plan for changes to the enterprise management system

We found that the CHB Council did not have a documented plan of the changes to the enterprise management system needed to improve access and reporting. It is important to have a plan to ensure all the required system changes are identified, prioritised, allocated for actioning and monitored for progress.

City of Holdfast Bay's response

During the public tree data collection and assessment (2021-2023), Council captured comprehensive data of all individual trees. After the audit this data was transferred into council's asset management register.

Council has committed to build additional functionality for tree management into the existing enterprise asset management system to address the gaps identified in the review.

5.4 Risk management findings

5.4.1 The CHB Council's system does not support effective management and reporting of tree risks

Recommendation

As a matter of priority, the CHB Council should develop system functionality to support the effective management of tree risks.

The CHB Council should review its processes to ensure reporting is in place to help it oversee its key tree risks.

Findings

We found that the CHB Council's enterprise management system did not support the effective management of tree risks because it did not:

- have a built-in risk assessment methodology to help staff assess tree risks. This could lead to inconsistencies in how staff assess and conclude on tree risks
- give staff easy access to tree risk ratings and information about work previously performed on trees to address identified risks. We found that staff could only see the complete history of work performed on a particular tree and the effect on its risk status by looking at all the individual work orders for the tree.

It is important for staff to have access to information to monitor, evaluate and report on tree risks efficiently. The CHB Council's system, however, could not provide this. For example, it could not provide a list of all high-risk trees for staff to use to monitor tree health and update the corporate risk register. We found that staff were instead keeping manual records about high-risk trees and there was no evidence that these risks were being reported in line with CHB Council policy.

City of Holdfast Bay's response

See response in section 5.4.2.

5.4.2 The CHB Council had not documented some of its tree management risk assessments

Recommendation

The CHB Council should:

- comprehensively review its tree data and tree management practices to identify and assess all tree risks
- maintain a complete central record of the risk assessments and treatment plans needed to monitor and report on tree risks.

Findings

The CHB Council's risk management policy and procedure outline the key elements of a sound risk management process. It defines roles and responsibilities, processes and reporting requirements.

Effective risk management involves identifying, analysing, mitigating, monitoring and communicating risk. Having a risk register is key to performing these activities.

The CHB Council's corporate risk register identifies its strategic, operational, asset and project risks and requires enough information to be recorded to tell elected members and staff how risks will be managed.

We found that the corporate risk register included strategic and operational tree management risks but did not recognise some relevant risks, such as the risk of:

- tree data not being maintained to understand the status of the CHB Council's tree population, and individual tree health, diversity and risk ratings
- specific trees assessed as high operational risks not being managed effectively
- adverse impact to trees and the tree canopy from Council or State managed civil or capital works
- adverse impact to trees from natural events, such as pest outbreak or disease
- Council trees and the tree canopy not being resilient to climate change and extreme weather events, such as warming average temperatures and lower average annual rainfall
- negative public perceptions of trees.

Without a complete listing of all risks, management cannot determine and demonstrate whether risks are:

- adequately assessed and treated
- being reported to senior management, council committees and elected members, as required by the CHB Council's policy.

City of Holdfast Bay's response

During the public tree data collection (2021-2023), every tree was assessed for risk. High risk trees were identified in real time to be dealt with urgently. By the completion of the audit, council had no identified high risk trees remaining. Each tree has an ongoing assessment frequency based on its risk status.

Existing operational tree risks are captured in the operational risk register. Through the development of the tree management plan, council will undertake a review of its tree risks and update the operational risk register. This will ensure central reporting enables appropriate oversight of these risks.

5.5 Monitoring and reporting of performance findings

5.5.1 The CHB Council has limited performance reporting

Recommendation

The CHB Council could improve its reporting of tree management performance by sourcing actual tree planting numbers from its enterprise management system and reporting this against its annual planting target.

In finalising its draft urban forest and tree management plans, the CHB Council should develop and document performance reporting requirements that contribute to achieving its objectives and tree canopy target. These could include:

- numbers of trees removed, and new and replacement plantings during the period
- changes in overall tree population diversity and performance against target ratios or guidelines
- status of tree population health
- plantable spaces available for public planting
- estimated trees lost on private land
- estimated canopy spread or loss

Findings

The CHB Council's reporting of its tree management performance is limited to the yearly tree planting numbers it publishes in its annual report. It told us that these numbers are based on the maximum plantings that could be achieved with the resources it allocates. This is taken from records that staff maintain about the purchase of trees rather than being actual planting data sourced from the enterprise management system.

It is important that actual performance is compared to targets for the CHB Council to assess whether its actions are successful or changes are needed to achieve its objectives and long-term tree canopy target.

We noted that the CHB Council's draft urban forest and tree management plans do not specify reporting requirements for the achievement of objectives or targets for new and replacement tree plantings, tree population health, tree risks and species diversity.

City of Holdfast Bay's response

Council's tree performance reporting will be refined and integrated into the development of the strategic planning documentation.

5.6 Strategic planning for tree management findings

5.6.1 The draft urban forest and tree management plans are missing some key elements

Recommendation

The CHB Council should consider including our suggestions in its draft urban forest and tree management plans.

Observations

The CHB Council engaged a consultant to help develop an urban forest plan and a tree management plan. These plans will reflect the outcomes of the CHB Council's 2023 tree audit and the 2022 LiDAR data. They aim to support a proactive, best practice approach to managing public trees and related risks and increasing the CHB Council's tree canopy.

We considered the draft plans available at the time of our review and identified some areas that could be improved to help the CHB Council achieve the aim of these plans, which included analysing comprehensive tree data to inform its planning activities.

We suggested that the plans explain how they relate to each other to help users understand their purpose and linkage.

City of Holdfast Bay's response

Council will consider these recommendations in detail and select appropriate placing for the inclusion of them in development of the strategic planning documents.

Council has made significant progress on developing its action plan with specific actions to improve our overall urban forest management to achieve targets, including allocation of resources.

The strategic planning documents were required to be put on hold due to the time delay in delivery of the 2022 tree canopy data capture from the state government. It was critical to understand the baseline 2018 data set and subsequent change in canopy to 2022 to undertake accurate modelling to develop canopy targets.

5.6.2 The CHB Council does not set specific tree canopy targets for land use and tenure

Recommendation

The CHB Council should consider setting tree canopy targets that are specific to land uses and tenures and based on available plantable space and resources.

In finalising its urban forest and tree management plans, the CHB Council should consider specific strategies, actions and resource allocation to achieve the specific targets set.

Findings

The CHB Council's *Environment Strategy 2020–2025* includes a target to increase its tree canopy by 10% from a baseline of 15.28% in 2018 to 16.8% in 2030. A well-known challenge to Adelaide metropolitan councils in their efforts to increase their tree canopies is that they do not own or control a large portion of the land in their areas. The amount of land controlled by councils and available for planting is further limited by infrastructure such as powerlines, storm and wastewater networks, footpaths and roads, and house and fence footings.

To recognise these limitations, many councils set separate tree canopy targets for different land uses and tenures. For example, another local council has split its tree canopy targets by land use and ownership:

We will increase average township tree canopy cover to 20% by 2043 and to 30% by 2073 by meeting the following targets:

- *Average Road reserve tree canopy from 11% to 20%*
- *Average Open space tree canopy cover from 7% to 30%*
- *Aiming for net gain of tree canopy cover on private residential land within township boundaries.*

Some councils have also set annual tree planting targets that are linked to their tree canopy targets.

It is important to link the performance targets set to what the CHB Council can deliver through its planned strategies, allocated resources and available planting space. Setting more specific targets will help to inform its actions and more accurately measure its performance.

City of Holdfast Bay's response

A subset of targets specific to land use types, available plantable space and council resources will be included in the urban forest strategy and tree management plans following the release of the tree canopy data by the state government.

5.7 What the City of Holdfast Bay did well

We identified CHB Council activities to increase the tree canopy and tree health in its area that were operating effectively.

5.7.1 The CHB Council has an Environment Strategy

The CHB Council has an *Environment Strategy 2020–2025* that identifies five environmental action themes, each with its priority activities and benefit rankings. It includes tree-related action items that will help the CHB Council increase its tree canopy, improve tree health and raise community awareness about the value of trees. The elements of the strategy concerning trees will be supported by the urban forest and tree management plans when they are finalised.

5.7.2 The CHB Council conducted a tree audit

High-quality data about trees is key to a council maintaining and growing a healthy urban forest. Council staff can make more efficient and effective decisions about tree management if they are evidence based.

Between 2021 and 2023, the CHB Council conducted the first audit of its public trees, which produced a database of over 21,100 trees. The audit identified that the Council had around 6,000 more trees than it had estimated and around 5,500 plantable spaces. It captured wide-ranging data about the CHB Council's trees, including data about species diversity, tree health, age, useful life expectancy, works required and risk status.

This data will help the CHB Council to develop informed urban forest and tree management plans, identify priority actions and set attainable targets or guidelines that consider available

plantable space and species diversity needs. It will also help the CHB Council to better understand what resources are needed to support and grow its trees and increase its tree canopy.

We did not review the CHB Council's tree audit process.

5.7.3 The CHB Council has strategies to increase public awareness about the value of trees

The CHB Council has an Adopt a Tree program, where it allocates new trees to be planted on residents' verges each year. Registration is free and trees are issued on a 'first come first serviced' basis. Residents must commit to watering the new trees for the first three to four years after planting.

The CHB Council also has a Tree of the Month program that aims to increase community awareness about the value of trees and the role they play in providing shade and habitat, cleaning the air and supporting public health and wellbeing. Residents can nominate a tree that is significant to them and it is showcased on the CHB Council's website.

5.7.4 The CHB Council has clearly defined roles and responsibilities for tree management

The CHB Council has clearly defined, documented and communicated to staff their roles and responsibilities for tree management, including:

- program delivery and oversight
- reporting
- tree risk assessment and treatment.

This has given staff transparency and understanding about work expectations, and how they contribute to the CHB Council's broader strategic objective of increasing the tree canopy.

Appendix 1 – Audit mandate, objective and scope

Our mandate

The Auditor-General has authority to conduct this review under section 32(1)(c) of the *Public Finance and Audit Act 1987 (PFAA)*. This section allows the Auditor-General to review the efficiency, economy and effectiveness of the activities of a public funded body.

Section 4 of the PFAA includes a council constituted under the *Local Government Act 1999* (LG Act) in the definition of a publicly funded body.

Our objective

The objective of our review was to conclude on whether selected metropolitan councils have effective activities in place to increase or maintain the tree canopy cover in their areas.

Our review covered the period from July 2018 to November 2023. This period aligns with the capture of tree canopy data across metropolitan Adelaide by SA Government entities in partnership with councils in 2018–2019, and Green Adelaide in 2022 for the update of *The 30 Year Plan for Greater Adelaide*.

What we reviewed and how

We considered whether the two councils we selected to review had:

- documented plans and/or strategies to increase or maintain the tree canopy cover
- governance structures to manage and oversee their performance while working towards their tree canopy target
- systems and process to effectively manage their tree data and monitor and report on their outcomes.

Figure A1.1: Performance audit sub-objectives

Audit area	Audit sub-objective
Tree canopy planning	Does the Council effectively plan its tree canopy activities.
Governance structures and practices	Does the Council have effective governance arrangements over its tree canopy activities, including: <ul style="list-style-type: none"> • establishing clearly defined roles and responsibilities • monitoring the performance of tree canopy activities and its performance against targets • risk management processes for managing its tree canopy.
Management of tree canopy data	How effectively the Council manages information about its trees to increase and/or maintain its tree canopy.

We reviewed documents in detail and held discussions with Council staff to conduct our review. We considered:

- LG Act requirements
- Council objectives, targets, policies and plans for tree canopy management
- the 2017 update of *The 30 Year Plan for Greater Adelaide* by the SA Government, which includes tree canopy targets for council areas
- the *Planning, Development and Infrastructure Act 2016*
- the Electricity (Principles of Vegetation Clearance) Regulations 2021
- risk management processes based on ISO 31000:2018 *Risk management guidelines*.

We engaged a subject matter expert to provide guidance and advice to us throughout our review and to ensure that our findings and recommendations were consistent with sound industry practice.

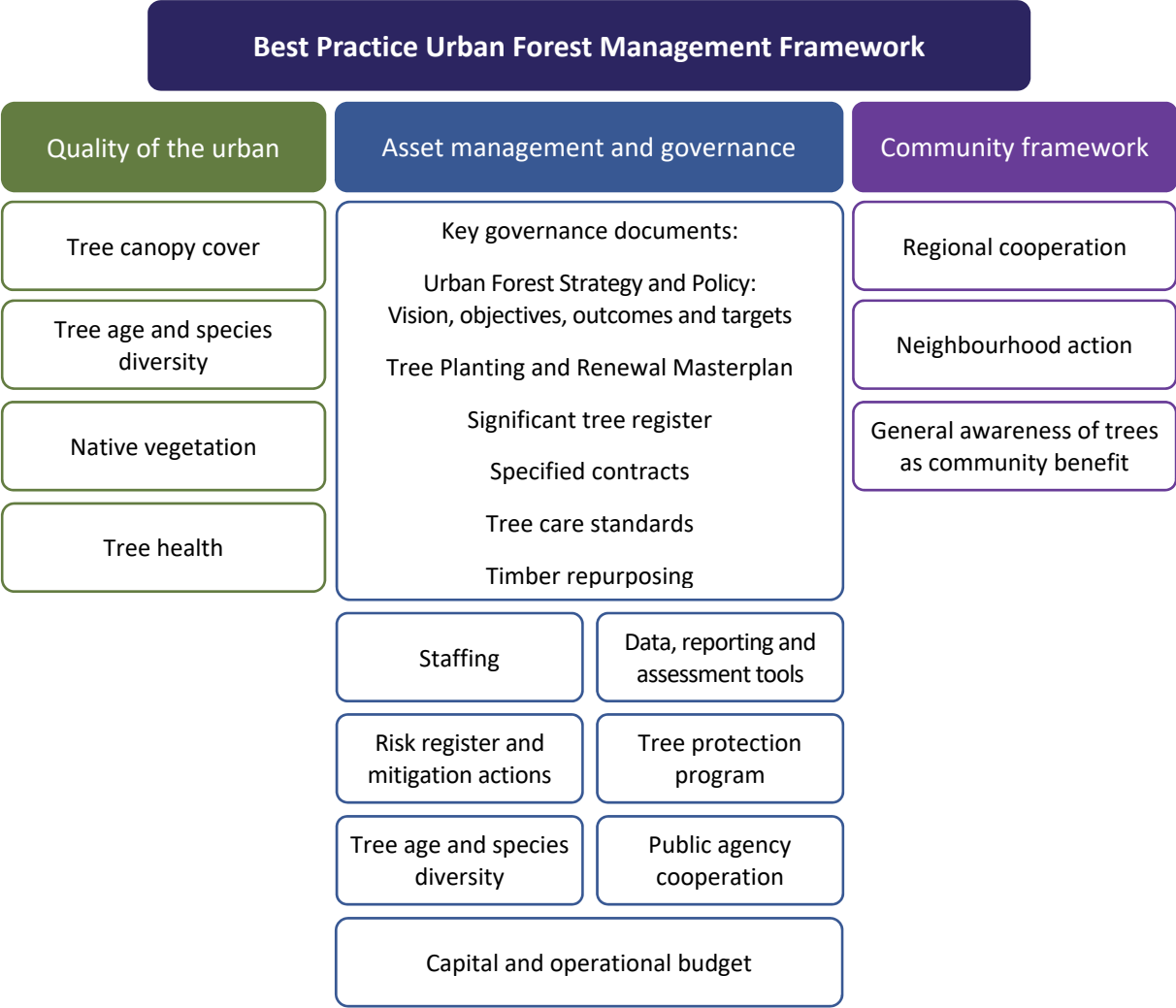
What we did not review

We did not assess:

- Council risk management practices across all functions. We focused on risks relevant to managing the tree canopy
- compliance with significant or regulated trees legislation
- how other land holders are managing their trees
- the completeness and accuracy of LiDAR tree canopy data
- the merits of alternative tree canopy measurement methodologies
- the Council's tree audit process.

Appendix 2 – A model tree management framework

This model tree management framework is one that councils could refer to when developing and reviewing their own frameworks.²⁵



We did not consider all aspects of this tree management framework in our reviews of the PAE Council and CHB Council.

Our review focused on the key activities related to our review objective:

- planning (including key strategies, objectives and targets)
- governance arrangements (including roles and responsibilities, performance monitoring and reporting, risk management)
- management of tree canopy data and information.

Appendix 3 – LiDAR measurement of metropolitan Adelaide’s tree canopy cover

What LiDAR is and what its data says about the tree canopy

LiDAR measures the time taken for a laser pulse to travel from an airplane’s sensor to the ground surface and be reflected back again to create a highly accurate point cloud which defines the height and horizontal extents of ground features. The point cloud can be used to produce spatial datasets which describe features on the earth’s surface, such as trees and buildings in three dimensions. This method measures the height and horizontal extents of tree canopy (defined as vegetation greater than 3 metres in height) and provides a repeatable measure of canopy for monitoring of change over time.

Between 2018–2019 a number of projects were conducted through partnerships between the SA Government and Regional Climate Partnerships (representing the 18 metropolitan councils) to capture tree canopy data across metropolitan Adelaide using the LiDAR method, as shown in figure A4.1.

Figure A4.1: Adelaide metropolitan council areas surveyed in 2018 – 2019

Council	Area surveyed	Council	Area surveyed
City of Adelaide	Complete	City of Onkaparinga	Complete
City of Burnside	Complete	City of Playford	Partial
Campbelltown City Council	Complete	City of Port Adelaide Enfield	Complete
City of Charles Sturt	Complete	City of Prospect	Complete
Town of Gawler	Partial	City of Salisbury	Complete
City of Holdfast Bay	Complete	City of Tea Tree Gully	Complete
City of Marion	Complete	City of Unley	Complete
City of Mitcham	Complete	Town of Walkerville	Complete
City of Norwood Payneham & St Peters	Complete	City of West Torrens	Complete

The Town of Gawler and the City of Playford were only partially surveyed at this time. Tree canopy was measured at a resolution of 1 metre x 1 metre by LiDAR.

In 2022 LiDAR was again used to measure the tree canopy across the same 18 Adelaide metropolitan council areas. This time the entire council areas of the Town of Gawler and the City of Playford were included and the tree canopy was measured at a 0.5 metre x 0.5 metre resolution. This survey calculated a tree canopy cover of 16.7% over the 2022 study area extent.²⁶

To enable consistent comparison and meaningful change detection analysis, the 2018–2019 LiDAR data was recalculated to a 0.5 metre x 0.5 metre resolution, bringing it into line with the 2022 data. This calculated Adelaide’s tree canopy cover at 14.5% of combined study footprint of the 2018–2019 surveys.

Green Adelaide also recalculated the canopy cover for 2022 based on the same metropolitan area measured in 2018–2019. When only the parts of the Town of Gawler and City of Playford which were previously captured are included in the 2022 survey results, tree canopy cover is calculated at 18.3%.^g

The net increase in the tree canopy of nearly 4% between 2018 and 2022 is due to the increase in crown spread of existing mature trees and the trees planted over the past few years having grown in height to 3 metres or more. The gain in canopy was however offset in part by tree loss from pruning and removal during this period.

g We did not review LiDAR data from 2018–2019 or 2022 for its completeness and accuracy. We did not review Green Adelaide’s recalculation of 2022 canopy cover based on the council areas surveyed in 2018–2019.

Appendix 4 – Government frameworks for tree canopy

SA Government	Local Government
<p>Role</p> <p>Responsible for the regulation and management of the urban greening framework relevant to urban tree canopy</p>	<p>Role</p> <p>Responsible for managing, developing, protecting, restoring, enhancing and conserving the environment in their council areas in an ecologically sustainable manner</p>
<p>Act</p> <p><i>Planning, Development and Infrastructure Act 2016</i></p> <p><i>Landscape South Australia Act 2019</i></p>	<p>Act</p> <p><i>Local Government Act 1999</i></p>
<p>Plans/Strategies</p> <p><i>The 30 Year Plan for Greater Adelaide (Regional Plan)</i></p> <p><i>Climate Change Action Plan 2021–2025</i></p> <p><i>State Landscape Strategy</i></p> <p><i>Green Adelaide Regional Landscape Plan 2021–2026</i></p>	<p>Plans/Strategies</p> <p>A council will determine its policies, objectives and strategies for tree management and the actions it will take to increase or maintain tree canopy</p>

Appendix 5 – Extract from the City of Holdfast Bay’s response to our findings and recommendations

Context, Challenges and Opportunities

Our urban forest is inclusive of all trees within the City of Holdfast Bay on public and private land. Trees are also subject to a range of diverse legislative and regulatory requirements. As the management of the urban forest is a joint responsibility and impacted by a number of stakeholders, it is important to recognise the external constraints that impact the success of achieving an increase in canopy across the city as a whole.

During the last 18 months, council has made two significant submissions about trees and the urban forest to the:

- Planning System Implementation Review
- Parliamentary Inquiry into the Urban Forest

We would like to take this opportunity to summarise some of the legislative and regulatory barriers to retaining, managing and increasing the urban forest, which we identified through these processes.

Conflict Between Trees and Utilities

There are several state-government laws, regulations or policy documents that restrict the trees that can be planted on public land, including:

- *Electricity (Principles of Vegetation Clearance) Regulations 2021*; including the Approved and Permitted Species lists maintained by the Office of the Technical Regulator that mandate which species may be planted under power lines;
- *Water Industry Act 2012*, including the SA Water Tree Planting Guide which mandates which species may be planted in the vicinity of water and wastewater infrastructure; and
- Operational Instruction 19.8: Trees in Medians and Roadsides in the Urban Environment, which mandates vegetation clearances from road corridors.

These documents treat trees only as a risk to critical infrastructure or life, rather than as green infrastructure with the same value as grey infrastructure. While trees can pose a risk to infrastructure, these documents ignore the numerous benefits that trees provide to the community.

As infrastructure proliferates with urban sprawl and infill, regulations that allow trees to be removed and limit replacement plantings, make it impossible for councils to achieve canopy targets on public land alone, especially because most metropolitan councils own a lower proportion of land than private landowners, as is the case for the City of Holdfast Bay.

There is an urgent need to incorporate a more sophisticated understanding of trees as community assets and an important mitigator of climate risk, rather than simply as a threat to infrastructure. There is also a need for harmonisation of all tree-relevant legislation and regulation to ensure this balanced and wholistic view of trees is promulgated across all state government policies, aligning infrastructure and development regulation with the principles of the 30-Year Plan for Greater Adelaide (and/or its replacement, the Greater Adelaide Regional Plan), and government commitments to greening and increasing canopy, such as the Urban Greening Strategy currently being developed by Green Adelaide.

Undergrounding and Aerial Bundling of Power Lines to Avoid Conflict

Independent of legislative and regulatory reform to the utilities sector, one of the simplest initiatives the state government could invest in to improve the extent of the urban forest and its performance is to underground power lines, including in common services trenches under roadways and in new land divisions, which combine electricity, gas, water, sewerage and communications services in a single trench. The placement of a common trench in the middle of a roadway would increase the amount of above- and below-ground space for planting on the verge, increasing the number and size of trees that can be planted on roadsides.

Alternatively, the bundling of power lines together (called 'aerial bundle cabling') overhead is also a cost-effective approach to existing suburbs with a similar outcome, making more space for tree canopy and reducing the need for large pruning clearances. Both of these approaches also increase the stability of the electricity grid due to reduced damage in storms and fires.

However, retrospectively undergrounding power lines is expensive (ca. \$3,000 per metre). The Power Line Environment Committee (PLEC) is a committee assisting the Minister responsible for the *Electricity Act 1996* in assessing and recommending locations for the undergrounding of overhead power lines. PLEC has annual funding in the order of \$10M, and operates in a co-funding model, whereby councils are invited to apply for funds to support undergrounding in specific areas.

Councils are generally expected to contribute at least one third of the costs of undergrounding (ca. \$1,000 per metre) and are expected to also commit to all of the costs of aesthetic improvement of the space after the undergrounding has happened.

This high requirement for council funds and limited co-funding available through PLEC means that undergrounding of existing overhead cables remains rare. In addition, in the current selection criteria of the PLEC funding program, tree canopy is not considered as part of the decision-making about locations to receive funding, therefore locations that could potentially provide important additional canopy are ignored.

Providing additional funding to PLEC, reducing the level of co-funding required by councils, and including expansion of urban tree canopy in the funding criteria, would allow the removal of more overhead power lines, thereby improve safety and public amenity, and increasing opportunity for greening. Undertaking more undergrounding would possibly also reduce the net cost per metre due to efficiencies of scale.

Alternatively, the state government could identify high priority targets for undergrounding (e.g. specific major transport corridors) to target for power line undergrounding and greening, providing the majority funding as a major project. Such projects could effectively transform barren transport corridors into shady boulevards with high public amenity and increased appeal for active transport users.

Landscape South Australia Act 2019

The *Landscape South Australia Act 2019* prevents the planting of species declared as weeds including common trees such as Aleppo pine (*Pinus halepensis*), box elder (*Acer negundo*) and desert ash (*Fraxinus angustifolia*). These species are prohibited because they have the potential to pose a risk to South Australia's environment and primary industries.

Prohibiting the planting of these species in rural, regional and peri-urban areas has sound logic. However, the traits that allow them to grow and proliferate also make some of them effective urban trees. For example, the desert ash has been planted extensively as a street tree and is popular in gardens because it is shady and performs well. The major risk this species poses is its ability to colonise and spread along streams, which may not be an issue in some urban contexts.

New developments

Developers are often heavily criticised for perceived failings in the environmental or social amenity created by their developments, particularly when large trees are removed to facilitate building.

Under the current legislation, it is extremely difficult for councils to enforce or prosecute vandalism of trees (removal, damaging, poisoning), with limited mechanisms to defer illegal removal of public trees.

Linking tree retention and other public good outcomes to economic incentives (e.g. charging developers the full assessed financial value of a tree before approving its removal) would ensure that commercial and public good incentives are better aligned. Another proposed financial incentive method is the use of tree bonds, especially for regulated and significant trees. The bond value would be derived using an agreed methodology embedded in the PDI Act, would be charged prior to development approval, and only refunded in part or in full depending on the extent of any damage suffered by the tree, as assessed by a qualified consulting arborist.

Large trees valued by industry-accepted methodologies often exceed \$100,000 in value, therefore funds accumulated through these processes would be significant enough to support major greening projects, including the purchase of land for pocket parks or other greening opportunities. Such an approach would lead to more certainty for developers, and to development that is in line with public expectations.

Planning, Infrastructure and Development Act 2016

The *Planning, Development and Infrastructure Act 2016* (PDI Act) is the primary mechanism for protecting trees on private land in the greater Adelaide area. The City of Holdfast Bay has provided extensive and specific feedback on the tree protection mechanisms and exemptions within the PDI Act as part of the Planning System Implementation Review. The Act and its regulations require significant improvements in order to retain more private trees.

If Adelaide is to reach its canopy target as set out in the 30 Year Plan for Greater Adelaide, it needs mechanisms to retain, protect and increase tree canopy on private land. This is because the majority of the urban forest is on private land, where the majority of tree loss happens. In the City of Holdfast Bay, the council controls only 29% of the tree canopy, where 64% is controlled by private land owners. Due to significant changes in the planning system between the previous Development Act and the current PDI Act, councils now have no control over trees on private land, therefore the City of Holdfast Bay is currently putting a lot of effort into researching and developing creative ways in which we can encourage and incentivise retention and planting of private trees.

Infill development increases the number of access points to a road that significantly reduces space for trees. More acceptance of combined driveways or stronger clearance zones around existing trees is required.

One of the most important changes that needs to be made to the PDI Act is to remove the ability to remove any tree (other than *Eucalyptus* or *Agonis flexuosa*) that is within 10 metres of a dwelling or in-ground swimming pool, which effectively means that most 'protected' trees in urban areas are exempt from protection, or become exempt after a block with one house on it is subdivided into two or more blocks with multiple dwellings. Reducing or removing this distance will significantly enhance protection for existing trees and bring South Australia into line with other states where the majority of councils do not have a distance provision.

The tree protections currently in place in the PDI Act are defined by the size of the circumference of a tree trunk. This is inadequate both in terms of the specific sizes that are used (2 metres or more for regulated trees; 3 metres or more for significant trees), and because only one measure is used. In the

benchmarking study *Urban Tree Protection in Australia: Review of regulatory matters* produced by The University of Adelaide, commissioned as part of the Planning System Implementation Review, it was shown that the majority of the 101 non-South Australian councils included in the study used at least two measures of tree size. These include tree trunk circumference, canopy spread and tree height. It is considered best practice to use at least two of these measures for specific tree protection regulations.

Regulated trees are often removed by the state government on state government land because both the state Department for Infrastructure and Transport, and the Department for Education have exemptions under the PDI Act. However, these types of locations have particularly high risks associated with increased urban heat. The Federal Government (e.g. Department of Defence) also has an exemption from these State laws and therefore has little responsibility to maintain or protect trees on its land (e.g. significant trees at Warradale Army Barracks).

The University of Adelaide review confirmed that South Australia's tree protections were markedly less stringent than those in other Australian capital cities and that the exemptions to protection in South Australia were so broad that few trees in Adelaide's urban setting are actually protected against removal for development. The University of Adelaide report provides several recommendations on reforms that would improve canopy retention on private land.

We would like to thank the Auditor-General and the Department's team for undertaking the review. The timing has assisted the development of our tree management documentation and the recommendations will assist with our commitment to increase our tree canopy and ongoing tree management improvements. We hope these findings will support the industry as a whole in South Australia to improve tree management and result in increased tree canopy cover across the state.

Appendix 6 – Response from the City of Port Adelaide Enfield



20 May 2024

Mr Andrew Blaskett
Auditor-General
Level 9
State Administration Centre
200 Victoria Square
ADELAIDE SA 5000

BY EMAIL: records@audit.sa.gov.au

Dear Mr Blaskett

Review of urban tree canopy management

I write in response to your letter dated 14th of May 2024. We appreciate the opportunity to review and provide comment on your proposed Report to Parliament.

I can confirm that Council's administration has reviewed the report and do not see the need for changes.

Once again, I wish to acknowledge that this has been a valuable exercise and express our appreciation for the professional partnership approach your team, specifically Sharon Ryan and Kris Slaytor, have taken throughout the process.

Yours sincerely

A handwritten signature in black ink that reads "Claire Boan".

Claire Boan
Mayor

Email: claire.boan@cityofpae.sa.gov.au

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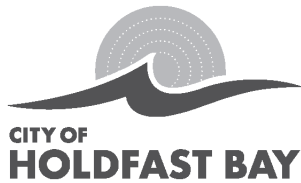
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Appendix 7 – Response from the City of Holdfast Bay



OFFICE OF THE MAYOR

21 May 2024

Mr Andrew Blaskett
Auditor-General
Level 9, State Administration Centre
200 Victoria Square
ADELAIDE SA 5000

Dear Mr Blaskett

Review of urban tree canopy management

Thank you for your letter dated 14 May 2024 including the relevant extracts of the proposed Report to Parliament for our final comment.

Following a review of the proposed report, I am pleased to advise that City of Holdfast Bay is satisfied with the report and has no further comment to provide.

We wish to thank your Department for the thorough review of our urban tree canopy management and look forward to implementing the recommendations made.

Yours sincerely

Amanda Wilson
Mayor

Appendix 8 – Abbreviations and terms used in this report

The terms used in this report were sourced from legislation, *The 30 Year Plan for Greater Adelaide* and information published by Green Adelaide.

Abbreviation/Term	Description
AGD	Auditor-General's Department
CHB Council	City of Holdfast Bay
Council area	All area within the boundary of the Council
ELT	Executive leadership team
ERDC	Environment Resources and Development Committee
Impermeable surfaces	Impermeable surfaces impede the filtration of water into the soil and are mainly artificial structures such as pavements, roads and buildings
LGA	Local Government area, also known as Council area
LG Act	<i>Local Government Act 1999</i>
LiDAR	Light Detection and Ranging (LiDAR) measures the time taken for a laser pulse to travel from an airplane's sensor to the ground surface and be reflected back again to image landscape features in three dimensions. LiDAR is used to measure tree canopy cover
Metropolitan council	Comprises Adelaide, Burnside, Campbelltown, Charles Sturt, Gawler, Holdfast Bay, Marion, Mitcham, Norwood Payneham and St Peters, Onkaparinga, Playford, Port Adelaide Enfield, Prospect, Salisbury, Tea Tree Gully, Unley, Walkerville and West Torrens councils
PAE Council	City of Port Adelaide Enfield
PDI Act	<i>Planning, Development and Infrastructure Act 2016</i>
PFAA	<i>Public Finance and Audit Act 1987</i>
Sequestration	The process of trees storing carbon
Tree canopy cover	The horizontal extents of the crown of the tree over an area of land when seen from above. It is usually expressed as a percentage of an area of interest, or square metres. As an individual tree grows and the crown expands, the canopy cover increases. Trees are classed as vegetation $\geq 3\text{m}$ in height. Allows for the percentage of tree canopy cover to be calculated across a range of areas of interest (eg LGA or unit area)

Abbreviation/Term	Description
Urban infill	The development or construction of additional housing units into an existing subdivision or neighbourhood within the current built-up urban area of metropolitan Adelaide. It excludes the greenfield and township areas in the greater Adelaide region
Urban heat island	Urban areas that are significantly warmer than surrounding rural or natural areas due to human activities, artificial and impermeable surfaces and land uses
Urban tree cover	Trees and shrubs located in street verges, parks and backyards
WSUD	Water sensitive urban design

Annexure

Data will be published on the Auditor-General's Department's website

Section 32(6) of the *Public Finance and Audit Act 1987* allows the Auditor-General to publish information including data on a website. I have published a summary of the council survey responses and Green Adelaide's LiDAR data for 2018–2019 and 2022 on the Auditor-General Department's website – www.audit.sa.gov.au.

Each council's area is unique and presents its own set of challenges for increasing and maintaining its tree canopy cover. For example, soil types, rainfall volume and amount of grassland and grassy woodlands varies between each council. The data presented should not be used to compare one council against another.

Council survey responses

To provide insight into how Adelaide metropolitan councils are managing their tree canopies, we surveyed 18 councils. We did not verify their responses or audit the results of our survey. We did not form a conclusion about their responses.

We have included some of their summarised responses in section 3 of this report, such as the challenges faced by councils in working towards achieving their targets and the SA Government's targets.

Adelaide tree canopy cover LiDAR data

We obtained LiDAR data about metropolitan Adelaide's tree canopy cover between 2018–2019 and 2022 from Green Adelaide. We did not review the LiDAR methodology or audit its data.

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Item No: 15.2

Subject: **ADOPTION OF 2024-25 ANNUAL BUSINESS PLAN AND LONG TERM FINANCIAL PLAN 2024-34**

Summary

The 2024-25 Annual Business Plan is Council's statement of its intended program of activities and outcomes for the coming financial year. It is developed concurrently with the budget, which outlines proposed revenue sources and resources allocated to implement the Annual Business Plan.

Pursuant to the *Local Government Act 1999* (the Act), consultation on the 2024-2025 Annual Business Plan and the Long Term Financial Plan 2024-2034 was held from 24 April to 17 May 2024. The Draft 2024-25 Annual Business Plan included the strategically and financially significant project to transform Jetty Road Glenelg. Consultation results were provided to Elected Members at a workshop held on 4 June 2024 and to Council for their consideration at their meeting on 11 June 2024.

Council's Audit and Risk Committee considered the consultation results at its meeting on 12 June 2024 and recommended the Annual Business Plan to Council.

The 2024-25 Annual Business Plan has been developed having regard to the *Our Holdfast 2050+* strategic plan, Council's Asset Management Plans, the Long Term Financial Plan and directions provided by Council.

The draft budget has been developed with a general rate increase of 7.1% plus growth and satisfies Council's financial sustainability and performance measures and confirmed by the Audit and Risk Committee.

Following consultation, the 2024-25 Annual Business Plan and the Long Term Financial Plan 2024-2034 is recommended for adoption.

Recommendation

That, subject to final design and minor alterations and typographical corrections, Council:

- 1. adopts the 2024-25 Annual Business Plan, which is provided as Attachment 1; and**
 - 2. adopts the Long Term Financial Plan 2024-2034, which is provided as Attachment 2 to this report.**
-

Background

The 2024-25 Annual Business Plan is Council's statement of its intended program of activities and outcomes for the coming financial year. It is developed concurrently with the budget, which outlines proposed revenue sources and resources allocated to implement the Annual Business Plan.

At its meeting on 23 April 2024, Council resolved to release the Draft 2024-25 Annual Business Plan and the Long Term Financial Plan 2024-2034 for consultation. The consultation period for both plans was from 24 April to 17 May 2024.

The Draft 2024-25 Annual Business Plan included the strategically and financially significant project to transform Jetty Road Glenelg. The Project's Prudential Report had identified funding as a key risk (specifically, that Council required a funding model to fund the project) and recommended community engagement on a funding mechanism. The funding model consulted on was an additional 2.3% to rates each year for three years to cover the borrowings required for the \$30 million investment by Council. The consultation feedback received on the Draft 2024-25 Annual Business Plan raised concerns by residents about the proposed debt levels, who should pay for the project and Council's ongoing sustainability.

A workshop was held on 4 June 2024, at which the results of the consultation and survey were provided to the Elected Members. Council then considered the full suite of comments received and a comprehensive report on the survey along with additional information at its meeting on 11 June.

Feedback regarding the Transforming Jetty Road Glenelg project has continued to be received after the closing of the consultation period. While the majority of the post-consultation feedback expresses concerns regarding costs, the funding model, and/or project, many responses also agree that an upgrade to Jetty Road Glenelg is required.

Report

2024-25 Annual Business Plan

Section 123(6a) of the Act requires that any amendments to the Draft Annual Business Plan that was consulted on be explained in the adopted Plan.

Since the publication of the Draft 2024-25 Annual Business Plan and subsequent engagement, the following changes have been made to the proposed final version of the 2024-25 Annual Business Plan:

- The Southern Region Waste Resource Authority (SRWRA) equity gain has increased from \$0.10 million to \$0.15 million.
- An increase in growth of newly created and developed properties from 0.5% to 0.95%, or \$0.21 million to \$0.39 million.
- The municipal operating surplus has increased from \$958,677 to \$1,192,677.
- The municipal operating surplus ratio has increased from 1.7% to 2.1%.
- The requirement for new borrowings has reduced from \$11.095 million to \$10.909 million.
- Alwyndor surplus will decrease from \$617,490 to \$577,088.

These changes are reflected in the updated municipal and Alwyndor financial statements that are included in the document.

Key Parameters

The 2024-25 Annual Business Plan details these key parameters:

- Target of an operating surplus.
- 7.1% general rate revenue increase (excluding separate rates and Regional Landscape Levy). This is made up of 4.8% in line with CPI and 2.3% to fund the Transforming Jetty Road, Glenelg project.
- 0.95% rate revenue increase for new development growth.
- Alwyndor and Jetty Road Mainstreet budgets to be self-funding.

This information is consistent with the 2024-25 Budget report which is being considered as part of this current agenda (Item number 15.3).

The 2024-25 Annual Business Plan is attached and is recommended for adoption.

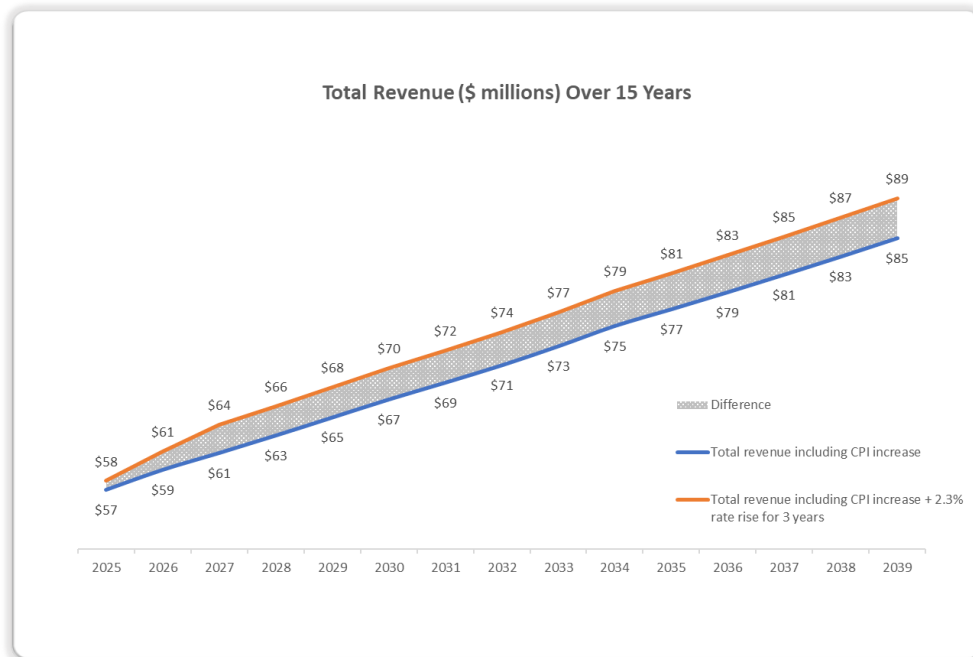
Refer Attachment 1

Major Projects

As discussed, the key project included in the Draft 2024-25 Annual Business Plan is the Transforming Jetty Road, Glenelg project. Included in the draft 2024-25 budget has been the cost associated with borrowing an initial \$10m for the first stage of the project and the additional 2.3% increase in rate revenue for the first year, as outlined in the project's proposed funding model.

During the consultation process, concerns were raised on the validity of this funding model with a number of questions raised on whether this increase would be sufficient to repay the debt incurred. The Draft Long Term Financial Plan 2024-2034 (LTFP) demonstrated how a rate rise above CPI of 2.3% in each of the next three years would be sufficient to repay both principal and interest repayments on a \$30 million, 15 year-term, fixed rate loan.

The graph below presents the effect of this three year rate rise above CPI over the next 15 years, highlighting the ability to make the necessary repayments.



In response to the concerns raised during consultation of the funding model, an independent review of the model was undertaken including how these new borrowings would be accounted for in the ABP and LTFP. Mr Tim Muhlhausler, Director at Galpins (Accountants, Auditors and Business Consultants), was engaged to undertake this review.

In concluding his review, Mr Muhlhausler confirmed that the ‘proposal is clearly and transparently detailed within the LTFP’ and that the proposed rate increases ‘have the effect of permanently raising the base level of rates revenue for council by approximately \$3 million, enabling the repayment of borrowings related to the Project over the long term’.

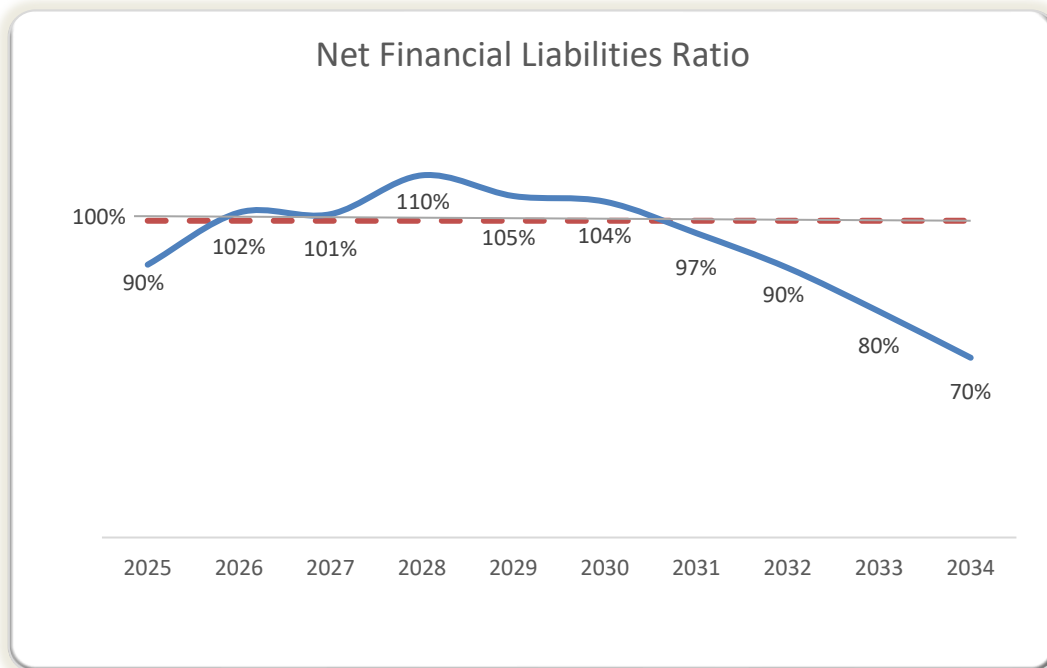
In addition, included in the Draft 2024-25 Annual Business Plan are the following projects:

- Sport and Recreation Infrastructure Planning – \$40,000
- Cricket Club chairlift – \$17,398
- Movement and Transport Plan Implementation – \$40,000
- Wayfinding at Kingston Park – \$8,000
- Sharing the National Collection public art installation - \$7,250
- Biodiversity assessment – \$30,000
- Wheatland Street pocket park – \$20,000
- Street light conversion plan – \$20,000
- Patawalonga Frontage irrigation upgrade – \$500,000
- EV charging infrastructure for Council’s vehicle fleet - \$20,000
- Resilient South funding - \$20,000
- Review of Stormwater Management Plan - \$50,000
- Technology and Innovation Projects – Various ICT Improvements - \$800,000.

Long Term Financial Plan

The draft Long Term Financial Plan 2024-2034 (LTFP) was reviewed by the Audit and Risk Committee at its meetings on 15 April 2024 and 12 June 2024, and by Council at its meeting on 23 April 2024.

It should be noted that the LTFP and the report from Mr Muhlhauslaer confirms that the Net Financial Liabilities ratio averages 95% over the life of the plan.



Currently the LTFP remains unchanged and is recommended for adoption, noting that an updated LTFP will be presented to Council following the adoption of the 2024-25 budget and the certification of the 2023-24 financial statements.

Refer Attachment 2

Budget

The cost of production of the 2024–25 Annual Business Plan and Long Term Financial Plan 2024-2034 and associated community engagement is met within the current budget

Life Cycle Costs

This report does not have any direct full lifecycle cost implications.

Strategic Plan

Statutory compliance

Council Policy

Council's Community Consultation and Engagement Policy is relevant to this report.

Statutory Provisions

Section 123 of the *Local Government Act, 1999* (the Act) sets out the requirements for the development of the Annual Business Plan.

Written By: Corporate and Service Planning Lead

General Manager: Strategy and Corporate, Sharon Wachtel

Attachment 1

2024–25 Annual Business Plan



Amendments to 2024–25 Annual Business Plan Following Community Engagement

This year Council conducted three activities for community engagement on the *Draft 2024–25 Annual Business Plan*.

- › *Annual Business Plan and Long-Term Financial Plan* consultation, from 24 April to 17 May 2024, was held in line with Council’s legislative obligations and received 110 responses.
- › Council invited deputations for its meeting of 14 May 2024 and heard submissions from four people.
- › Given the strategic and financial significance of the project, an additional independent market research survey of residents and businesses on the Transforming Jetty Road, Glenelg project was commissioned with over 500 respondents.

Overwhelmingly, consultation feedback this year focussed on the Transforming Jetty Road, Glenelg project and the funding model as the centrepiece of this year’s *Annual Business Plan*. Responding to community concerns on financial sustainability, Council commissioned an independent audit of the funding model for the Transforming Jetty Road, Glenelg which confirmed the validity of the *Long-Term Financial Plan*, the funding model, and the ability to pay off debt.

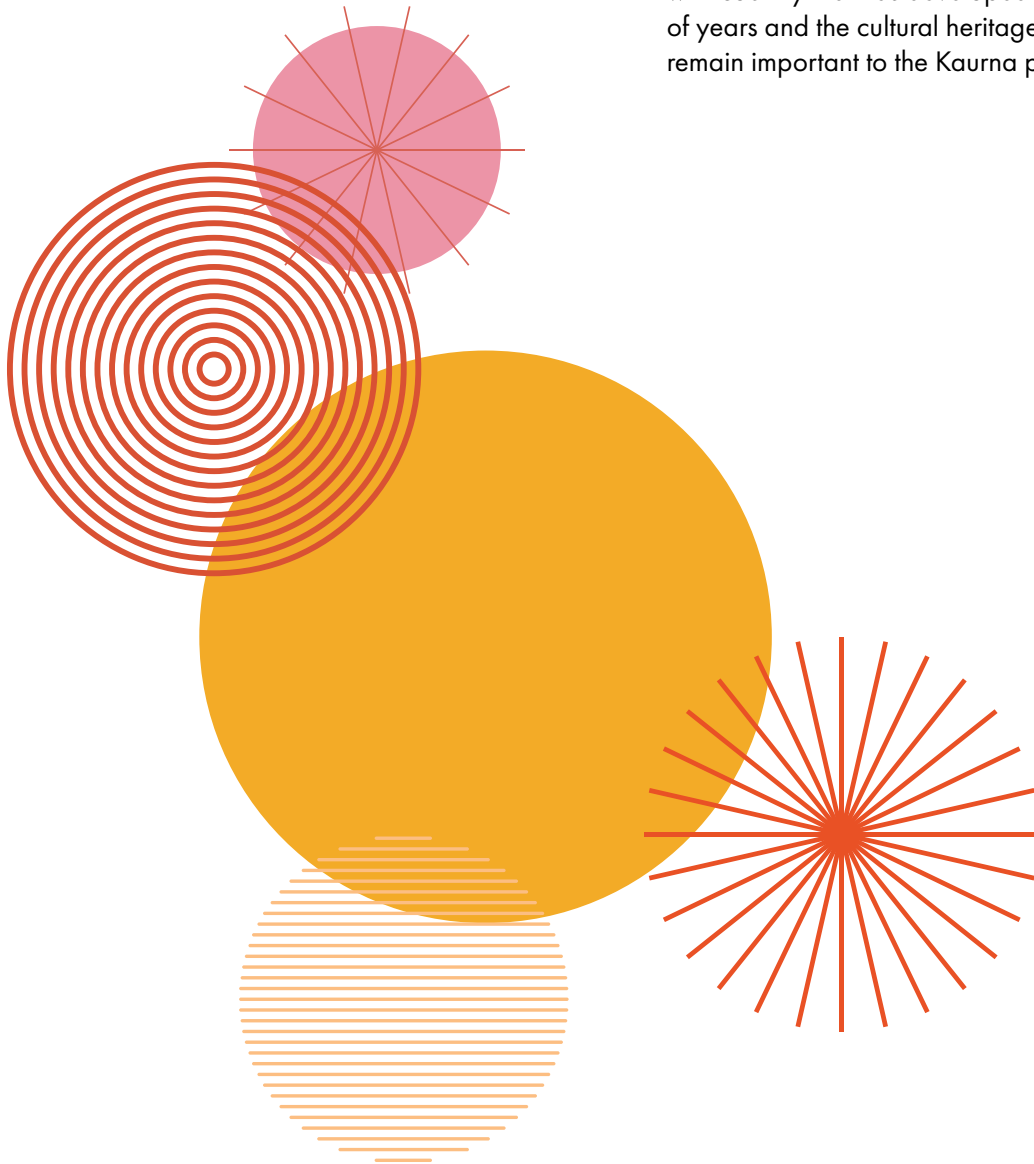
Council has reviewed and considered all the feedback and information prior to the adoption of the *2024–25 Annual Business Plan* and *Long-Term Financial Plan 2024–34*. Since the draft plan was developed, additional information is now available requiring some adjustments.

- › The Southern Region Waste Resource Authority (SRWRA) equity gain has increased from \$0.10 million to \$0.15 million.
- › An increase in growth of newly created and developed properties from 0.5% to 0.95%, or \$0.21 million to \$0.39 million.
- › The municipal operating surplus has increased from \$958,677 to \$1,192,677.
- › The municipal operating surplus ratio has increased from 1.7% to 2.1%.
- › The requirement for new borrowings has reduced from \$11.095 million to \$10.909 million.
- › Alwyndor surplus will decrease from \$617,490 to \$577,088.

These changes are reflected in updated municipal and Alwyndor financial statements that are included.

Traditional Custodians

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



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Mayor's Welcome

On behalf of the City of Holdfast Bay, I'm pleased to present the *2024–25 Annual Business Plan*, outlining our program of works and budget for the upcoming financial year.

As Mayor, I am immensely proud to call Holdfast Bay my home and place of business. And I know it's a sentiment shared by many in our community.

Although we are privileged to experience this amazing part of the world daily, we are also the destination of choice for a million visitors each year. Glenelg is the premier coastal spot in metropolitan Adelaide, with the tram playing an important role in delivering tourists right to our sandy shores.

To cement ourselves as a must-visit location, and to ensure we have a mainstreet that meets the needs of our local community and that we can be proud of, we have made a commitment to deliver one of the biggest projects our council has ever undertaken – the multi-stage, \$40 million transformation of Jetty Road, Glenelg.

We have listened to our community who have for many years called for a revamp of our flagship shopping, dining entertainment precinct, which supports more than 330 local businesses.

Each year, as part of our budget and planning process, we release our draft *Annual Business Plan* and budget for community consultation and feedback.

This year we received 110 responses, which is significantly more than previous years and we're so grateful that our residents share our passion and drive for seeking the best outcomes for our community.

Given the significance of the Transforming Jetty Road, Glenelg project, we also undertook an additional survey of our residents and businesses. This was to ensure we had a broad representation of the community, and from that survey we learnt that 76% of Holdfast Bay residents visit Jetty Road at least once a week.

We carefully reviewed the wide-ranging community feedback received, which was essential to help inform Council prior to making a final decision on the *Annual Business Plan* and budget for the coming year.

We will continue to engage with the community over the next three years, as we transform the one-kilometre long Jetty Road into a modern, five-star, vibrant, safe and accessible world-class destination.

We have \$10 million in funds already secured from the Australian Government and Council is committing \$30 million over three years. We acknowledge that this requires a significant contribution from ratepayers and we have listened to the wide-ranging community feedback and have carefully considered the decision to commit funds to this once-in-a-generation project that will truly transform our much-loved mainstreet.

It is not just an investment into Glenelg. It's an investment into the future economic growth and prosperity of the entire Holdfast Bay area and will have far reaching benefits for the city, from the boundaries at Glenelg North to Kingston Park and everywhere in between.

Renewal works will kick off in spring this year within the City zone which starts at the Brighton Road intersection and extends west to the Partridge Street/Gordon Street intersection.

While the Transforming Jetty Road, Glenelg project will be our major focus for the next three years, we have also prioritised and allocated funds to other projects and initiatives which are of great importance to our community – the environment, city assets and infrastructure, sport, recreation, wellbeing, tourism and events.

Our focus on protecting our environment is unwavering. We were the first coastal council in South Australia to recognise that the world is in a climate emergency and have a constant view to adapting to and mitigating climate change.



We have allocated \$1.31 million for Environmental Services, which include:

- › Regional Climate Action Plan coordinator (Resilient South) – \$20,000
- › Stormwater Management Plan (partnership with City of Marion) – \$50,000
- › Biodiversity assessment – \$30,000
- › Wheatland Street pocket park – \$20,000
- › Street light conversion plan – \$20,000
- › Patawalonga Frontage irrigation upgrade – \$500,000
- › EV charging infrastructure for Council’s vehicle fleet – \$20,000.

Council is committed to a high level of service and safety with our street, footpath and kerb renewal and maintenance program.

In 2024–25, \$8.92 million is allocated for Field Services – which covers all maintenance and repairs of footpaths, kerbs and roads along all public amenities including beach access points, showers, barbecues, playgrounds and picnic furniture.

The team is also responsible for street trees, lawn mowing, graffiti removal and stormwater drains.

Other projects and services listed in the *Annual Business Plan* include:

- › Library Services – \$1.98 million
- › Tourism and Events – \$1.63 million
- › Sport and Recreation Infrastructure Planning – \$40,000
- › Cricket Club chairlift – \$17,398
- › Movement and Transport Plan Implementation – \$40,000
- › Wayfinding at Kingston Park – \$8,000
- › Sharing the National Collection public art installation – \$7,250.

As part of the budget, rates for existing properties have been raised by 7.1% on average, or \$126 based on the average 2023–24 residential property value in Holdfast Bay.

The 7.1% increase in rates comprises 4.8% which aligns with Adelaide CPI (as at December 2023) to fund the full range of council services along with a 2.3% increase for the Transforming Jetty Road project.

This 2.3% equates to an increase of \$41 for the average household next year, and we anticipate an increase at this similar level for two further years for the Transforming Jetty Road Project, which will be completed by the end of 2027.

Over the last year there has also been a 0.95% increase in growth from new development across the city. The additional revenue raised from this growth will be used to reduce the requirement to borrow during 2024–25.

Our commitment to the transformation of Jetty Road at Glenelg will allow us to keep up with the developments taking place around the state while also ensuring Glenelg – and by extension Holdfast Bay – remains relevant and front of mind as Adelaide’s best coastal shopping, dining, entertainment and tourism precinct.

We have exhausted all other funding options for this significant project, but this needed investment will result in a great return for our residents and boosted economic prosperity for the whole City of Holdfast Bay.



Amanda Wilson
Mayor
City of Holdfast Bay

Our City

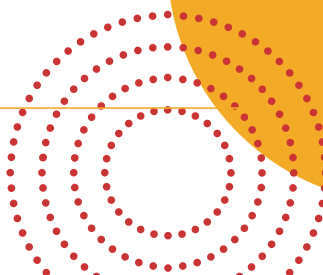
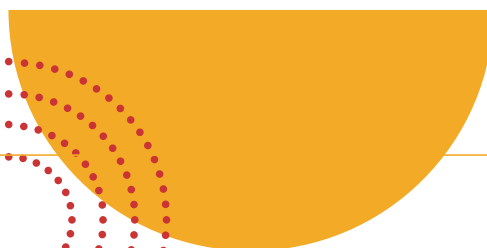
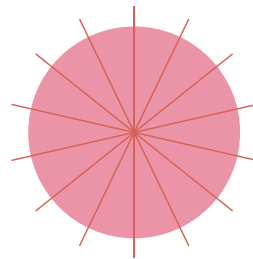
Kaurna people lived sustainably and nurtured the land and waters for some 60,000 years as one of the world's longest living cultures.

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

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

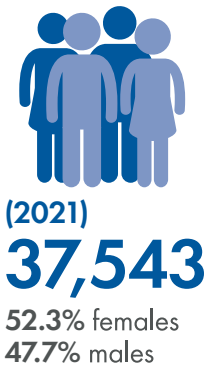
The Province of South Australia was proclaimed at Pathawilyangga in 1836, which became the municipality of Glenelg in 1855. Wituwaringga became the municipality of Brighton in 1858.

The City of Holdfast Bay was formed in 1997 through the amalgamation of the City Councils of Glenelg and Brighton. Located just 11 kilometres from the Adelaide city centre and five minutes from Adelaide Airport, our City is now home to close to 38,000 people and one of the most celebrated places to live, work and visit in the Adelaide metropolitan area. It boasts a beautiful natural environment, high quality recreation and community facilities, superior health and education, health options, a vibrant tourism sector, thriving retail precincts and a small light industrial area.



Our Community

TOTAL POPULATION



VEHICLE USAGE

Private car is the most common travel method for journeys to work (80%). Public transport accounts for 8.5% and active travel (walking and cycling) 5%



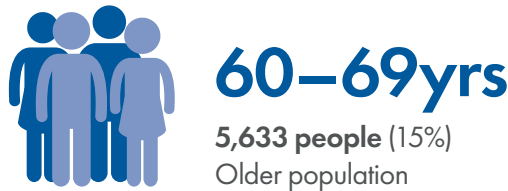
SNAPSHOT



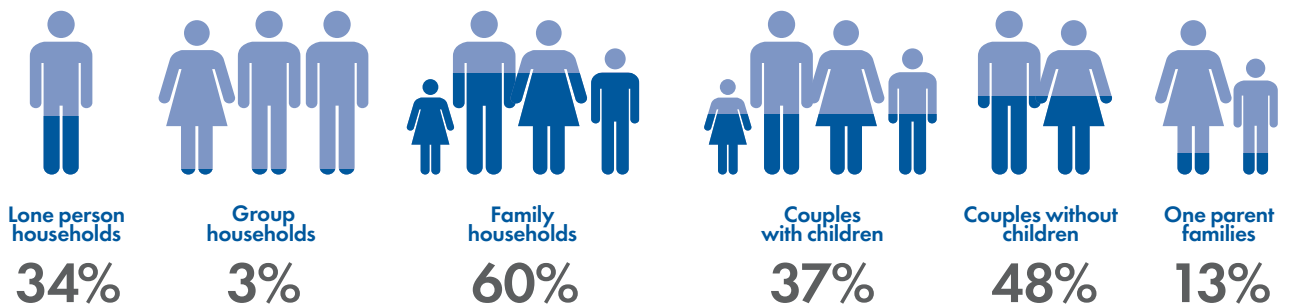
MEDIAN AGE



MOST COMMON AGE GROUP



HOUSEHOLD TYPES



OF THE 60% FAMILY HOUSEHOLDS

Source: ABS 2021

A Day in the Life

Did you know that on a normal day in the City of Holdfast Bay:

Nearly
1,508

items are borrowed from our libraries at Glenelg and Brighton



More than
322

people attend our four Community Centres



Maintenance and other works are carried out at Glenelg Oval and other reserves by our Open Spaces team



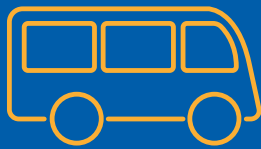
511

people visit the libraries

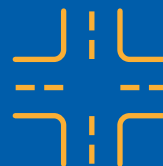


7,200

bins lifts for residential and business waste collection



30 trips on the Community Wellbeing bus



25 linear metres of roads resealed



60

separate cleaning services are conducted at council buildings



Each of our **31** public toilet facilities are serviced and cleaned

18 linear metres of kerb replaced



Our two Jetty Roads at Glenelg and Brighton are serviced by street sweepers



24sq metres of footpaths repaired



174 phone calls and **95** emails are responded to by our Customer Experience team



3 trees planted



4 Development Applications processed

3,242 page views on our website



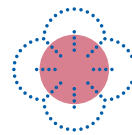
33 requests completed by our Field Services team

Our Vision

In November 2021 Council adopted a new Strategic Plan titled *Our Holdfast 2050+*. This Plan came into effect on 1 January 2022. The vision in this Plan is:

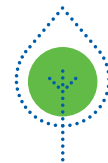
Protecting our heritage and beautiful coast, while creating a welcoming and healthy place for all in South Australia's most sustainable city.

To achieve this Vision, we have identified three focus areas:



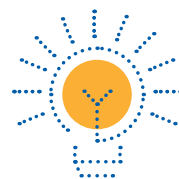
Wellbeing

Good health and economic success in an environment and a community that supports wellbeing.



Sustainability

A city, economy and community that is resilient and sustainable.



Innovation

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

This Annual Business Plan is designed to help deliver *Our Holdfast 2050+* within these focus areas.

Quality of Life Survey Results (2023)

How you rated your council out of 10:



COMMUNITY



8.6

Providing library services



8.3

Providing sporting facilities



7.5

Delivering services for the elderly and people with a disability



8.1

Providing programs and services that encourage a healthy and active lifestyle



7.8

Providing arts and cultural experiences



PLACEMAKING



7.1

Maintaining roads and kerbing



7.55

Maintaining cycle networks

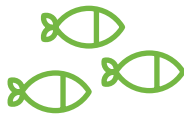


8.7

Access to shops, services and open space



ENVIRONMENT



8.1

Maintaining beaches and coastal areas



8.2

Providing adequate waste management services

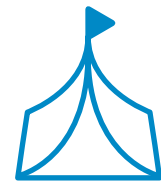


ECONOMY



7.8

Encouraging a diverse range of businesses and services in the area



7.85

Supporting and promoting tourism and events



CULTURE



6.95

Council provides good financial management and value for rates



7.2

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



Overall rating of Holdfast Bay as a place to live



8.3

Maintaining well laid out parks and reserves



7.6

Providing programs that foster social interaction and community wellbeing



8.0

Providing a sense of safety in neighbourhoods



Highlights



Jetty Road, Glenelg

Jetty Road, Glenelg will be transformed into a modern, vibrant and world-class destination as part of a multi-million dollar project that will start in spring this year and continue for three years.

The project will be undertaken in three zones – City, Transition and Coast – to minimise disruption to traders, residents and visitors.

Plans for each of the zones are based on feedback received from the community consultation on the *Jetty Road Masterplan* in 2017–18.

Spanning one kilometre in length and supporting 19 side streets and laneways, Jetty Road, Glenelg is our flagship destination for shopping, local services, dining, entertainment and events.

It is home to more than 330 local business and welcomes a million visitors annually.

Renewal works will start in spring 2024 in the City zone, which begins at the Brighton Road intersection and extends west to the Partridge Street/Gordon Street intersection.

City zone plans include:

- › A new entry statement at the Brighton Road corner to create a sense of arrival
- › Installation of new continuous paved footpaths
- › Enhanced pedestrian safety with *Disability Discrimination Act* compliant and improved pedestrian areas
- › Improved stormwater to reduce ponding on the footpaths, parking bays and the road
- › Increased greenery and use of water sensitive urban design elements to reduce urban heat
- › Beautifying the existing street amenities and retaining its current function

Renewal and construction works will start in 2027 in the Transition zone, which runs from Nile Street up to and including the Partridge Street/Gordon Road intersection.

Within this zone are Chapel Plaza and Bouchee Walk, which were upgraded in 2021 as the first stage of the Transforming Jetty Road, Glenelg project.

Chapel Plaza was converted from a small, one-way road into a spacious public plaza with seating, new lighting, public art, more trees and greened resting spots.

The upgrade of Hindmarsh Lane, which then became Bouchee Walk, helped strengthen pedestrian connections within the precinct, along with new public toilets, a parent room and a fully accessible Changing Places toilet.

Other plans for the Transition zone include:

- › Replacement of footpaths with stone pavers and improving accessibility for the whole community
- › Raised multi-use areas that suit both on street parking, activation activities and outdoor dining
- › Improved accessibility with upgraded infrastructure that is socially inclusive and compliant with the *Disability Discrimination Act*
- › Better connection between laneways and side streets off Jetty Road with continuous footpath treatments that extend into these streets and laneways
- › Increased pedestrian safety throughout the street
- › Improved stormwater management that makes use of water sensitive urban design features to reuse stormwater and reduce ponding on the road, parking bays and footpaths
- › Increased greenery, low level planting to decrease urban heat and increase a sense of wellbeing
- › New creative and functional street lighting and furniture to enhance how people experience Jetty Road

Council has secured \$10 million from the Australian Government for the Coast zone which extends west of Nile Street along Jetty Road and includes

the Moseley Street junction with Jetty Road, Colley Terrace and the fringes of Moseley Square.

Construction will start in 2026 and will result in a flexible space, with footpaths extending seamlessly to merge with Moseley Square to create a plaza, when the road can be closed to vehicles for events and activations.

Other plans for the Coast zone include:

- › Raised multi-use areas to allow vehicle access and on street parking that can be transformed for outdoor dining and events
- › Improved accessibility and socially-inclusive infrastructure to meet *Disability Discrimination Act* compliance
- › Better connection between laneway and side streets off Jetty Road with continuous footpath treatments that extend into these spaces
- › Integration of public art into functional infrastructure to enhance the aesthetic and cultural value of the precinct
- › Better use and removal of stormwater through upgraded systems and the use of water sensitive urban design
- › Returning hardscape surfaces back to greened spaces to create comfortable resting spots along the street

The community will have the chance to provide feedback once the final concept plans for the Coast and Transition zones are confirmed.

Council will allocate \$30 million to the project over three years.

Follow the project at transformingjettyroad.com

Highlights

Major Projects

In addition to the redevelopment of Jetty Road, Glenelg, council will undertake several major projects to support the vision and objectives in its strategic plan, *Our Holdfast 2050+*. These include:

Stormwater upgrades – Tarlton Street \$1.0 million

This continuing stormwater infrastructure upgrade will decrease the likelihood of flooding in a high-risk flood zone. It was identified as a priority from the *Stormwater Management Plan* and *Stormwater Implementation Plan* and is part funded by the Federal Government.

Sport and Recreation Infrastructure Planning \$40,000

In recent research and community engagement we have consistently found a need for informal sport and recreation infrastructure, often coupled with upgrades to playspaces.

This planning will help to deliver more accessible and versatile facilities that cater to a wide range of recreational interests. This is in line with the *Playspace Action Plan 2019–2029* that aims to enhance playspaces for diverse community needs.

Cricket Club Chairlift \$17,398

The Glenelg District Cricket Club (GDCC) is in a two-storey clubroom building in the north-western corner of the Glenelg Oval precinct. Up to date, there were no means by which a mobility impaired person could access the first floor, as there was no ramp to the first floor nor was there a lift in the building. This restricted the ability of the Club to hire the venue for various functions and was restrictive on who could visit the clubrooms to spectate cricket.

Council is proposing to contribute toward a stair chairlift, mounted to the balustrade and hand rails of the internal stairwell. This enables patrons with restricted mobility access to the first floor. The new installation of the stair chairlift delivers on some of Council's *Disability Access and Inclusion Plan (DAIP) (2020–24)* actions, including improving accessibility to council buildings, services and facilities.



Highlights

Wheatland Street Pocket Park \$20,000

There is a small piece of land on the corner of Wheatland Street and Kauri Parade at Seacliff, which is currently covered in part by shrubs and in part by dolomite. The part that is covered by dolomite is used for unsanctioned car parking. Given Council's desire to increase greening, and the challenges of doing so in Seacliff due to the geography and dense infrastructure, this location provides a rare site to create some public green space. This project would be delivered using internal resources from the Depot, thereby maximising the value of the budget.

Review of Stormwater Management Plan (joint with City of Marion) \$50,000

The existing *Stormwater Management Plan: Coastal Catchments Between Glenelg and Marino (SMP) 2014* is a coordinated approach to the management of stormwater with the City of Marion. This SMP is 10 years old and due for renewal. The City of Marion have agreed to request \$50,000 in 2024–25, along with matched funding from City of Holdfast Bay and the Stormwater Management Authority, to undertake a review and refresh of the SMP.

This will inform our stormwater implementation plan and capital works upgrades across the city to reduce flooding risk and improve water quality.

Biodiversity Assessment \$30,000

The *Environment Strategy 2020–2025* includes a target to increase the average biodiversity score from 12.8 in 2018 to 14 by 2025.

Since 2018 council has engaged an Urban Greening Officer, as well as undertaking large-scale weed control and revegetation projects in the dunes, gullies, and along the Sturt Creek. With this and other biodiversity work during this period we anticipate the score to have increased, thereby demonstrating the value of this work.

The desired outcome of this project is to know the current state of our biodiversity, compared to 2018 and whether we have reached, not reached, or exceeded our 2018 biodiversity score.

Resilient South Funding \$20,000

Resilient South (RS) is an award-winning regional climate partnership between the Cities of Holdfast Bay, Marion, Mitcham and Onkaparinga, and the state government. It was formed in 2011 and is one of four such partnerships in the Adelaide and Fleurieu region. Council's contribution will ensure that the Regional Coordinator role continues for the duration of the *Regional Climate Action Plan 2024–2029*. In turn this will help to ensure that many of the actions in the plan will be delivered.

Street Light Conversion Plan \$20,000

In 2018–19 the City of Holdfast Bay converted around 2,300 of its 3,400 streetlights over to LED. There has been a 259 tonne decrease in council's CO₂ greenhouse emissions through changing streetlights to LED. We will develop a plan for the conversion/transition to LED of our remaining streetlights, which will include:

- › prioritised delivery schedule
- › highlight our compliance or deficiency risks
- › budget forecasts
- › any return-on-investment, in the form of energy savings.

Movement and Transport Plan Implementation \$40,000

The *Movement and Transport Plan* is currently under development. This is an indicative allocation to fund initiatives in this Plan. Allocation of funding this financial year will enable prompt implementation of actions and outcomes from the *Movement and Transport Plan* in an agile way.

Patawalonga Frontage Irrigation Upgrade \$500,000

The current irrigation mainline that delivers quality water to the coastal reserves in Glenelg, is an ageing infrastructure that is approximately 20–25 years old. This project will create an irrigation system that is not only fit-for-purpose but also cost-effective and environmentally sustainable. The outcome will be a new resilient and sustainable irrigation system designed for the future, operating on recycled water with mains back up in strategic locations.

EV Charging Infrastructure for Council Fleet \$20,000

Council's *Carbon Neutral Plan* includes an action to electrify our fleet and a *Fleet Transition Plan (FTP)* was developed and endorsed by council in 2023. To facilitate the electric vehicles, charging infrastructure will be required at Brighton, Glenelg and Depot offices. This project establishes two electric vehicle charging stations, one at Glenelg and one at the Depot.

Wayfinding at Kingston Park \$8,000

An assessment was made of signage at the entry of the access road, to indicate the key attractions within the precinct, being the Holiday Park, Kiosk and Tjilbruke Spring.

It is recommended that a precinct sign, similar to other precincts within the City, such as Brighton Oval, would be appropriate for the location. The sign would include the various attractions within the precinct.

Sharing the National Collection \$7,250

Council have applied to take part in the National Gallery of Australia's Sharing the National Collection initiative. Negotiations are under way to finalise the loan of appropriate artworks.

The program is fully funded by NGA, this important partnership will enable City of Holdfast Bay to display a high calibre of artwork that would be otherwise out of reach as an individual council.

The allocation of funds from City of Holdfast Bay will be to upgrade lighting to showcase the public artwork at night and to increase safety and security of the installation location in the Glenelg area.

Technology and Innovation Capital Projects – Various ICT Improvements \$800,000

A range of technology projects aimed at improving efficiency and effectiveness in core business functions, including asset management and corporate planning. These projects will assist in planning and managing the work of council and essential in ensuring security of information and data.

Financial Overview

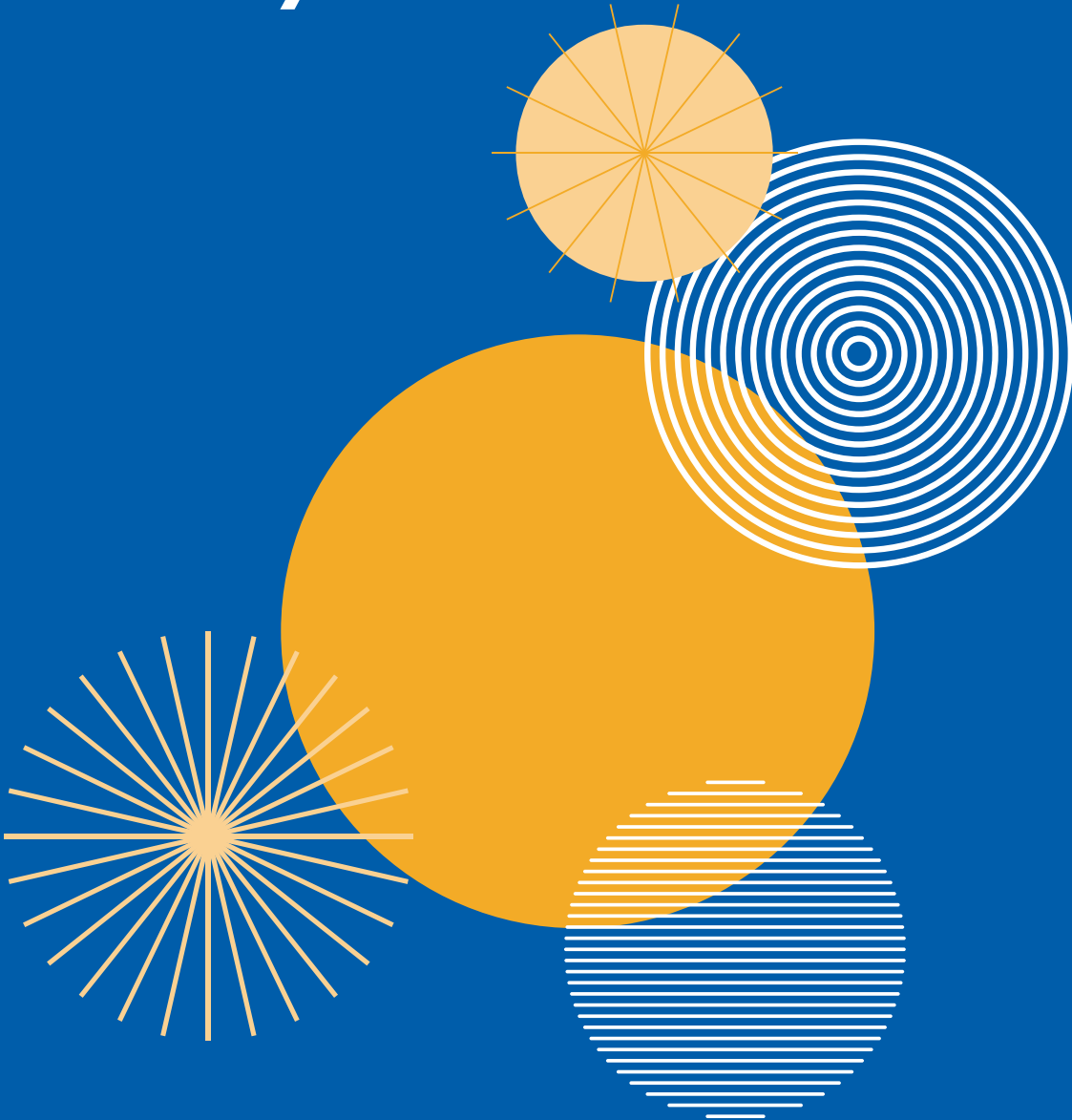


Projections for the 2024–25 financial year indicate that council will be working with a municipal operating surplus of \$1,192,677. For the same period Alwyndor is projected to work with an operating surplus of \$577,088.

In the 2024–25 financial year we will invest \$65.75 million in municipal operations (excluding Alwyndor) to provide services, implement programs and build and maintain essential assets. Our main areas of investment include:

- › \$43.64 million to provide services to our community.
- › \$9.54 million to upgrade and maintain community assets.
- › \$12.57 million for new capital infrastructure and service improvements.

Municipal Financial Summary

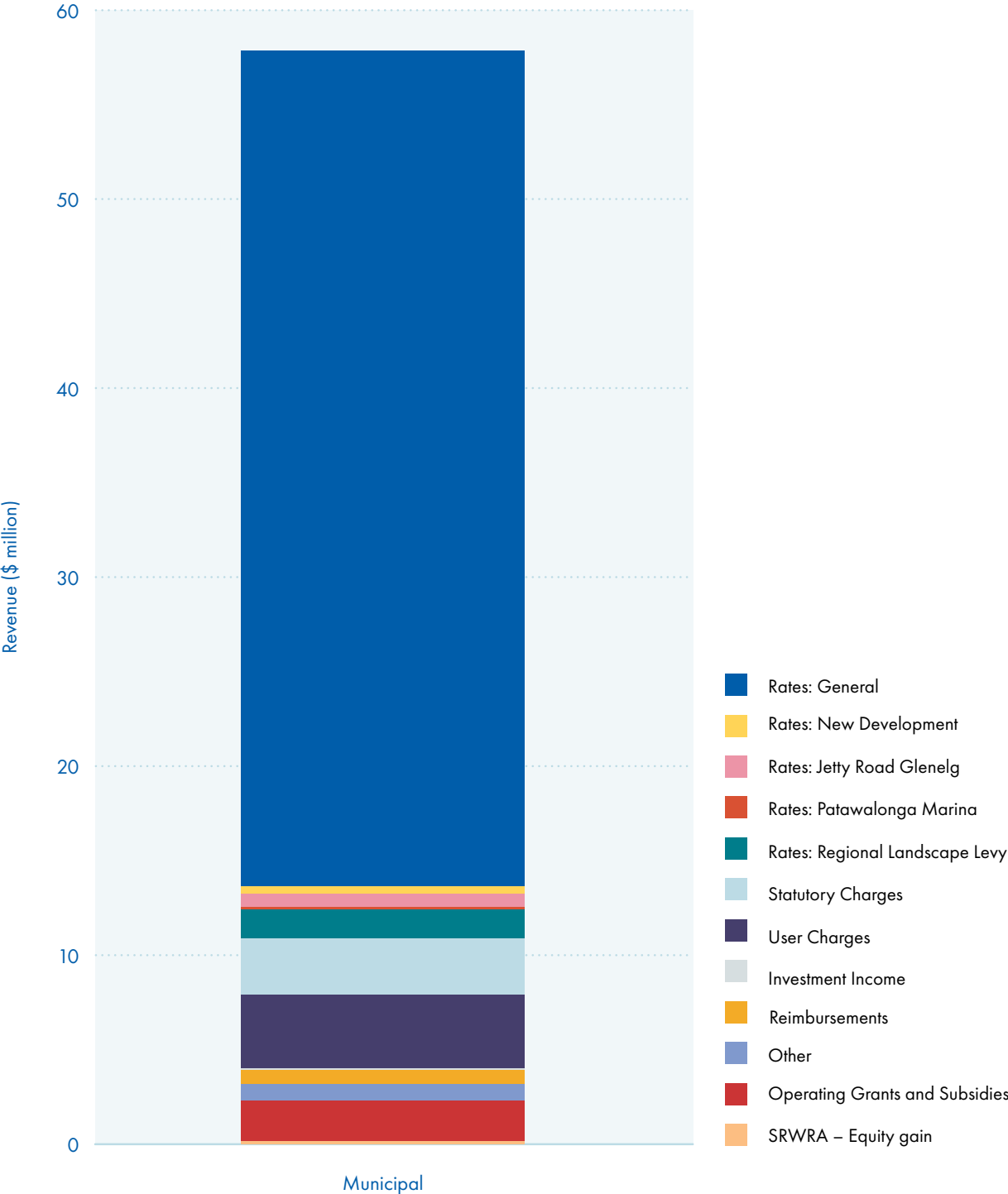


2024–25 Municipal Operating Revenue: \$57.86 million

Council receives \$57.86 million (excluding Alwyndor) to provide services and infrastructure to the community.

Rate Revenue	Million
Rates: General	\$44.21
Rates: New Development	\$0.39
Rates: Jetty Road Glenelg	\$0.71
Rates: Patawalonga Marina	\$0.09
Rates: Regional Landscape Levy	\$1.54
Total Rate Revenue	\$46.94
Operational Revenue	
Statutory Charges	\$2.98
User Charges (including but not limited to revenue from commercial operations)	\$3.94
Investment Income	\$0.07
Reimbursements	\$0.73
Other	\$0.87
Total Operational Revenue	\$8.59
External Revenue	
Operating Grants and Subsidies	\$2.18
SRWRA – Equity gain	\$0.15
Total External Revenue	\$2.33
Total Municipal Revenue	\$57.86

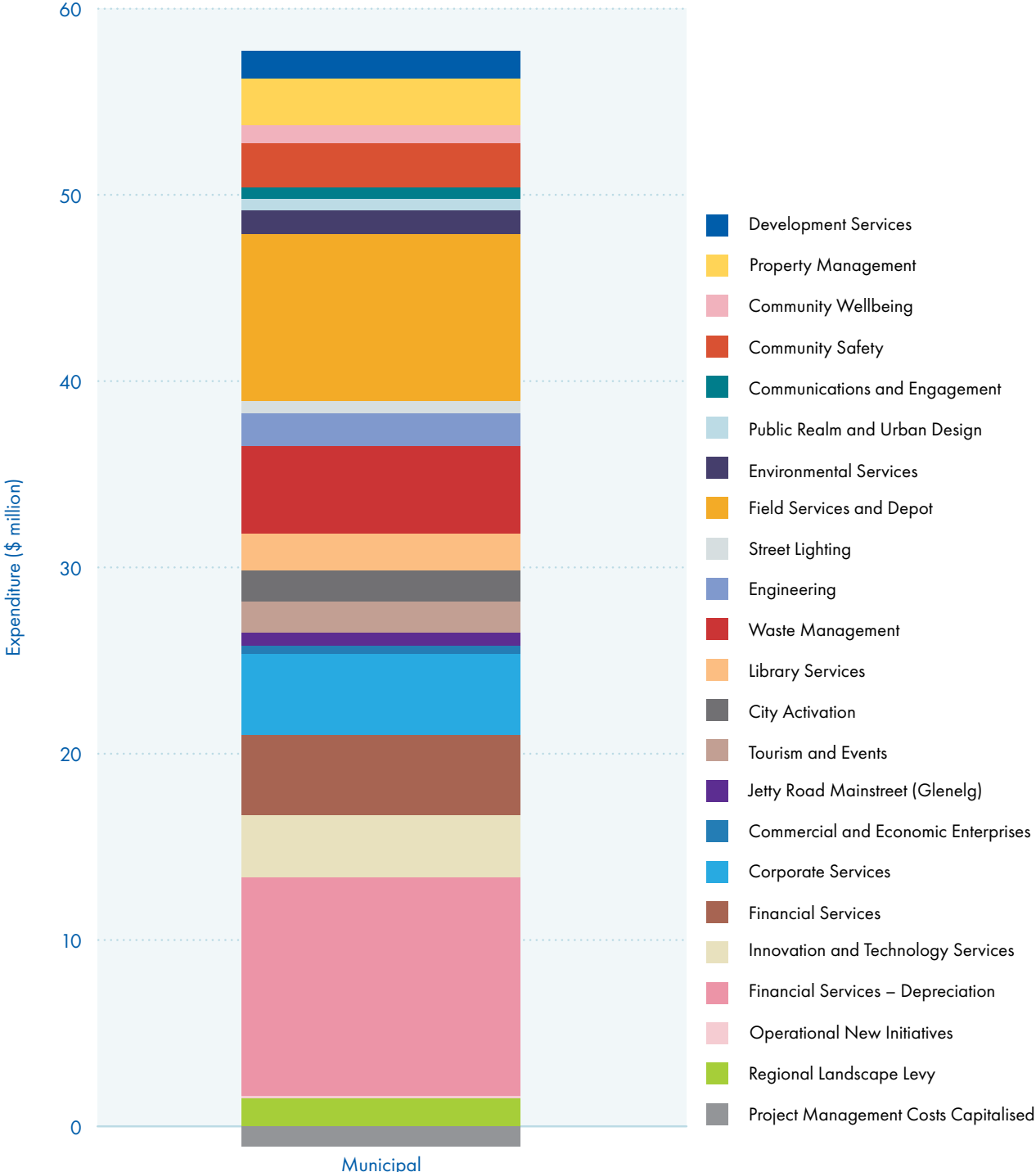
Municipal Operational Revenue



2024–25 Municipal Operating Expenditure: \$56.66 million

Services	Million
Development Services	\$1.48
Property Management	\$2.49
Community Wellbeing	\$0.98
Community Safety	\$2.37
Communications and Engagement	\$0.63
Public Realm and Urban Design	\$0.59
Environmental Services	\$1.31
Field Services and Depot	\$8.92
Street Lighting	\$0.70
Engineering	\$1.75
Waste Management	\$4.68
Library Services	\$1.98
City Activation	\$1.69
Tourism and Events	\$1.63
Jetty Road Mainstreet (Glenelg)	\$0.73
Commercial and Economic Enterprises	\$0.44
Corporate Services	\$4.34
Financial Services	\$4.32
Innovation and Technology Services	\$3.34
Total Expenditure on Services	\$44.37
Other Operational Expenditure	
Financial Services – Depreciation	\$11.69
Operational New Initiatives	\$0.16
Regional Landscape Levy	\$1.51
Project Management Costs Capitalised	-\$1.07
Total Expenditure on Other Operational	\$12.29
Total Municipal Operational Expenditure	\$56.66

Municipal Operational Expenditure

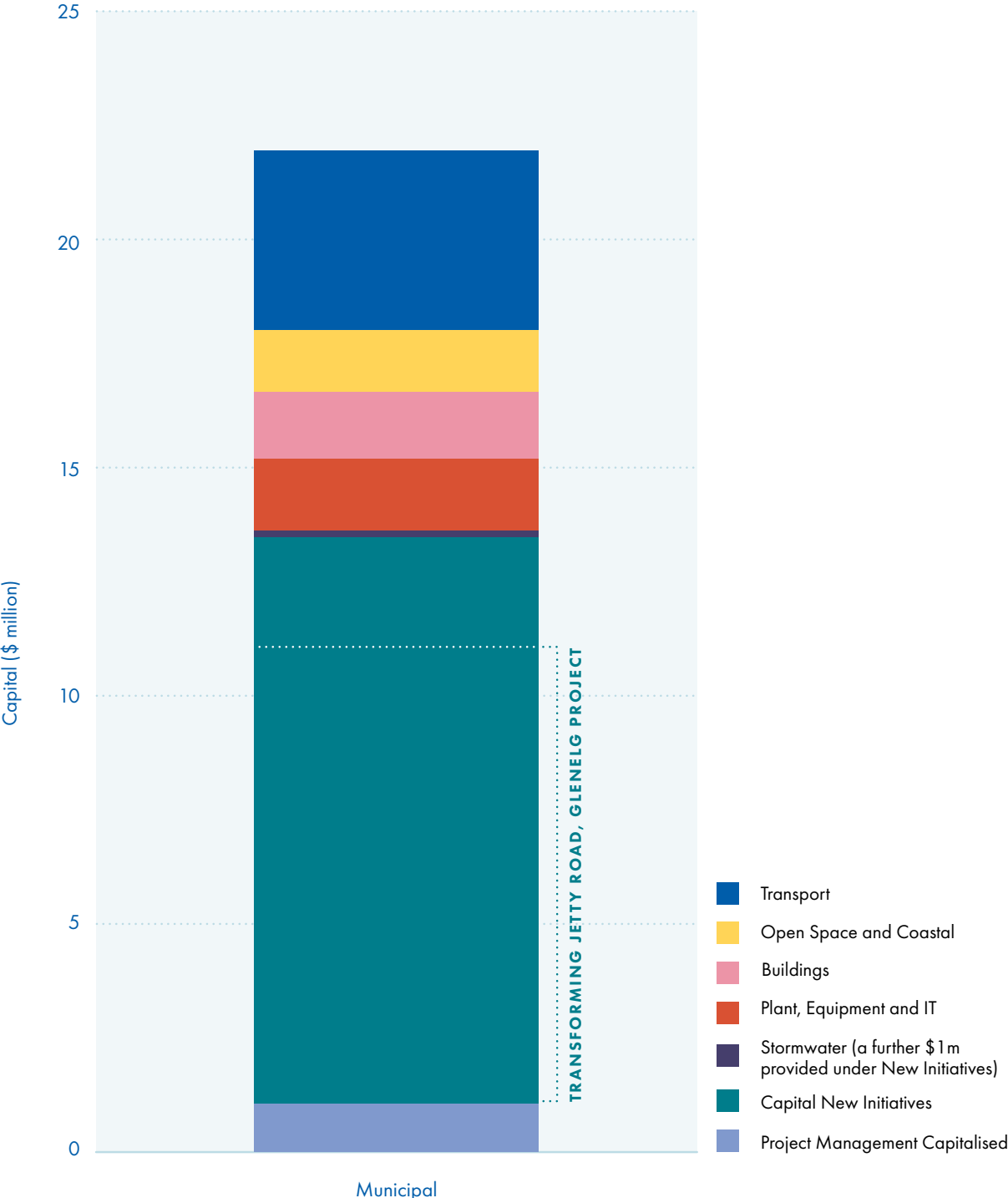


2024–25 Municipal Capital Program: \$21.92 million

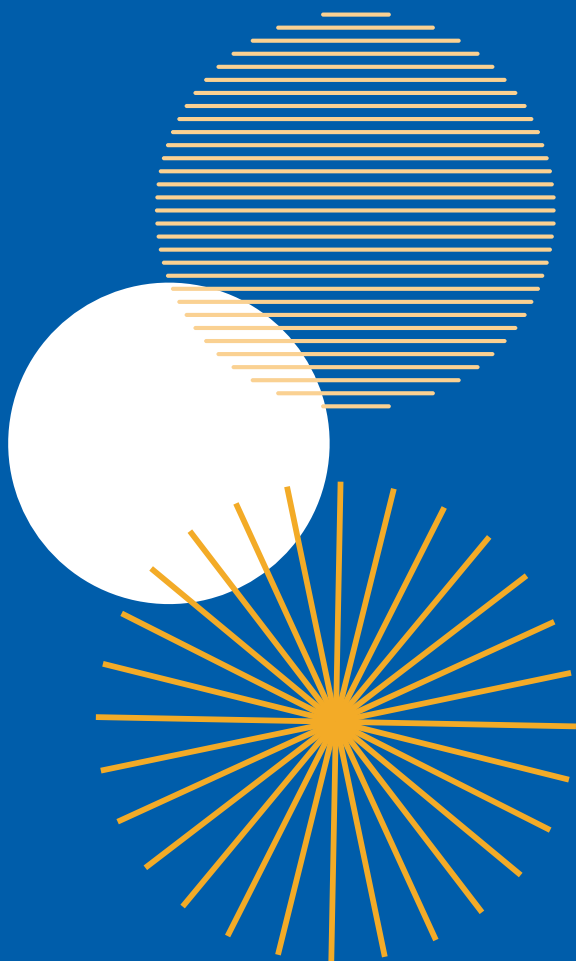
Council will spend \$21.92 million (excluding Alwyndor) on a capital program to update and maintain community assets in 2023–24.

Municipal Capital Program	Million
Transport	\$3.92
Open Space and Coastal	\$1.36
Buildings	\$1.47
Plant, Equipment & IT	\$1.58
Stormwater (a further \$1m provided under New Initiatives)	\$0.14
Capital New Initiatives (includes \$10 million for the Transforming Jetty Road, Glenelg project)	\$12.41
Project Management Capitalised	\$1.07
Total Municipal Capital Expenditure	\$21.95

Municipal Capital Program



Our Financial Governance



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

Ensuring Financial Sustainability

Policies and practices

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

- 1. Program sustainability**
To ensure the maintenance of our high-priority programs including the renewal and replacement of infrastructure.
- 2. Rate stability**
To ensure a reasonable degree of stability and predictability in the overall rates, noting that there will be a small increase in rates during the delivery period of the Transforming Jetty Road, Glenelg project.
- 3. Intergenerational equity**
To ensure a fair sharing of the distribution of resources and their attendant financial burden between current and future users of services and infrastructure.

Financial Principles

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

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

Significant Influences

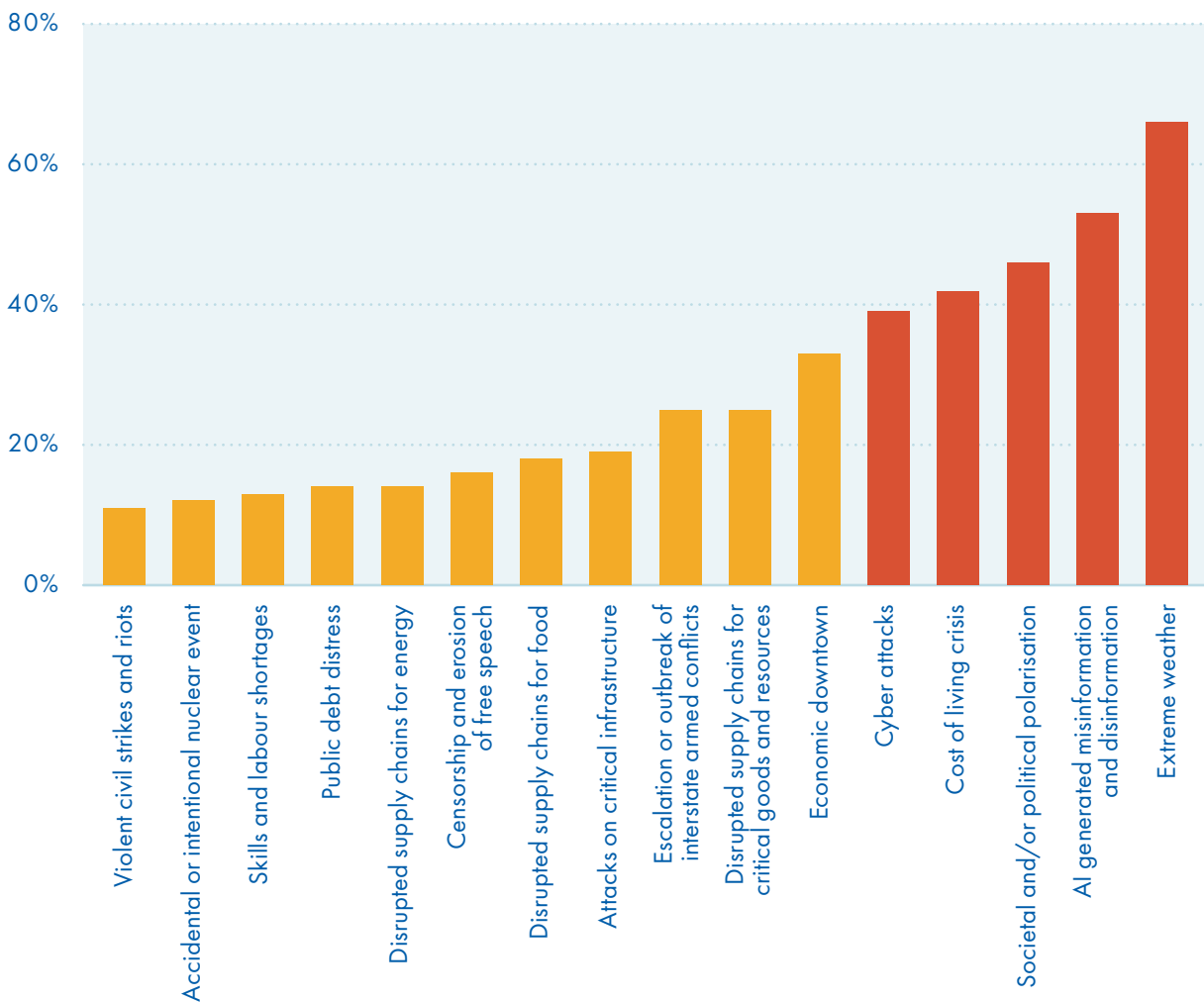
National and Global Trends and Emerging Issues

Many bodies seek to understand the things that are influencing change into the foreseeable future. There is some consensus amongst these groups on significant trends that are expected to continue and accelerate. This section puts these trends into perspective and begins to draw conclusions about what they may mean for the City of Holdfast Bay.

The World Economic Forum conducts a survey of its members on the risk landscape. The table below provides the results of this survey.

The following sections unpack the main risks presented by this study and responses to these.

WORLD ECONOMIC FORUM CURRENT RISK LANDSCAPE 2024



(Adapted from World Economic Forum, 2024, p. 13)

Adapting to Climate Change and Achieving Sustainability

The risk of extreme weather is seen as the highest risk by the World Economic Forum over the coming years. This aligns closely with what other bodies see as the most concerning trend which is climate change and its impact on many facets of life (CEDA Committee for Economic Development of Australia, 2024; Environment Protection Authority, 2023; KPMG, 2024; BBC News, 2023; CSIRO, 2022).

There are two general responses to Climate Change. First, is to mitigate further harmful change by reducing greenhouse gas emissions. A major element of this is described as reaching net zero emission targets. Second, is to adapt to the changing weather that, despite mitigation, is already occurring and will accelerate.

In 2019 the City of Holdfast Bay became the first South Australian coastal council to recognise a Climate Emergency. Internationally, 2,349 jurisdictions in 40 countries have made a Climate Emergency Declaration and in 2022, South Australia was the first state in Australia to make this declaration. (Environment Protection Authority, 2023, p. 12).

In 2022 the Department for Environment and Water said that by 2090, Adelaide could experience 121% more extreme rainfall days, 79% more days of extreme heat (35°C+), 64% more severe fire danger days, and 61cm of sea level rise. (Cited in City of Holdfast Bay, 2023)

Sea levels along the South Australian coast have risen by an average rate of 2mm per year from 1966 to 2022. The rate of sea level rise is increasing and from 1993 to 2022 was between 3mm and 5mm per year in some locations. The rate of rise is projected to increase in the future under plausible scenarios. (Environment Protection Authority, 2023, p. 38)

The South Australian Government now has state-wide goals of:

- › reducing net greenhouse gas emissions by more than 50% from 2005 levels by 2030;
- › achieving net zero emissions by 2050;
- › achieving 100% renewable energy generation by 2030.

Progress toward these targets shows that:

- › approximately 70% of South Australia's energy is now generated via renewable energy sources;
- › South Australia's carbon dioxide equivalent emissions (MtCO₂-e) have reduced by 42% since 2005. (Environment Protection Authority, 2023, p. 32)

There are economic uncertainties created by extreme weather events. The Committee for Economic Development (CEDA) reminds us that energy transition and climate resilience remain policy priorities and will 'have an impact on economic growth for some time.' (CEDA Committee for Economic Development of Australia, 2024, p. 7)

South Australia faces unique challenges related to climate change, including extreme weather events, water scarcity, and biodiversity loss. In response local governments are increasingly implementing sustainability initiatives and as described later in this Plan, the City of Holdfast Bay is at the forefront of these efforts.

Significant Influences

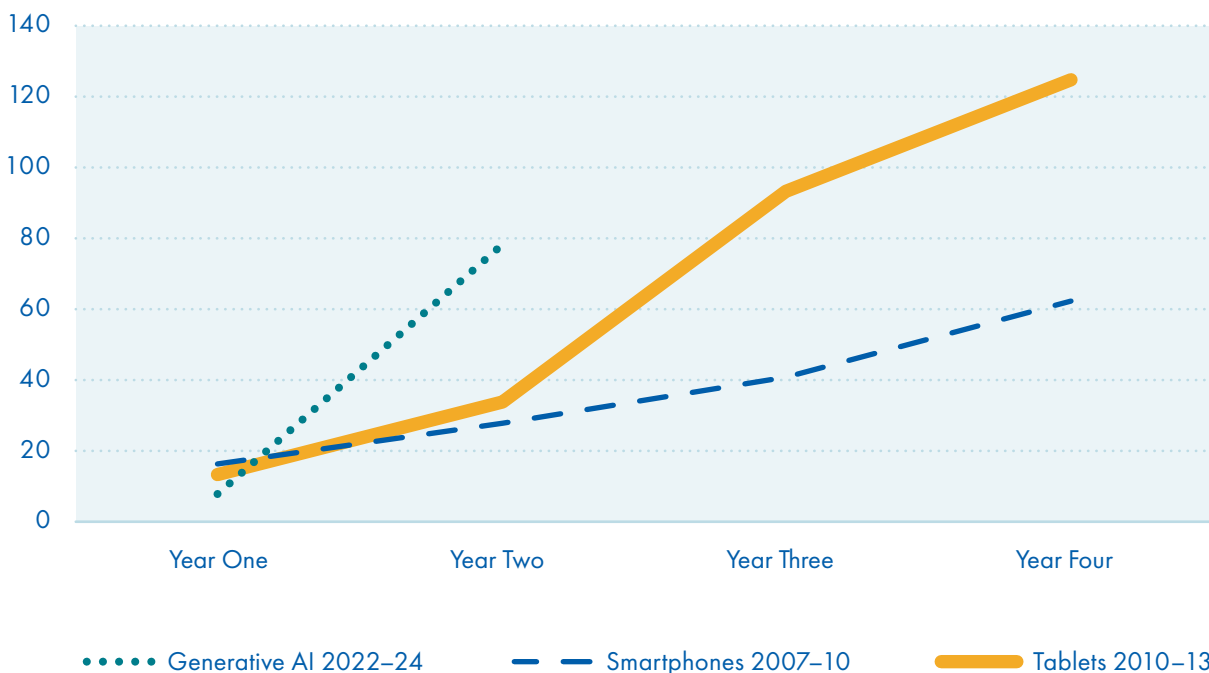
Digital Transformation

From the World Economic Forum, issues related to Artificial Intelligence (AI) and Cyber Security were seen as medium to long term risks.

Generative AI has seen extraordinary growth in use. In the United States 77.8 million people are expected to use ChatGPT in the first two years after its release in November 2022. This is more than double the adoption rate of both tablets and smartphones. (Insider Intelligence , 2023, p. 8)

Businesses have been quick to take up AI. According to one survey more than one-third of organisations in the United States are using AI regularly in at least one business function. (McKinsey and Company, 2023). Many industries will be impacted by AI, however 'those relying most heavily on knowledge work are likely to see more disruption—and potentially reap more value'. (McKinsey and Company, 2023)

**GENERATIVE AI ADOPTION COMPARED TO SMART PHONES AND TABLETS
MILLIONS OF USERS IN THE UNITED STATES**



(Adapted from Insider Intelligence , 2023)

It is expected that AI will impact on the labour market. Concerns about new technology replacing workers have already been voiced, however 'emerging international evidence suggests that AI tools in the short-term will primarily be used to complement rather than replace employees'. (CEDA Committee for Economic Development of Australia, 2024, p. 21)

Council has adopted a Generative AI Use Policy in recognition of its benefits and associated risks. It is believed that this is one of the first such policies for Local Government in South Australia and is perhaps nation leading.

There are concerns being raised that emerging technologies such as AI, may create new opportunities and challenges for cyber security. (Australian Government, 2023)

Cybercrime is a significant issue. In 2022–23, the 'cost of cybercrime for Australian businesses rose by 14%. The average cost of cybercrime for small businesses is now \$46,000; \$97,200 for medium businesses; and \$71,600 for large businesses.' (Australian Government, 2023, p. 20)

Australian small businesses consistently express concern over their lack of time, resources and expertise to address cyber security. Therefore, small and medium businesses can take longer to recover from a cyber incident and face higher costs compared to larger businesses. (Australian Government, 2023, p. 18) Locally businesses report that they 'will continue to invest in information technology and cyber security mostly at their current levels.' (Intuito Market Research, 2024, p. 12)

Emerging technologies are delivering significant benefits across the economy and our society. As technological change accelerates, innovations are near impossible to predict, especially in the long term. Extraordinarily rapid growth in the functionality and scale of digital tools – including expansion in the capabilities of large language models like ChatGPT make it difficult to plan for the future. (Australian Government, 2023, p. 32)

Council is increasingly required to adapt its business practices to safeguard against cyber related incidents. This level of vigilance is needed to protect sensitive information and ensure the day-to-day functions of council are not disrupted. Council continues to invest significantly in information and technology to take advantage of new technologies while addressing cyber security risks.

Significant Influences

Economic Conditions – Cost of Living

In line with the World Economic Forum risks described earlier, the cost of living for many households and organisations is at a critical level. Alongside this, South Australia's broader economy is performing very strongly.

According to CommSec for the first time in 14 years South Australia has climbed to the top spot in the State of the States' economic performance rankings. Notably South Australia ranked first on four of the eight indicators, being 'relative economic growth, relative unemployment, construction work done and dwelling starts.' (CommSec, 2024, p. 3)

Australia's economy will encounter significant challenges over the coming decades 'including population ageing, expanded use of digital and data technology, climate change and the net zero transformation, rising demand for care and support services, and increased geopolitical risk and fragmentation.' (Australian Government, 2023, p. vii) Major impacts are sometimes not as foreseeable as these. The COVID-19 pandemic showed that change can be abrupt and significant and linger for some time.

Since the COVID -19 pandemic declaration was ceased, inflation 'has resulted in significant economic and social disruption in Australia.' (Fels, 2024, p. 18). The leading role in this inflation are largely caused by supply issues. These include a breakdown in supply chains, shortages of many essential commodities, chaos in logistics and transportation networks and then a global energy price shock. Put together, these multiple crises 'imposed a sharp and lasting blow to productive capacity in many parts of the economy.' (Fels, 2024, p. 18)

Nationally, over the twelve months to the December 2023 quarter, the Consumer Price Index (CPI) rose 4.1%. In Adelaide the rate was higher at 4.8%. (Australian Bureau of Statistics, 2024). It is expected that national CPI inflation will fall to 4% by the June quarter 2024, while Adelaide's rate is expected to be higher. (South Australian Centre for Economic Studies, 2023, p. vi)

The real disposable per capita incomes of South Australian households fell by about seven % in 2022/23. This is the largest deterioration in purchasing power ever recorded by the State Accounts. (South Australian Centre for Economic Studies, 2023, p. vi) Against this there is an expectation that wages growth will accelerate during this financial year. (South Australian Centre for Economic Studies, 2023, p. vi) This will be coupled with the Stage Three tax cuts which take effect on 1 July 2024. Together these measures should have the effect of improving household budgets.

Council is not immune from these cost of living pressures. There have been significant increases in insurance, materials and consumable items impacting on Council's budget.

Wellbeing and Social Cohesion

The World Economic Forum noted social and political polarisation as a significant risk. This has been well recognised in Australia and South Australia.

For the first time the Australian Government has developed a framework for a 'wellbeing'. This framework is designed to help measure 'progress towards a more healthy, secure, sustainable, cohesive and prosperous Australia.' (Australian Government, 2023)

There is concern that the benefits of a successful society will not be evenly spread. If they are not high inequality and entrenched disadvantage will affect social cohesion and may hinder economic growth. (Australian Government, 2023, p. 14)

The 'social, economic and political environment places strain on Australia's social cohesion.' Cost-of-living pressures, weaker trust in government and other people, greater pessimism and a weaker sense of social inclusion and justice are all factors. While 'growing doubts about economic fairness in Australia are strongly associated with a declining sense of national pride and belonging and growing distrust in government.' (O'Donnell, 2023, p. 6)

This is reflected in other research describing 'a collision of trust, innovation, and politics.' The 2024 Edelman Trust Barometer describes that rapid change creates 'a new paradox at the heart of society. Rapid innovation offers the promise of a new era of prosperity, but instead risks exacerbating trust issues, leading to further societal instability and political polarization.' (Edelman, 2024)

In contrast to this, state or territory governments and local councils are "more likely to be viewed as reflecting community needs and interests than federal government." (Williams & Hammerle, 2024, p. 12)

This can assist in building "the strong connections we have in our neighbourhoods and communities and the way we increasingly embrace our differences and diversity" that will "strengthen our social cohesion." (Williams & Hammerle, 2024, p. 7)

Consistently people say that wellbeing should "guide government decisions, above other considerations." The main purpose of government is described as "ensuring all people are treated fairly and equally, including the most vulnerable." (Williams & Hammerle, 2024, p. 6)

In our Strategic Plan *Our Holdfast 2050+*, Council's Wellbeing focus area aims to promote good health and economic success in an environment and a community that supports wellbeing. Council has many programs and activities that seek to draw people together and improve social interactions and cohesiveness.

Significant Influences



Housing and Homelessness

Housing has been one of the main cost increases for households. This includes those on mortgages with 13 interest rate increases. Those renting are finding that rental costs have risen significantly, and this is placing great stress on many households.

This is in part due to housing supply not keeping up with demand and 'housing construction activity is not at the level it needs to be.' This is not expected to improve in the short term, 'although price growth may soften as the impact of interest rate rises reduces borrowing capacity.' (CEDA Committee for Economic Development of Australia, 2024, p. 11)

There are also growing concerns that housing shortages and escalating costs, will fuel

'intergenerational inequality and wealth distribution.' This can have the effect of isolating people from being 'part of our economic future'. (CEDA Committee for Economic Development of Australia, 2024, p. 13)

The supply shortage on housing extends to the social housing sector. The number of households on the waiting lists for social housing across Australia is at 224,326. (Mission Australia, 2024) The households waiting for social housing are those most at risk of homelessness. In 2022–23, "of the low-income households renting private homes in Australia, 42.9% were in rental stress and at risk of being pushed into homelessness in 2022–23". (Mission Australia, 2024)

While Local Government does not generally have a direct role in housing or homeless service provision, there is a community expectation that councils will seek to address such issues. It is recognised that the roles local governments can play include:

- › ‘Advocacy on behalf of vulnerable groups within the community;
- › Raising awareness amongst elected councillors and the general population about the nature, causes and consequences of homelessness;
- › Facilitating networks and building connections with the human services sector.’ (Beer & Prance, 2013)

Council works with local organisations to improve the prospects for those experiencing housing difficulties and homelessness. We positively engage with people experiencing homelessness who frequent our public areas and seek to link them to appropriate services.

Aged Care Reform

The Federal Government Aged Care Reform Agenda, delivered through the Aged Care Quality and Safety Commission (ACQSC) will continue to be implemented by Alwyndor throughout 2024–25. The reform is an integral part of our strategic and business planning for all residential and support at home services.

New Aged Care standards come into effect from 1 July 2024 and the adoption of a new Aged Care Act will be considered by the Federal Government during the year. This means increased Governance effort to ensure our regulatory requirements and obligations are met, monitored and documented.

This will include increased and mandated reporting and revision of all policies and work practices. We will develop new systems to respond to the emerging service delivery models and these increasingly complex reporting regimes across all services.

In Residential Care our focus will be on the continued improvement of quality care, ensuring we provide the hours of care and nursing as mandated by the ACQSC. We will enable great lifestyle choices and create the very best food and dining experience for our residents.

The first stage of Alwyndor’s Support at Home reform has been completed. We have revised and capped our fees and charges and introduced new service delivery guidelines in line with the reporting requirements of the ACQSC. Stage 2 of Support at Home reform will be introduced from 1 July 2024.

Our newly established Residential and Community Advisory Groups will continue to offer valuable feedback for our services. The Quality Care Advisory Group will assist in ensuring our services across the entire business are of the best possible standard and meet all of our mandated requirements. Each of these groups will provide regular reports to the Alwyndor Management Committee.

We will continue to respond to the Government’s Reform agenda as a part of our commitment to providing care and services to older people in our communities to support the way they choose to live. Alwyndor continues to be proud preferred provider of these services within the City of Holdfast Bay and surrounding areas.

The 2024–25 Operating Environment

Cost of Living and Inflation

As described earlier, the cost of living and inflation have a direct bearing on council operations. Local Government purchases a unique range of goods and services such as fuel and construction trades to deliver renewal and maintenance works, and inflation for these is measured separately from general inflation. The general CPI for Adelaide for the year to December 2023 was 4.8%. CPI is a good measure to base Council decisions on. It has long term historical trends and has forecast data available. (The South Australian Centre for Economic Studies (SACES), 2024)

There is a strong expectation that the Reserve Bank of Australia (RBA) will cease interest rate rises. It is more likely that interest rates will decline in 2024. On average many economists expect the RBA to reduce the key interest rate of 4.35% and make two rate cuts to 3.85% by the end of 2024. (Reuters, 2024)

The borrowing capacity of council is also impacted by the interest rates. This expected easing of interest rates makes a major project like Jetty Road, Glenelg redevelopment more viable. This Annual Business Plan keeps the rate rise to a minimum whilst undertaking the very significant Jetty Road, Glenelg redevelopment project.

To enable the redevelopment of Jetty Road, Glenelg, we have limited the number of other new capital projects and are focussed on completing existing projects and renewals. We are also focused on meeting all legislative requirements and continuing to provide the high level of service our community expects.

Local Business Confidence

Council conducts regular surveys of local businesses to assess the views on local business conditions. In the 2023 survey, local businesses were asked about their expectations for economic performance in the next 12 months.

Confidence in economic conditions has declined significantly since 2021 and are back to the pre-COVID levels of 2019. More businesses expect the economy to be weaker, '43% think the national economy will be weaker, 34% think the State economy will be weaker and 33% think the local economy will be weaker.' (Intuito Market Research, 2024, p. 8)

In Australia 'the immediate challenges include inflation and cost-of-living concerns and relatively high interest rates.' (CEDA Committee for Economic Development of Australia, 2024, p. 6)

This reflects the general sentiment in South Australia where 'business confidence weakened through 2022 and has remained moderately below its long run average during 2023.' It is interesting to note that there is a 'divergence between reported business conditions and confidence.' This may show a concern about whether current positive 'conditions can be sustained as the economy continues to adjust to cost-of-living pressures and the labour market cools off.' (South Australian Centre for Economic Studies, 2023, p. 10)

In the local economy, major factors impacting on profitability include cost of living (mentioned by 54% of businesses), cost of labour (47%), cost of rent (41%) and the local economy (36%). Like the broader South Australian experience, there is some disparity between current conditions and the outlook for the next 12 months.

For example, business ‘vacancy on Jetty Road, Glenelg has halved over the last 12 months, reaching 4.8% in quarter 3 2023’ which is one of the lowest rates on record. Additionally, ‘with inbound tourists into Australia increasing by 248% on a rolling annual basis, Glenelg is likely to attract a disproportionate number of visitors visiting South Australia which will support consumer spending.’ (JLL, 2024) Most local businesses are ‘either fairly confident or confident about the next 12 months (perhaps seeing that the worst of increasing costs is over?).’ (Intuito Market Research, 2024, p. 12)

The trend for businesses interaction with council is good. ‘Most notably the ratings for experience with the delivery of food safety and health inspections and interaction with Business Development have significantly improved and now rank highly for the top council responsibilities.’ (Intuito Market Research, 2024, pp. 12–13)

The 30 Year Plan for Greater Adelaide

In 2023 the State Government released its *Greater Adelaide Regional Plan Discussion Paper*. This Paper described that ‘projections show Greater Adelaide’s population could grow by up to 670,000 people over the next 30 years. That would be a 46% increase on today’s population.’ (State Planning Commission, 2023, p. 14)

The Discussion Paper will inform a 30 year vision for the Greater Adelaide region. The Greater Adelaide Regional Plan ‘will identify where people will live and work, how they will move around, and where they will access services.’ (State Planning Commission, 2023, p. 32)

In responding to the Discussion Paper, Council proposed four growth objectives that establish a framework for development that is compatible with the existing nature of our suburbs.

Objective 1:

To protect/maintain and improve the character and heritage of the City.

Objective 2:

To encourage an increase in housing supply and diversity in suitable locations.

Objective 3:

To direct housing growth to locations which can accommodate change.

Objective 4:

To build environmental resilience and reduced carbon footprint in the pursuit of urban growth. (City of Holdfast Bay, 2023)

The 2024–25 Operating Environment

The map on the following page details the patterns of growth Council has put forward as a possible way to achieve these Objectives.

It is expected that a draft Greater Adelaide Regional Plan will be released in mid-2024 for consultation. Council will consider this draft and make a response to help inform the final *Greater Adelaide Regional Plan* which is due late in 2024.

Environmental Stewardship

The City of Holdfast Bay continues to be a leader in environmental stewardship. We have achieved 100% renewable electricity use and with our community have 65% of waste diverted from landfill.

The City of Holdfast Bay partners with the Cities of Marion, Mitcham and Onkaparinga and the South Australian Government in an award-winning partnership called Resilient South. Together we aim to increase action to adapt to the changing climate and to reduce emissions in the southern Adelaide region. Resilient South has developed a *Regional Climate Action Plan* that has been adopted by each of the partners in 2024. This Plan will assist in achieving carbon neutral/net zero emissions targets that the partners have endorsed.

Council's *Environment Strategy* continues to drive many important initiatives for our environment and community to thrive. Our continuing reduction on fossil fuel reliance will see ongoing replacement of council vehicles with electric vehicles where possible.

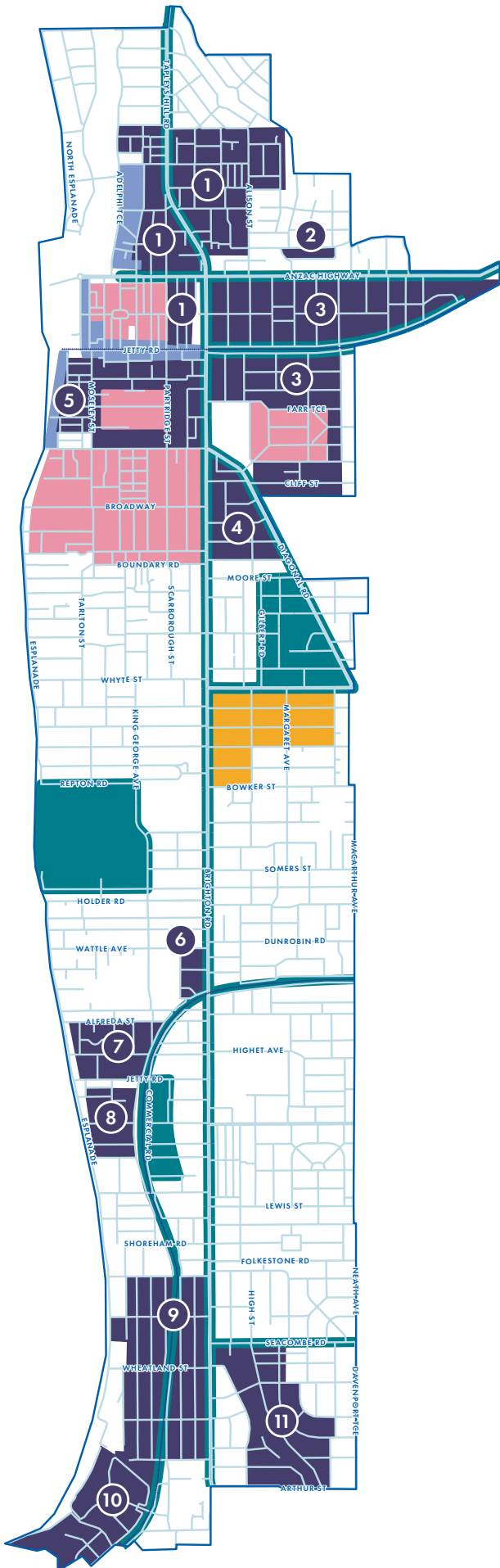
Council is taking steps to protect the natural environment, focusing on biodiversity and protecting our unique coastal environs. We are working towards a biodiversity target to increase our average biodiversity score from 12.8 to 14 by 2025. This acknowledges that the more biodiversity we can encourage, the better for our climate and the more we can reduce greenhouse gases the better for our native plants and animals, and the ecosystems they inhabit.

In finalising its inaugural *Urban Forest Plan*, council seeks to increase tree canopy cover in the City of Holdfast Bay. This Plan will consider the pressures of further private development and the resultant loss of trees. Council recognises the importance of more trees to improve wellbeing and amenity while reducing the impacts of climate change.

Council is continuing major water sensitive urban design projects, remediating our three gullies and maintaining the City's dunes and prized beaches.

Several new items have been added to the Green Living Rebates, including insulation and double glazing. Council also wants to encourage more active transport in our community, which is healthier for everyone and reduces greenhouse gas emissions. In a first for a mainland Council, we have also added rebates for cargo bikes and electric bicycles.

There is growing momentum around re-connecting with nature to build a strong desire for its protection and enhance the community wellbeing. Holdfast Bay contributes to this in many ways including via our Holdfast Habitat Heroes, through plant giveaways, community planting and beach cleaning days, hosting sustainable living workshops and nature-based events. Council will continue to explore novel ways to increase people's connection with nature.



CONSTRAINTS & OPPORTUNITIES FOR GROWTH

AREAS TO BE PROTECTED FROM FURTHER GROWTH:

- Historic Areas
- Character Areas (existing/proposed)
 - 1 Glenelg and Glenelg North
 - 2 Sandison Terrace
 - 3 Glenelg East
 - 4 Melton East
 - 5 Glenelg South
 - 6 Hove Character
 - 7 Dunluce
 - 8 Brighton
 - 9 Seacliff Policy
 - 10 Kingston Park
 - 11 Seacliff Park
- Employment Area

AREAS OF FUTURE GROWTH POTENTIAL:

- Existing Growth Areas
- New Potential Growth Areas*

* Underpinned by strong design guidelines to be developed through community consultation.

Achievements, Projects and Service Delivery



Alwyndor

Alwyndor and the City of Holdfast Bay

Alwyndor, originally the family home of Dorothy and Stephen Cheater began as a convalescent and rest home for returning World War II servicemen. Dorothy created the Dorothy Cheater Trust which binds the council (or others) to the ongoing provision of residential aged care and services in perpetuity on the parcel of land. Alwyndor is widely regarded as an important part of the City of Holdfast Bay as it continues to thrive and provide services to the residents of the city and communities in surrounding areas.

Achievements

In 2023–24, Alwyndor’s achievements and initiatives included:

- › Alwyndor is now a tenant of the Holdfast Bay Community Centre where we have expanded our Therapy and Wellness Service offerings. New classes include Reformer Pilates, Dance Fusion and Mindfulness Meditation.
- › Dining options for Alwyndor residents continued to be refined with residents choosing menus through taste testings and through regular surveys which consistently score a satisfaction rating of more than 90%.
- › We have established Residential and Community Advisory Groups to offer valuable feedback for our services as well as a Quality Care Advisory Group. These will assist in ensuring our services across the entire business are of the best possible standard and meet all our mandated requirements.
- › Support at Home Services expanded with Home Care Packages exceeding our growth targets to work with more than 500 clients.
- › We expanded our home gardening and maintenance services further in the southern area, including accepting additional Federal funding for the Mitcham communities. Alwyndor now provides these services to more than 3,000 clients.

- › A Mobile Allied Health Service commenced with two customised vehicles purchased through Federal grant funds. They provide therapy and wellness services to clients in their homes. This service includes Occupational Therapy, Physiotherapy, Exercise Physiology, Speech Therapy and Podiatry and is welcomed by many clients.
- › Tots at Dots, Alwyndor's intergenerational playgroup, continues to be extremely popular offering a valuable opportunity for children and our residents to spend time in a safe, engaging, enjoyable, and fun environment.
- › Alwyndor curated and hosted a SALA event 'Sculptures in the Gardens' where artists were invited to display sculptural works in our beautiful gardens. The exhibition was very popular with our residents and clients as well as the broader community. It was a fun and welcome exhibition with two sculptures remaining in the gardens, one purchased by Alwyndor and one generously donated by Kim Cheater and Louise Miller-Frost. Another exhibition will be arranged as a part of the 2024 SALA.

Service Delivery

Alwyndor provides integrated services for older people in our communities. A continuum of care is provided through our services, enabling our clients to live in their own homes how they choose for as long as they wish. We offer domestic and garden services as well as home modifications through to end-of-life care to enable this choice. We receive funding for these services from a variety of sources which include:

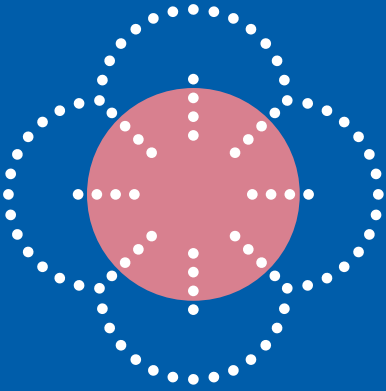
- › Commonwealth Home Support Program.
- › Home Care Packages (Federal Government funding).
- › Department of Veterans Affairs.
- › Private health refunds and private client payments.
- › Medicare (via GP referral for service packages).
- › National Disability Insurance Scheme.

At Dunrobin Road in Hove, Alwyndor provides 144 residential care beds for permanent, respite and transitional care. There is a café, hairdresser and gym, as well as podiatry, speech therapy, physiotherapy, occupational therapy and dental services. A busy day respite service for carers is provided Monday to Friday each week.

Alwyndor offers a range of one-on-one therapies including physiotherapy, occupational therapy, podiatry, and speech pathology services and an extensive range of group wellness programs to assist clients maintain independence and wellbeing.

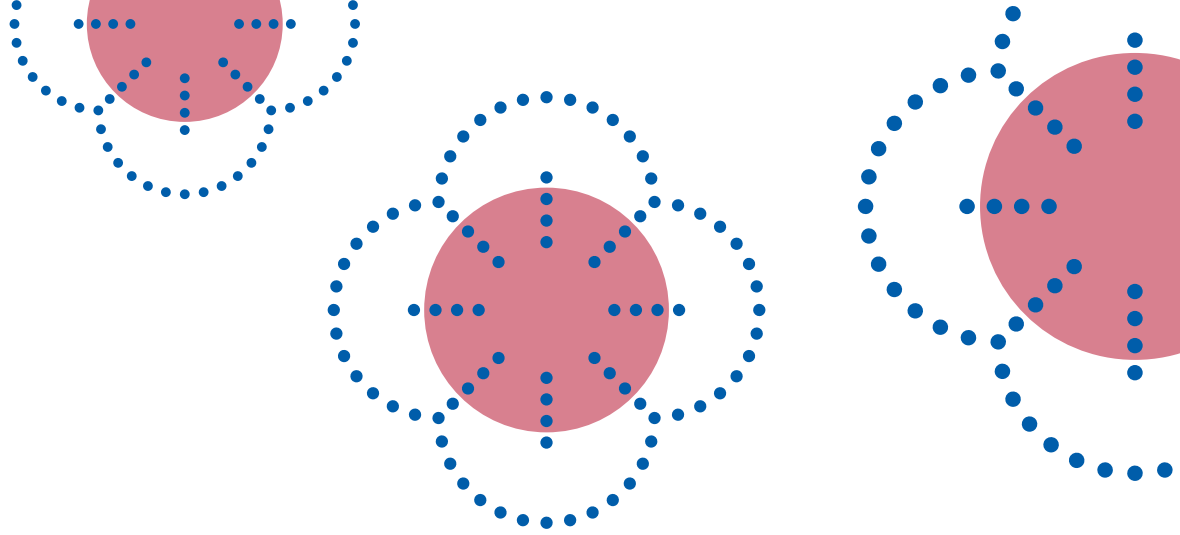
In 2024–25, Alwyndor will continue to promote and enable independence, active health and wellbeing for older people in the City of Holdfast Bay and surrounding areas.





Wellbeing

In 2024–25, Council will allocate \$8 million to good health and economic success in an environment and a community that supports wellbeing.



Objectives: 2020–2030

Measures

Apply the principles of universal design and social inclusion to all council activities

All project plans and policies address universal design and social inclusion

Assist the city’s mainstreet precincts in becoming dementia-friendly

The number of businesses recognised as dementia-friendly increases year on year

Increase participation rates in community engagements across all age groups, particularly under-represented demographics such as children and young people by using methods that are appealing and appropriate

The number of participants in formal engagements increases year on year

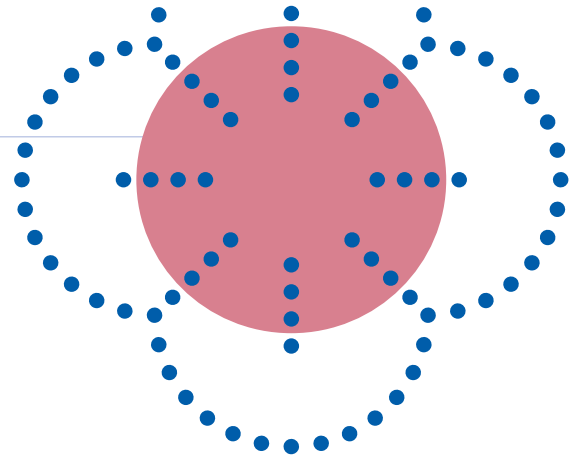
Support businesses to operate in mixed use neighbourhoods to improve local access to goods and services and reduce supply transport distances

The proportion of mixed-use developments increases

Establish community hubs that integrate community support, recreational, and commercial services in multi-purposes spaces that include frequently excluded demographics such as children and young people, people with disabilities, Aboriginal and Torres Strait Island people and people from culturally and linguistically diverse backgrounds

Utilisation of council owned buildings increases

Wellbeing



2023–24 Achievements

In 2023–24, we delivered many projects that build good health and economic success in an environment and a community that supports wellbeing. Some of these include:

Glenelg Oval upgrade Stages 3 and 4

Continuing the upgrade of this important community asset, the work for 2023–24 included upgrades to the spectator mound including playspace, elevated *Disability Discrimination Act* (DDA) viewing area and tiered seating. Other improvements included rebuilding of cricket practice pitches and netting, as well as upgrading the caretaker’s building and adjoining public toilet block.

DDA Pram Ramps and bus stop improvement

New pedestrian DDA compliant ramps were installed to improve access and inclusion throughout the city.

Glenelg Community Centre Painting entrance statement

An inviting and vibrant new entrance statement for the Community Centre.

Brighton North Community Garden upgrades

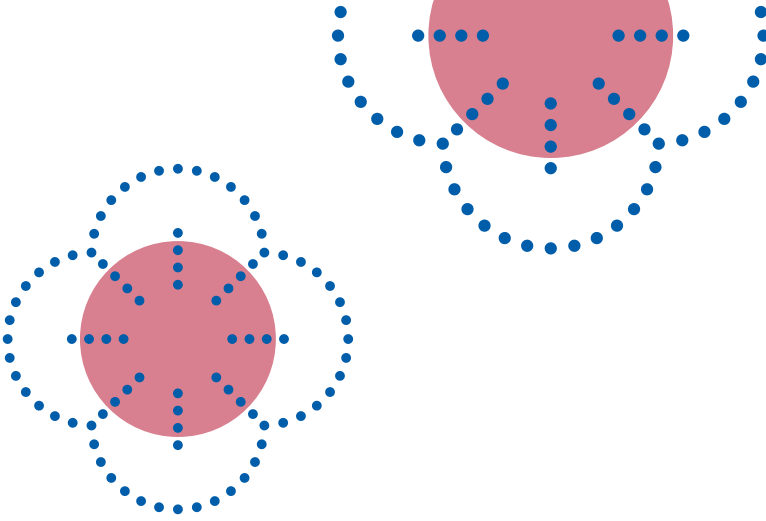
Improvements to the Brighton North Community Garden including a new irrigation system, solar security cameras and hoseslink retractable reels.

2024–25 Capital Projects: \$40,000

Sport and Recreation Infrastructure Planning – \$40,000

In recent research and community engagement we have consistently found a need for informal sport and recreation infrastructure, often coupled with upgrades to playspaces.

This planning will help to deliver more accessible and versatile facilities that cater to a wide range of recreational interests. This is in line with the *Playspace Action Plan 2019–2029* that aims to enhance playspaces for diverse community needs.



2024–25 New Projects: \$17,398

Cricket Club Chairlift – \$17,398

The Glenelg District Cricket Club (GDCC) is in a two-storey clubroom building in the north-western corner of the Glenelg Oval precinct. Up to date, there were no means by which a mobility impaired person could access the first floor, as there was no ramp to the first floor nor was there a lift in the building. This restricted the ability of the Club to hire the venue for various functions and was restrictive on who could visit the clubrooms to spectate cricket.

Council has contributed toward a stair chairlift, mounted to the balustrade and hand rails of the internal stairwell. This enables patrons with restricted mobility access to the first floor. The new installation of the stair chairlift delivers on some of Council's *Disability Access and Inclusion Plan (DAIP) (2020–24)* actions, including improving accessibility to council buildings, services and facilities.

2024–25 Service Delivery: \$7.95 million (excluding Alwyndor)

Development Services – \$1.48 million

Council's development assessment, development advice and building compliance services work to recognise opportunities while protecting the character and amenity of our suburbs. In 2023–24 (up to 15 March 2024), we have processed 694 development applications and approved 125 new dwellings with a construction value of \$89.3 million.

Council will continue with a grant scheme to support the conservation of our City's heritage premises and the character of our retail precincts. Aimed at encouraging people who own heritage listed and retail precinct properties to invest in maintaining, restoring, and preserving them, the grants replaced a previous rates rebate for heritage listed properties.

Property Management – \$2.49 million

We will manage and maintain community assets and infrastructure in an environmentally and financially sustainable way. This includes maintaining and upgrading our buildings and public facilities that are used by a variety of community groups. Street light upgrades are also a part of the work of this area of council.

Wellbeing

Community Wellbeing – \$0.98 million

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

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

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

Community Safety – \$2.37 million

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

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



Communications and Engagement – \$0.63 million

We are committed to clear and open communication with our community. We provide many ways for people to get in contact, including telephone, mail, email, social media and via our website. People can directly engage with Council staff at the Brighton Civic Centre and in our libraries. Information is provided on our website (holdfast.sa.gov.au) and through a range of council publications.

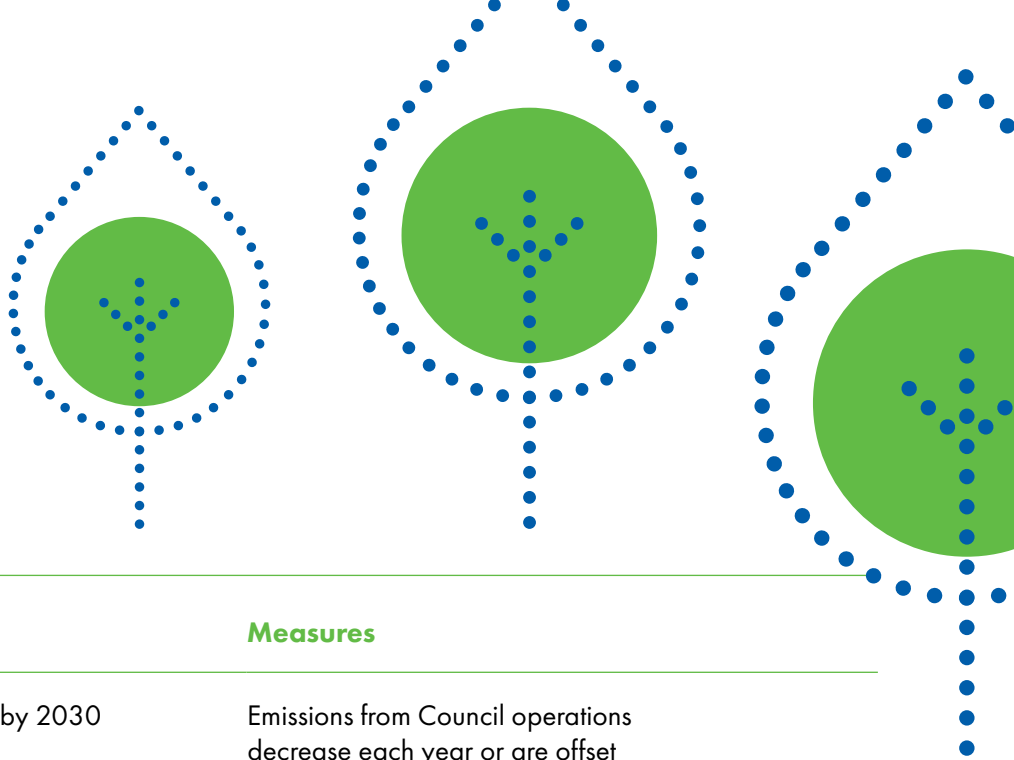
Holdfast News was launched in July 2020. It features the latest Council news, project updates and upcoming events. Council's quarterly, printed magazine, *Our Place*, is distributed to all ratepayers with a digital copy shared via social media and emailed to 1,920 subscribers.



Sustainability

In 2024–25, council will allocate \$18.7 million to developing a city, economy and community that is resilient and sustainable.





Objectives: 2020–2030

Measures

Become a carbon-neutral council by 2030

Emissions from Council operations decrease each year or are offset

Prioritise sustainable and active transport (such as walking and cycling) across the city, including by reclaiming streets for play and nature and improving walkability to support healthy ageing

Number of kilometres of street prioritised for active transport increases, measured every five years

Support the creation of safer places by improving the public realm and collaborating with transport providers to increase transport options

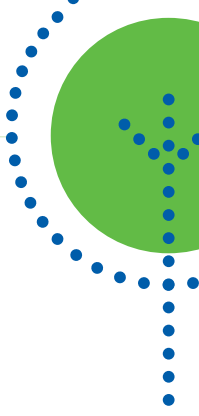
Programs supporting community safety are developed and implemented

Support mixed use neighbourhood development while honouring heritage values to encourage walking and cycling and support healthy ageing

Walkability score increases in all Holdfast Bay suburbs, measured using a 'citizen science' approach every three years

Encourage more community gardening, including biodiversity sensitive urban design, in public spaces, applying the long-held knowledge of Kurna people as well as innovation

Number of community gardening spaces increases each year



Sustainability

2023–24 Achievements

In 2023–24, Council delivered projects and services that supported the goal of developing a city, economy and community that is resilient and sustainable.

Activities included:

Former Buffalo Site – Amenity Improvements

Detailed planning for important site remediation work and amenity improvements has been undertaken at the former Buffalo site. This will ultimately include a rock revetment wall and fill to ground level. Fencing at the water's edge and improvements to walking paths and landscaping is included in this project. Construction commenced in 2023–24. The project will be completed in 2024–25.

Sturt Creek Biodiversity Corridor – Shannon Avenue

As one of the highest priorities in our *Environment Strategy*, this project transformed a small portion of this reserve into biodiverse corridors to improve biodiversity both in Glenelg North (where it is very low) and along the Sturt Creek.

Traffic Management Improvements

Several improvements to traffic management on council roads in high priority areas were completed.

Support for Visitor Information at Glenelg Town Hall

Additional staffing to ensure there is coverage of the Bay Discovery Centre and Visitor Information outlet across all hours of opening, especially in a time of post COVID-19 restrictions.

Stormwater Data Collection (pit and pipe survey) Year 2 of 3

This project was identified in the Stormwater internal audit and is important to ensure data on stormwater assets is current.

Arborist Support

This additional position supports the Senior Arborist in building capacity and risk mitigation through the monitoring, assessment and actioning of works to council's trees.

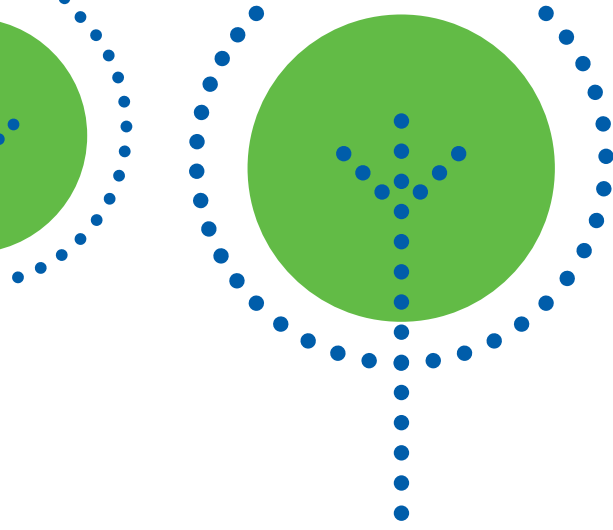
2024–25 Capital Projects: \$540,000

Stormwater upgrades – Tarlton Street – \$1.0 million

This continuing stormwater infrastructure upgrade will decrease the likelihood of flooding in a high-risk flood zone. It was identified as a priority from the *Stormwater Management Plan* and *Stormwater Implementation Plan* and is part funded by the Federal Government.

Wheatland Street Pocket Park – \$20,000

There is a small piece of land on the corner of Wheatland Street and Kauri Parade at Seacliff, which is currently covered in part by shrubs and in part by dolomite. The part that is covered by dolomite is used for unsanctioned car parking. Given Council's desire to increase greening, and the challenges of doing so in Seacliff due to the geography and dense infrastructure, this location provides a rare site to create some public green space. This project would be delivered using internal resources from the Depot, thereby maximising the value of the budget.



Street Light Conversion Plan – \$20,000

In 2018–19 the City of Holdfast Bay converted around 2,300 of its 3,400 streetlights over to LED. There has been a 259 tonne decrease in council's CO² greenhouse emissions through changing streetlights to LED. We will develop a plan for the conversion/ transition to LED of our remaining streetlights, which will include:

- › prioritised delivery schedule
- › highlight our compliance or deficiency risks
- › budget forecasts
- › any return-on-investment, in the form of energy savings.

Patawalonga Frontage Irrigation Upgrade – \$500,000

The current irrigation mainline that delivers quality water to the coastal reserves in Glenelg, is an ageing infrastructure that is approximately 20–25 years old. This project will create an irrigation system that is not only fit-for-purpose but also cost-effective and environmentally sustainable. The outcome will be a new resilient and sustainable irrigation system designed for the future, operating on recycled water with mains back up in strategic locations.

2024–25 New Projects: \$140,000

Review of Stormwater Management Plan (joint with City of Marion) \$50,000

The existing *Stormwater Management Plan: Coastal Catchments Between Glenelg and Marino (SMP) 2014* is a coordinated approach to the management of stormwater with the City of Marion. This SMP is 10 years old and due for renewal. The City of Marion has agreed to request \$50,000 in 2024–25, along with matched funding from City of Holdfast Bay and the Stormwater Management Authority, to undertake a review and refresh of the SMP.

This will inform our stormwater implementation plan and capital works upgrades across the city to reduce flooding risk and improve water quality.

Biodiversity Assessment – \$30,000

The *Environment Strategy 2020–2025* includes a target to increase the average biodiversity score from 12.8 in 2018 to 14 by 2025.

Since 2018 council has engaged an Urban Greening Officer, as well as undertaking large-scale weed control and revegetation projects in the dunes, gullies, and along the Sturt Creek. With this and other biodiversity work during this period we anticipate the score to have increased, thereby demonstrating the value of this work.

The desired outcome of this project is to know the current state of our biodiversity, compared to 2018 and whether we have reached, not reached, or exceeded our 2018 biodiversity score.

Sustainability

Resilient South Funding – \$20,000

Resilient South (RS) is an award-winning regional climate partnership between the Cities of Holdfast Bay, Marion, Mitcham and Onkaparinga, and the state government. It was formed in 2011 and is one of four such partnerships in the Adelaide and Fleurieu region. Council's contribution will ensure that the Regional Coordinator role continues for the duration of the *Regional Climate Action Plan 2024–2029*. In turn this will help to ensure that many of the actions in the plan will be delivered.

Movement and Transport Plan Implementation – \$40,000

The *Movement and Transport Plan* is currently under development. This is an indicative allocation to fund initiatives in this Plan. Allocation of funding this financial year will enable prompt implementation of actions and outcomes from the Movement and Transport Plan in an agile way.

2024–25 Service Delivery: \$18 million

Public Realm and Urban Design – \$0.59 million

Council is committed to developing and maintaining high quality urban and open spaces through public realm and open space master planning, project management and delivery including:

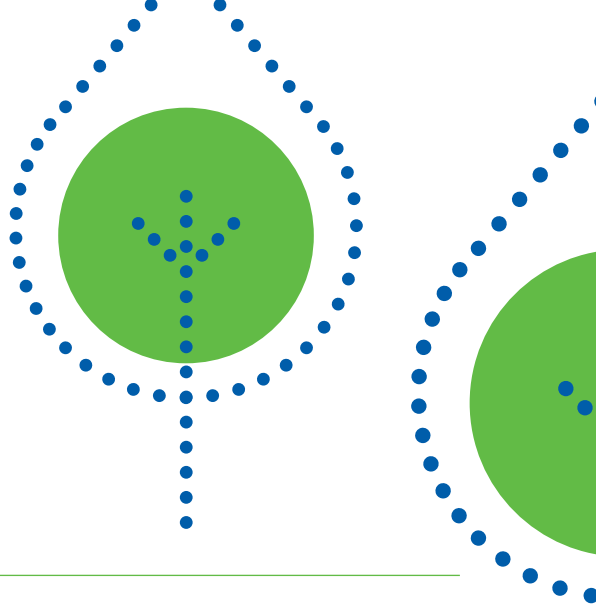
- › Sports and recreation facility planning and activation
- › Playspace renewals and redevelopments including planning and consultation
- › Urban design projects such as main street master planning and project delivery
- › Securing grant funding for major projects through State and Federal Government grant programs
- › Sport and Recreation club development

Environmental Services – \$1.31 million

Council is pursuing an *Environment Strategy (2020–25)*, a detailed roadmap of initiatives, which will guide our decision making until 2025 and beyond. The strategy incorporates five themes:

- › Climate change resilience and working towards a carbon-neutral community
- › Managing our coastal ecosystem
- › Managing and improving biodiversity
- › Waste and resource management
- › Working together as a community.





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

Field Services & Depot – \$8.92 million

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

We will achieve this by:

- › Maintaining our many high profile and highly used open spaces and reserves.
- › Planning and implementing environmental management programs.
- › Planting and caring for trees in our streets and reserves.
- › Cleaning our streets and foreshore.
- › Maintaining the North Brighton and St Jude's cemeteries.
- › Managing and maintaining our coastal zones and foreshore.
- › Removing graffiti.
- › Maintaining gross pollutant traps to ensure that pollutants do not enter our waterways.
- › Maintaining our roads, kerbs and footpaths.

Street Lighting – \$0.70 million

Council partners with SA Power Networks (SAPN) to deliver street lighting for our community. Over the past 3 years Council has been replacing the 2,550 street lights with energy efficient LED lights across the City of Holdfast Bay.

The new lights being installed are up to 82% more energy efficient than existing mercury vapour lamps, require less maintenance and generate a warm to white light similar to existing lighting (around 4000 Kelvin).

LED lighting is a much improved light than the old technology and the changeover will lower councils' greenhouse gas emissions by approximately 517 tonnes a year.

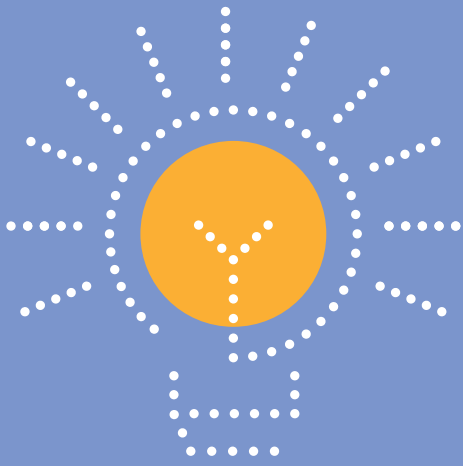
The removed old street lights will be recycled responsibly to prevent heavy metals (i.e. mercury) and other hazardous substances entering landfill.

Engineering and Traffic – \$1.75 million

The Council is committed to a high level of amenity and safety with our street, footpath and kerb renewal and maintenance program. We continue to work with the stormwater management authority in the development and implementation of a storm water management plan. Our team monitors and assesses and treats the evolving traffic management issues in our city.

Waste management – \$4.68 million

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



Innovation

In 2024–2025, council will allocate \$19.35 million to developing a thriving economy and community that values life-long education, research, creativity and entrepreneurialism.

Objectives: 2020–2030

Measures

Facilitate growth in the number of home-based businesses where practical to reduce transit distances

The number of home-based businesses increases as reported via Census data

Maximise the value of public buildings, including libraries, to support innovation by creating co-working spaces and technology/prototyping/maker spaces and hubs

Utilisation of Council buildings increases

Partner to establish an innovator/entrepreneur in residence program that includes local schools and encourages life-long learning across the population

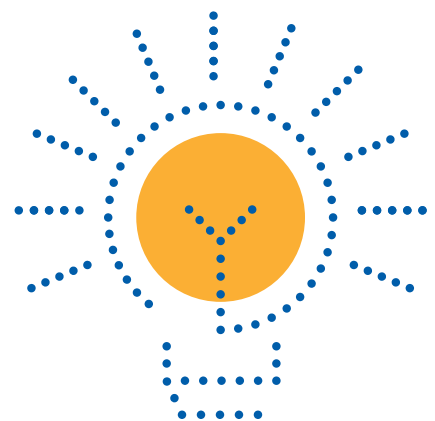
Program participation rates trend upwards

Partner to develop a centre of excellence in hospice care and dying well

Amount of support attracted is sufficient to establish a centre

Partner to facilitate the provision of technology infrastructure to support creative and emerging industries, including mobility as a service, startups and other entrepreneurial activities

Number of start-ups, creative and technology-related businesses in the city increases



Innovation

2023–24 Achievements

In 2023–24, council delivered projects and services that supported the goal of developing a thriving economy and community that values life-long education, research, creativity and entrepreneurialism. Activities included:

Innovation Projects – Various Information Technology Management improvements

This range of business improvement projects impacts across all of council operations. These improve efficiency and result in better service delivery.

Glenelg Library Upgrade

Refresh the workspaces for staff at the Glenelg Library. Upgrade to office areas and meeting spaces.

2024–25 Capital Projects: \$815,250

Wayfinding at Kingston Park – \$8,000

An assessment was made of signage at the entry of the access road, to indicate the key attractions within the precinct, being the Holiday Park, Kiosk and Tjilbruke Spring. It is recommended that a precinct sign, similar to other precincts within the City, such as Brighton Oval, would be appropriate for the location. The sign would include the various attractions within the precinct.

Sharing the National Collection – \$7,250

Council have applied to take part in the National Gallery of Australia's Sharing the National Collection initiative. Negotiations are under way to finalise the loan of appropriate artworks.

The program is fully funded by NGA, this important partnership will enable City of Holdfast Bay to display a high calibre of artwork that would be otherwise out of reach as an individual council.

The allocation of funds from City of Holdfast Bay will be to upgrade lighting to showcase the public artwork at night and to increase safety and security of the installation location in the Glenelg area.

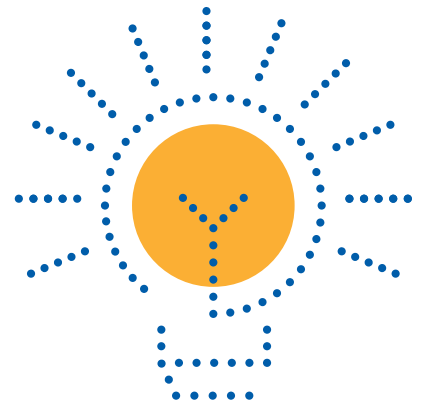
Technology and Innovation Capital Projects – Various ICT Improvements – \$800,000

A range of technology projects aimed at improving efficiency and effectiveness in core business functions, including asset management and corporate planning. These projects will assist in planning and managing the work of council and ensuring security of information and data.

2024–25 Service Delivery: \$18.5 million

Library Services – \$1.98 million

The City of Holdfast Bay provides accessible and progressive library services that meet our community's informational and recreational reading needs while fostering a love of lifelong learning. In 2024–25, we will continue to deliver events, programs, digital literacy and services through our two libraries at Brighton and Glenelg.



City Activation – \$1.69 million

Council's *Economic Activation Plan*, focuses on five strategic directions. These strategic directions form the basis of a five-year action plan for the delivery of collaborative economic development programs and initiatives, resulting in ongoing economic prosperity for the city:

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

Council will continue to develop an environment that assists the future viability of local businesses and creates opportunities to attract innovative industries.

Tourism and Events – \$1.63 million

Our visitor and business services include:

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

Commercial and Economic Enterprises – \$0.44 million

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

Corporate Services – \$4.34 million

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

- › Customer Experience
- › Strategy and Governance
- › People and Culture
- › Risk management
- › Work health and safety
- › Elected member and CEO support
- › Records management.

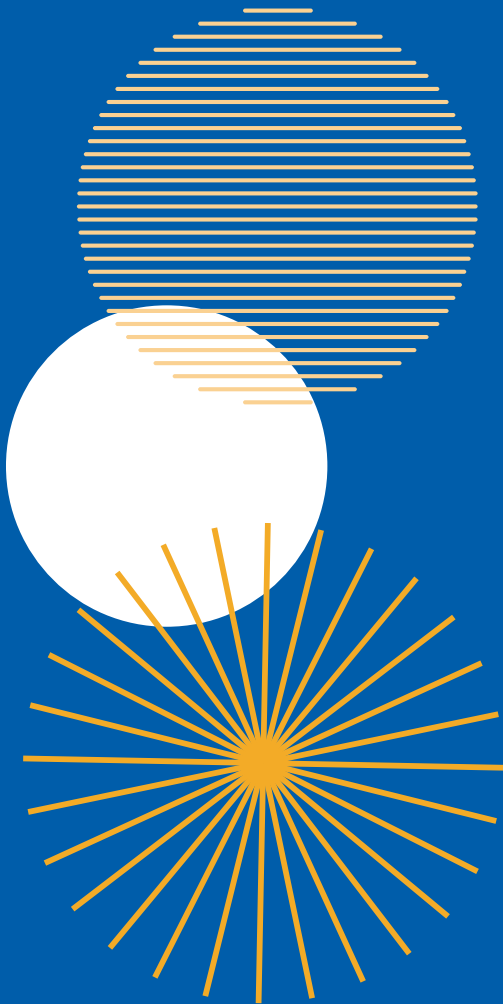
Financial Services – \$3.32 million

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

Information and Technology Services – \$3.34 million

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

Developing Our Organisation



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

City of Holdfast Bay Long-Term Financial Plan

ARISE

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

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

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

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

Finance

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

Assets

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

People

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

Systems and Processes

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

Service Delivery

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

Council is subject to many external processes which test its corporate capability. In 2023–24, these included:

- › The 2022–23 Financial Audit
- › Completion of Internal Audits
- › WorkCover Scheme assessment – 100% rebate achieved
- › Cyber security assessment
- › Organisational culture survey.

Funding Our City

Operating Result

In 2024–25, council is proposing an extensive program of services and projects. To achieve this, we expect to raise \$57.9 million in operating income and spend \$56.7 million in operating expenditure (excluding Alwyndor). The funds come from a variety of sources. While our income is predominantly from rates, it also includes grants from the State and Commonwealth governments and income from statutory and user charges. In 2024–25, 81% of the revenue to fund municipal operations will come from rates.

The municipal operating surplus for 2024–25 is projected to be \$1,192,677. For 2024–25, Alwyndor is projected to have an operating surplus of \$577,088. The consolidated surplus for 2024–25 is budgeted to be \$1,769,765.

Our Financial Statements

We have included a summary of our projected financial statements for the municipal and Alwyndor operating budgets for the 2024–25 financial year in this document.

A net sum of \$45 million (excluding the Landscape Levy) will be raised from rates in 2024–25.

Council owns infrastructure and assets (such as roads, drains, footpaths and buildings) with a current value of approximately \$364 million (excluding land). These assets deteriorate over time through wear and tear and must be replaced or renewed at appropriate intervals to prolong their useful lives and continue delivering services to the community. We are mindful of the impact on ratepayers and committed to developing options that ease the rate burden. We also improve our systems to increase other revenue sources, manage expenditure and increase productivity.

Financial Management

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

To fund the \$40 million Transforming Jetty Road project will require increased borrowings over the next three years, but this will enable the costs of the project to be shared fairly between current and future users. Council has secured \$10 million from the Australian Government to help deliver the project with the remaining \$30 million to be funded by Council. As this is a significant amount it will have an impact on Council's total borrowings, however, the cost associated with borrowing an initial \$10 million for the first stage has been taken into consideration when preparing the 2024–25 budget. This has resulted in the requirement for an additional 2.3% increase in rate revenue, with similar increases expected over the following two years for the remaining stages of the project.

The Holdfast Bay community has high service expectations due in part to its coastal proximity and tourism focus. The *2024–25 Annual Business Plan* forecasts a total projected borrowing requirement of \$11 million to fund the proposed program of capital works and projects, including the Transforming Jetty Road, Glenelg project. We believe it is prudent to borrow to renew and replace infrastructure and assets for the community's benefit. As outlined in our *Long-Term Financial Plan* and *Asset Management Plan*, council aims to deliver high service levels at low overall life-cycle cost. Running down the value of

assets or not replacing them is short-sighted and can lead to a lack of community and business confidence and increased expenditure in future years.

Council’s risk management framework and independent Audit and Risk Committee provide strategic and operational risk management guidance. This is done holistically, having regard for all aspects of financial and risk management.

Guided by our *Long-Term Financial Plan*, our financial management takes a long-term view that ensures we maintain a sustainable financial and asset management position.

Rate Comparisons

Comparing our rates with those of other councils is a complex issue. Each council has different characteristics (such as size, demographics, residential base and growth) and provides either different services or similar services at different standards. Councils provide a broad range and level of services to the community. Although some of these are statutory requirements, the

majority are determined by the expectations of local ratepayers. The cost of providing and maintaining services is spread across the community in the form of rates. Council determines a rate in the dollar based on the amount of revenue required to meet the ongoing cost of providing services to the community for the coming year.

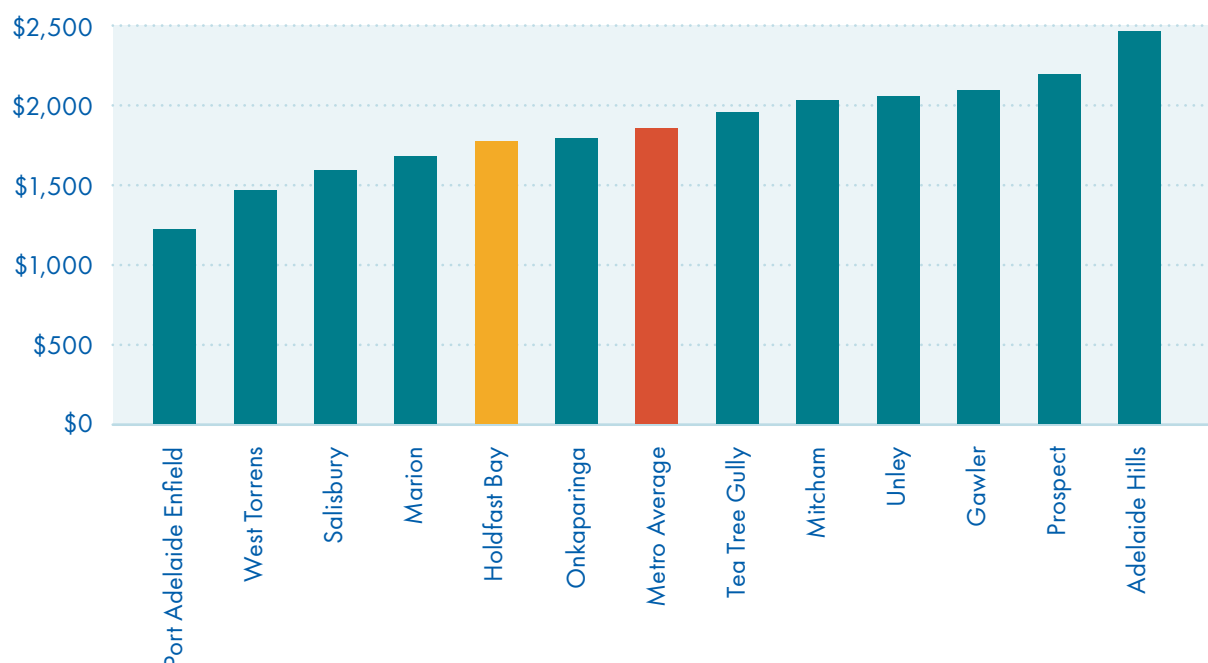
The charts below and on the following pages show a comparison of the average residential rate for Adelaide metropolitan councils for 2023–24.

The average (mean) residential rate for the City of Holdfast Bay in 2023–24 was \$1,772.

This represented a rate of 0.001931 cents in the dollar. This residential rate compares favourably to other South Australian councils, as shown in the graph below.

The amount of rates that property owners pay is determined by multiplying a property’s value by the rate in the dollar. For example, if the property value is \$500,000, and the rate in the dollar is 0.00193, the rates payable will be \$965.00.

2023–24 AVERAGE (MEAN) RESIDENTIAL RATE COMPARISON (\$)



Funding Our City

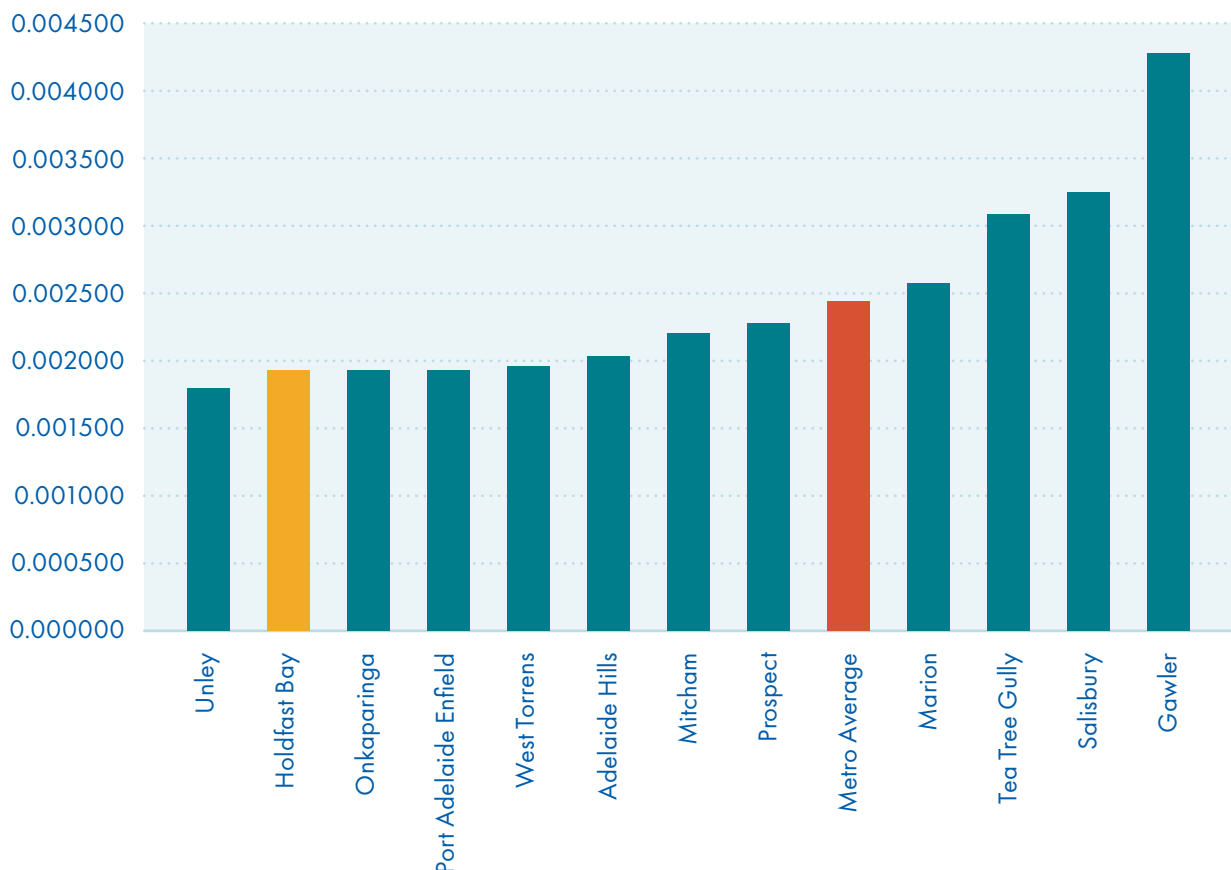
In 2023–24 the average (mean) residential property valuation in the City of Holdfast Bay was \$917,365. The following table compares rates in the dollar with other council areas.

For 2024–25 the proposed revenue from general rates is \$44,749,000 compared to \$41,428,000 for 2023–24. This is a 8.0% change in total proposed revenue from general rates compared to previous year. This comprises the increase in rates plus new development of 0.95% as provided by the Office of the Valuer-General.

The average (mean) increase for land use categories is outlined in this table.

Land Use Category	2024–25 Increase
Commercial – Shop	\$236
Commercial – Office	\$169
Commercial – Other	\$275
Industry – Light	\$168
Industry – Other	\$255
Vacant Land	\$183
Residential	\$126
Other	\$164

2023–24 COMPARISON RATE IN THE DOLLAR – RESIDENTIAL



What Will You Pay in Rates?

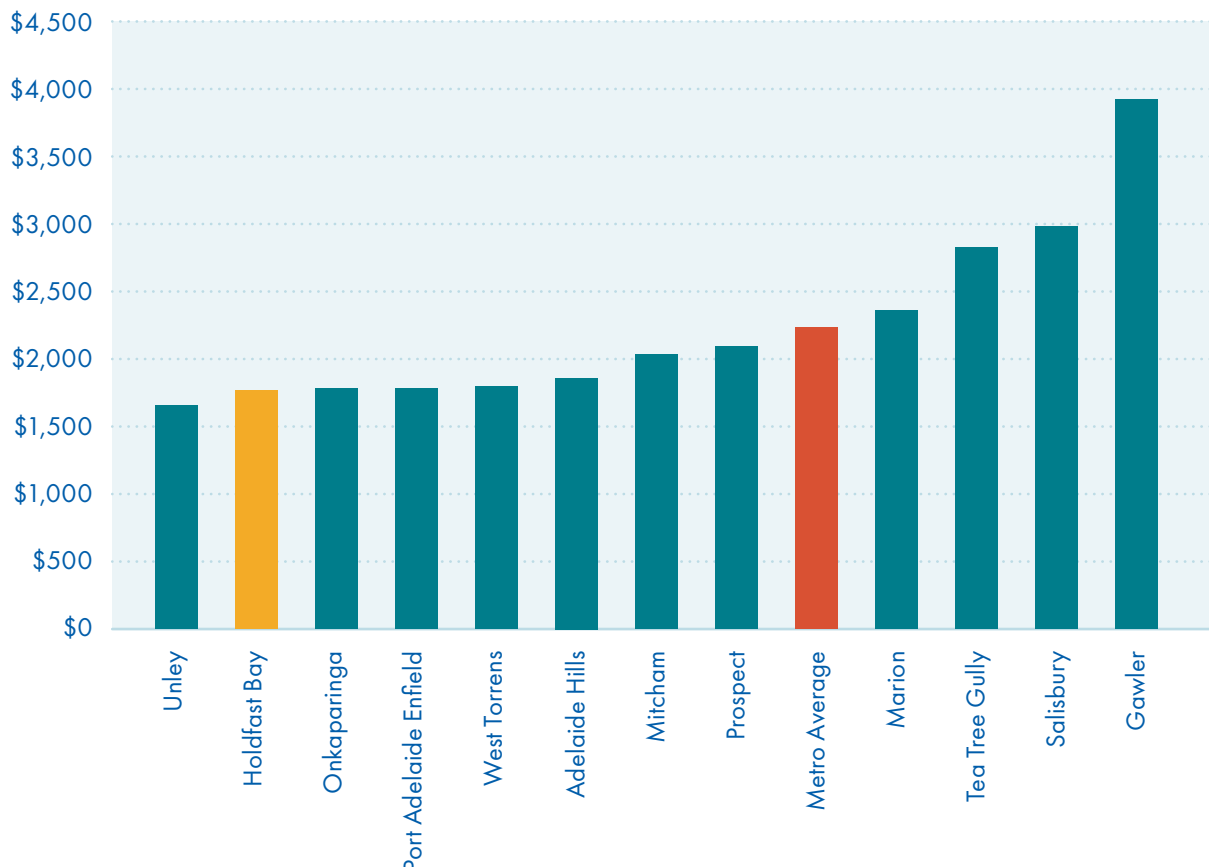
The amount you pay is determined by your property's valuation and how we apportion rates across the community. We endeavour to apportion rates across the community in an equitable fashion. Property valuation modelling has yet to be provided. However, based on the average (mean) for 2023–24 residential property value, the rate increase for the average (mean) residential premises will be approximately \$126 or \$31 per quarter. This is \$2.42 per week.

By way of comparison, the table below shows the amount of rates paid by council area. It uses the average house valuation in Holdfast Bay (\$917,365) to calculate what a ratepayer would pay for the same value property in different councils.

Rating Policy

Section 147 of the *Local Government Act 1999* provides council with the power to rate all land within the City of Holdfast Bay – except for land specifically exempted, such as Crown land and land occupied by council. We continually review our rating policy to ensure that it is fair and equitable. Our current rating policy, adopted in June 2023, is available at the Brighton Civic Centre and can be downloaded at holdfast.sa.gov.au.

**2023–24 COMPARISON OF RATES ON
HOLDFAST BAY MEDIAN RESIDENTIAL VALUATION (\$917,365)**



Funding Our City

Land Valuation Method

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

Residential Rates

The 2024–25 *Annual Business Plan* and financial statements are based on a rate revenue increase of 7.1%, excluding new building construction and separate rates. The average (mean) value of properties in the City of Holdfast Bay in 2023–24 was \$917,000 with an average (mean) rate of \$1,772.

Industrial, Commercial Property and Vacant Land Rates

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

In 2023–24 a differential premium of 63% above the residential rate was applied, equating to 13% of total rate revenue (\$5.2 million) being paid by this sector. This premium compares favourably with the 2023–24 metropolitan average of 112%, as shown in the graph on the following page.

Separate Rate

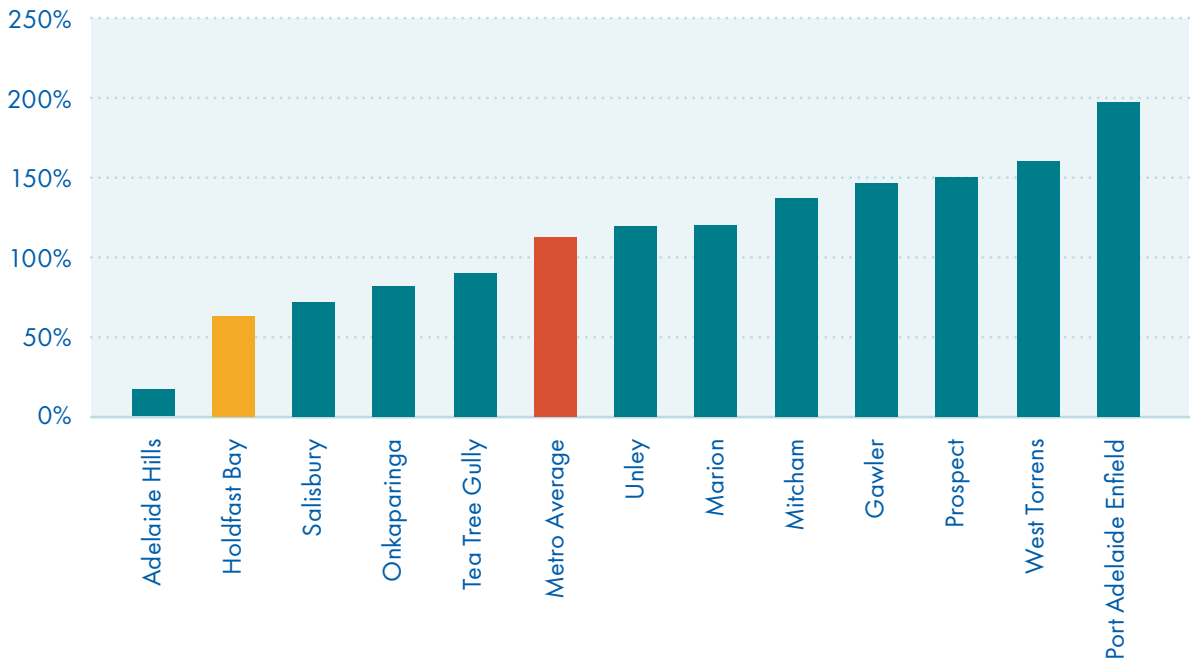
Council levies two separate rates on specific ratepayers to provide funding for activities and services related to those ratepayers. They are as follows:

1. The Jetty Road Mainstreet Separate Rate is applied to properties within the Jetty Road Mainstreet precinct to promote and enhance business viability and trade. Revenue from this separate rate is expected to raise \$707,115 in 2024–25, representing an increase of 7.1% on the rate levied in 2023–24.
2. The Patawalonga Marina Separate Rate is applied to properties within the basin of the Patawalonga, bounded by the high-water mark and comprised of marina berths. This separate rate provides funding for the ongoing maintenance of the Patawalonga lock. Because the lock is also widely used by the general public, this rate is adjusted by 50%. The Patawalonga Marina Separate Rate for 2024–25 is expected to raise \$86,400.

Landscape Levy

Formerly called the Natural Resource Management (NRM) Levy, councils are required under the *Landscape South Australia Act 2019* to collect the Landscape Levy on behalf of the state government. For 2024–25 the Landscape Levy for properties in the City of Holdfast Bay will increase by \$84,000 to \$1.54 million.

**2023-24 METROPOLITAN DIFFERENTIAL RATE PREMIUM COMPARISON
(APPLIED TO COMMERCIAL & VACANT LAND)**



Funding Our City

Rebates

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

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

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

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

- › The rebate relates to common property or land vested in a community corporation over which the public has a free and unrestricted right of access and enjoyment.
- › The rebate is considered by council to be appropriate to provide relief against what would otherwise amount to a substantial charge in rates payable due to a change in the basis of valuation.

Minimum rate

We impose a minimum amount payable by way of rates. In 2023–24 this rate was set at \$1,153. The minimum rate for 2023–24 has not been set at this time.

Rate relief

Support is available for people experiencing difficulty in paying their rates. A residential rate cap may be applied to provide relief to ratepayers who own properties that have been subject to increases in valuations that are deemed excessive. In 2023–24, Council determined that residential ratepayers could apply for a reduction in their rates where they could demonstrate an increase in their annual rate bill in excess of 10%. This will continue into 2024–25. Council offers a range of hardship provisions. Visit holdfast.sa.gov.au/council/council-rates/hardship-application or contact us on 8229 9999 to find out more.



Financial Targets

1. To achieve an operating ratio of 0–10% over a five-year period.
2. To achieve a net financial liabilities ratio of less than 100%.
3. To improve council's asset sustainability ratio to be within the range of 90–110% over a five-year period.

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

In 2024–25, Council will raise \$45.4 million in rate revenue (including separate rates but excluding the Landscape Levy), and this will yield an operating surplus ratio of 2.1%. Currently, our operating ratio measure over the five years from 2018–2019 to 2022–2023 is 3.7%. The operating ratio is the operating result expressed as a percentage of total operating revenue. The operating result is the difference between recurrent income and recurrent operating expenditure.

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

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

Council is committed to a balanced budget or modest operating surplus. To achieve this, we continuously review the services provided to the community and our business processes to provide the most cost-effective and efficient service delivery. In 2024–25, we will continue to monitor and review council's operations to ensure that we can continue to meet the community's expectations in a financially sustainable way.

2. To achieve a net financial liabilities ratio of less than 100%

Council's current ceiling for the net financial liabilities ratio is 100%. The net liabilities ratio is a measure of the size of our net financial liabilities (which is what we owe others, minus what others owe us) as a percentage of total operating revenue.

However, it is acceptable to exceed this ceiling from time to time, particularly when low interest rates offer the opportunity to develop infrastructure and facilities that will provide

long-term benefit to the community. In 2024–25, the net financial liabilities ratio is forecast to increase from 74% to 90% (excluding Alwyndor).

An additional, and arguably more relevant, indicator of council's ability to manage and service debt is its interest cover ratio which is measured by calculating our net financial interest as a percentage of the overall operating revenue. Council has set a ceiling of 5% for this ratio. A ratio of 5% indicates that, for every \$100 of revenue, \$5 is spent on net interest payments. In 2024–25, our interest cover ratio is forecast to be 2.9% (excluding Alwyndor). Our net financial liabilities and interest cover ratio indicate that council remains in a strong and sustainable financial position to manage its debt levels.

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

The asset sustainability ratio measures the level of capital expenditure on the renewal and replacement of existing infrastructure and assets. It is measured against the level proposed in the *Asset Management Plan*. For 2024–25 this is forecast to be 114%. This is a result of additional required asset renewals that have been identified for this year and is manageable over the five year period.

Measuring Our Performance



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

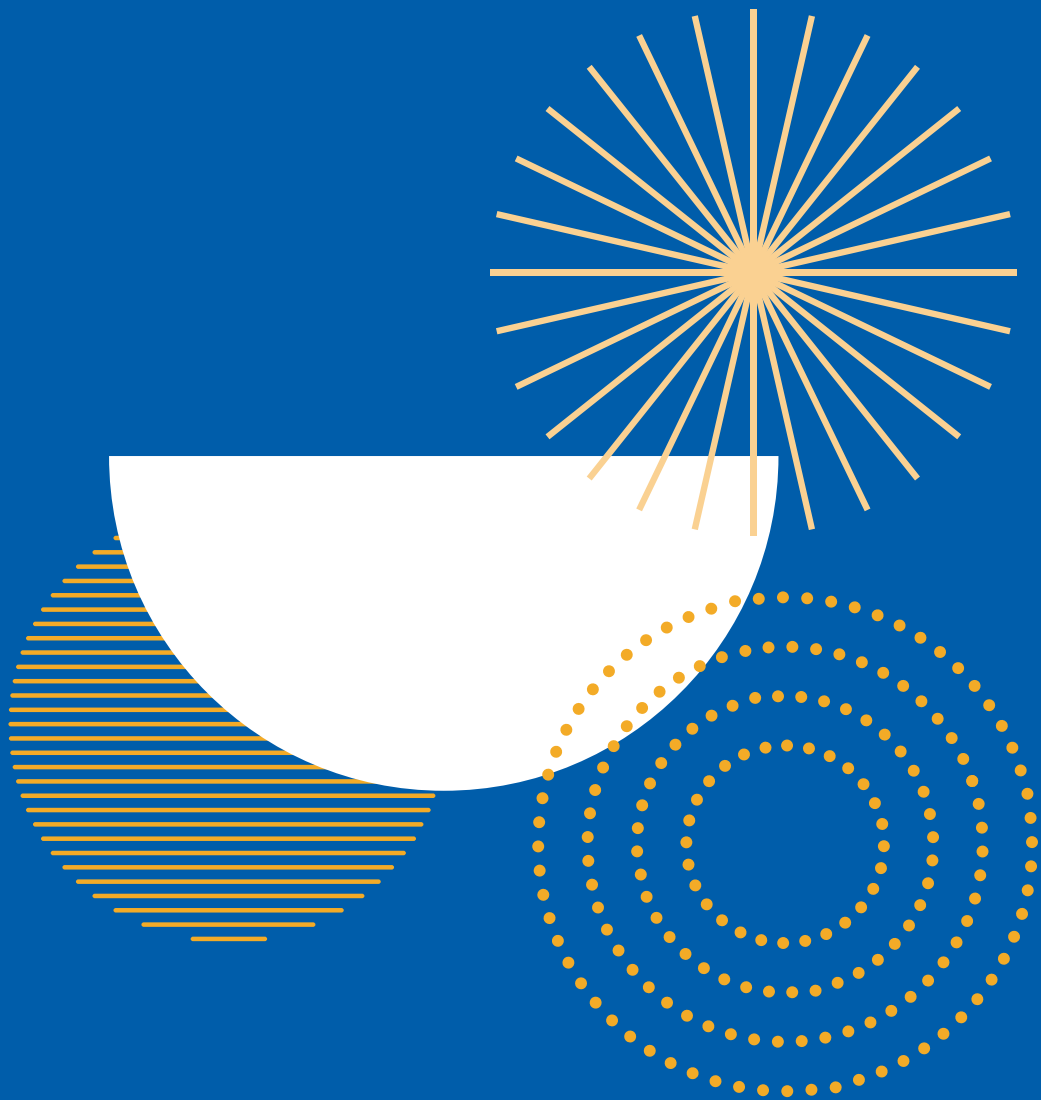
Performance is measured using:

- › A range of financial reports, including monthly financial statements, budget updates, four annual comprehensive budget reviews and the presentation of audited financial statements as required under the *Local Government Act 1999*.
- › Strategic plan measures, which gauge how we are working towards achieving the strategic objectives outlined in *Our Holdfast 2050+*.
- › Corporate measures, which track internal operations that aim to improve the way we deliver services.

To this end, on a quarterly basis Council receives reports that track the health of the organisation and its fitness and ability to deliver the objectives expressed in *Our Holdfast 2050+*. These include:

- › Capital and operating projects – progress on each of these projects as expressed in the *Annual Business Plan*.
- › Financial management – reviewing the budget position and *Long-Term Financial Plan*.
- › Workplace health and safety – reviewing health and safety compliance and key performance indicators.
- › Human resources – reviewing internal resources and training.
- › External grants – reviewing the position of current grants.

Financial Statements – Municipal



CITY OF HOLDFAST BAY
BUDGETED FUNDING STATEMENT - MUNICIPAL FUNDS

<u>Municipal</u> <u>23/24 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>24/25</u> <u>BUDGET</u>
\$		\$
41,281,000	Rates - General	44,212,000
	Rates - New Development	392,000
660,245	Rates - Jetty Road Glenelg	707,115
82,460	Rates - Patawalonga Marina	86,400
1,452,167	Rates - Regional Landscape Levy	1,535,968
2,641,300	Statutory Charges	2,979,077
3,498,000	User Charges	3,937,787
2,045,863	Operating Grants & Subsidies	2,183,563
72,000	Investment Income	72,000
711,264	Reimbursements	734,264
843,743	Other	871,925
90,600	Net Equity Gain - Joint Ventures	146,000
53,378,642	Operating Revenue	57,858,099
20,244,443	Employee Costs	21,635,095
21,301,562	Materials, contracts and other expenses	22,506,379
992,692	Finance Charges	1,752,948
10,911,000	Depreciation	11,685,000
(999,000)	Less full cost attribution - % admin costs capitalised	(1,074,000)
542,000	New Initiatives - Operating	160,000
52,992,697	Less Operating Expenditure	56,665,422
385,945	= Operating Surplus/(Deficit)	1,192,677
10,911,000	Depreciation	11,685,000
189,852	Other non-cash provisions	145,671
11,100,852	Plus Non-Cash items in Operating Surplus/Deficit	11,830,671
11,486,797	= Funds Generated from Operating Activities	13,023,348
483,500	Capital (External Contributions)	
201,000	Proceeds from disposal of assets	26,000
684,500	Plus funds sourced from Capital Activities	26,000
(7,081,166)	Capital Expenditure-Asset Renewal and Replacement	(8,463,070)
(999,000)	Capital Expenditure-Full Cost Attribution	(1,074,000)
(7,649,944)	New Initiatives - Capital (Gross Expenditure)	(12,412,648)
(15,730,110)	Less total capital expenditure	(21,949,718)
217,000	Plus: Repayments of loan principal by sporting groups	21,120
217,000	Plus/(less) funds provided (used) by Investing Activities	21,120
(3,341,813)	= FUNDING SURPLUS/(REQUIREMENT)	(8,879,250)
	Funded by:	
(4,737,575)	Less: Proceeds from new borrowings	(10,908,611)
1,395,762	Plus: Principal repayments of borrowings	2,029,361
(3,341,813)		(8,879,250)

CITY OF HOLDFAST BAY
BUDGETED INCOME STATEMENT- MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2024

<u>Municipal</u> <u>23/24 Original</u> <u>BUDGET</u> \$	REVENUES	<u>Municipal</u> <u>24/25</u> <u>BUDGET</u> \$
41,281,000	Rates - General	44,212,000
	Rates - New Development	392,000
660,245	Rates - Jetty Road Glenelg	707,115
82,460	Rates - Patawalonga Marina	86,400
1,452,167	Rates - Regional Landscape Levy	1,535,968
2,641,300	Statutory Charges	2,979,077
3,498,000	User Charges	3,937,787
2,045,863	Operating Grants & Subsidies	2,183,563
72,000	Investment Income	72,000
711,264	Reimbursements	734,264
843,743	Other	871,925
90,600	Net Equity Gain - Joint Ventures	146,000
53,378,642	TOTAL REVENUES	57,858,099
	EXPENSES	
20,244,443	Employee Costs	21,635,095
21,301,562	Materials, contracts and other expenses	22,506,379
992,692	Finance Charges	1,752,948
10,911,000	Depreciation	11,685,000
(999,000)	Less full cost attribution	(1,074,000)
542,000	New Initiatives - Operating	160,000
52,992,697	TOTAL EXPENSES	56,665,422
385,945	Operating Surplus/(Deficit) - Before Capital Revenue	1,192,677
483,500	Amounts specifically for new or upgraded assets	-
869,445	NET SURPLUS/(DEFICIT)	1,192,677

CITY OF HOLDFAST BAY
BUDGETED BALANCE SHEET - MUNICIPAL FUNDS
AS AT 30TH JUNE 2024

<u>Municipal</u> <u>23/24 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>24/25</u> <u>BUDGET</u>
\$		\$
	CURRENT ASSETS	
842,279	Cash and cash equivalents	-
2,964,725	Trade and Other Receivables	1,872,899
<u>3,807,004</u>	TOTAL CURRENT ASSETS	<u>1,872,899</u>
	NON-CURRENT ASSETS	
643,769	Financial Assets	584,000
4,119,600	Equity accounted investments-Council businesses	4,488,000
879,354,217	Land, Infrastructure, Property, Plant & Equipment	904,833,406
<u>884,117,586</u>	TOTAL NON-CURRENT ASSETS	<u>909,905,406</u>
<u>887,924,590</u>	TOTAL ASSETS	<u>911,778,304</u>
	CURRENT LIABILITIES	
8,794,848	Trade and Other Payables	9,458,854
1,395,762	Borrowings	2,539,201
3,859,081	Short-term Provisions	3,958,273
<u>14,049,691</u>	TOTAL CURRENT LIABILITIES	<u>15,956,328</u>
	NON-CURRENT LIABILITIES	
29,565,924	Long-term Borrowings	37,977,844
281,897	Long-term Provisions	364,727
<u>29,847,821</u>	TOTAL NON-CURRENT LIABILITIES	<u>38,342,571</u>
<u>43,897,512</u>	TOTAL LIABILITIES	<u>54,298,899</u>
<u>844,027,078</u>	NET ASSETS	<u>857,479,405</u>
	EQUITY	
188,972,671	Accumulated Surplus	186,910,000
655,054,407	Asset Revaluation Reserve	670,569,405
<u>844,027,078</u>	TOTAL EQUITY	<u>857,479,405</u>

CITY OF HOLDFAST BAY
BUDGETED STATEMENT OF CHANGES IN EQUITY - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2024

<u>Municipal</u> <u>23/24 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>24/25</u> <u>BUDGET</u>
\$		\$
	ACCUMULATED SURPLUS	
188,103,226	Balance at beginning of period	185,717,323
869,445	Net Surplus/(Deficit)	1,192,677
<u>188,972,671</u>	Balance at end of period	<u>186,910,000</u>
655,054,407	ASSET REVALUATION RESERVE	670,569,405
<u>655,054,407</u>	TOTAL RESERVES CLOSING BALANCE	<u>670,569,405</u>
<u>844,027,078</u>	TOTAL EQUITY	<u>857,479,405</u>

CITY OF HOLDFAST BAY
BUDGETED STATEMENT OF CASH FLOWS - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2024

<u>Municipal</u> <u>23/24 Original</u> <u>BUDGET</u> \$ (OUTFLOWS)		<u>Municipal</u> <u>24/25</u> <u>BUDGET</u> \$ (OUTFLOWS)
	CASH FLOWS FROM OPERATING ACTIVITIES	
	<u>Receipts</u>	
53,288,042	Operating Receipts	57,712,099
	<u>Payments</u>	
(40,808,553)	Operating payments to suppliers and employees	(42,935,803)
(992,692)	Finance Payments	(1,752,948)
11,486,797	NET CASH PROVIDED BY OPERATING ACTIVITIES	13,023,348
	CASH FLOWS FROM INVESTING ACTIVITIES	
	<u>Receipts</u>	
483,500	Grants specifically for new or upgraded assets	-
201,000	Sale of replaced assets	26,000
217,000	Repayments of loans (principal) by community groups	21,120
	<u>Payments</u>	
(8,080,166)	Expenditure on renewal/replacement of assets	(9,537,070)
(7,649,944)	Expenditure on new/upgraded assets	(12,412,648)
(14,828,610)	NET CASH (USED IN) INVESTING ACTIVITIES	(21,902,598)
	CASH FLOWS FROM FINANCING ACTIVITIES	
	<u>Receipts</u>	
4,737,575	Proceeds from Borrowings - External	10,908,611
	<u>Payments</u>	
(1,395,762)	Repayments of Borrowings - External	(2,029,361)
3,341,813	NET CASH PROVIDED BY FINANCING ACTIVITIES	8,879,250
-	NET INCREASE (DECREASE) IN CASH HELD	-
	CASH AND CASH EQUIVALENTS AT BEGINNING OF	
842,279	REPORTING PERIOD	-
	CASH AND CASH EQUIVALENTS AT END OF	
842,279	REPORTING PERIOD	-

RECONCILIATION OF INCOME STATEMENT TO BUDGETED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30TH JUNE 2024

869,445	SURPLUS FROM INCOME STATEMENT	1,192,677
	NON-CASH ITEMS IN INCOME STATEMENT	
10,911,000	Depreciation	11,685,000
189,852	Movements in provisions	145,671
11,100,852	TOTAL NON-CASH ITEMS	11,830,671
	CASH ITEMS NOT IN INCOME STATEMENT	
(15,730,110)	Capital Expenditure	(21,949,718)
(1,395,762)	Loan Repayments - External	(2,029,361)
4,737,575	Proceeds from Borrowings - External	10,908,611
217,000	Repayments of loans (principal) by community groups	21,120
201,000	Proceeds from Disposal of Assets	26,000
(11,970,297)	TOTAL CASH ITEMS	(13,023,348)
	NET INCREASE/(DECREASE)	
-	IN CASH AND CASH EQUIVALENTS	-

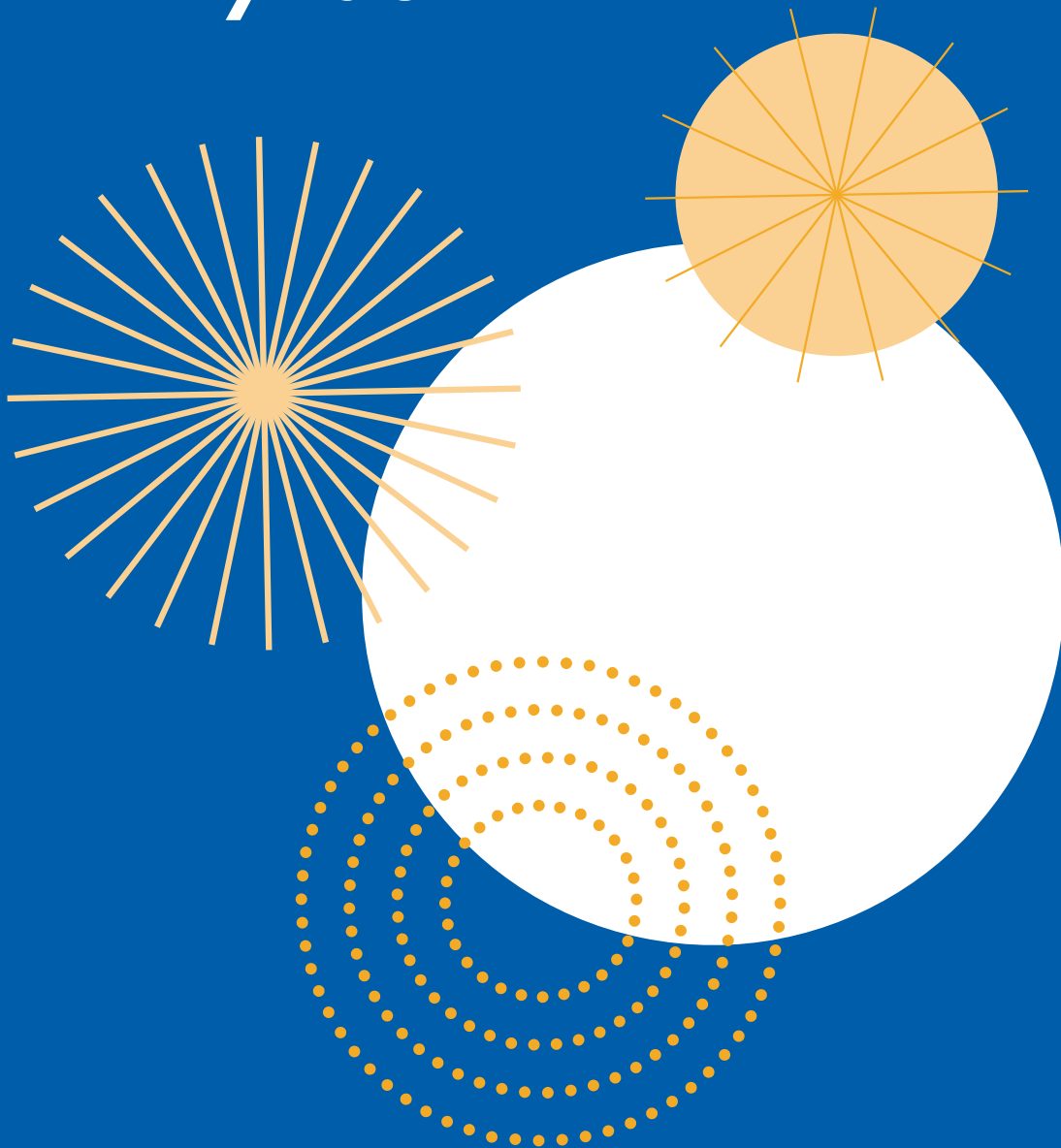
CITY OF HOLDFAST BAY
BUDGETED UNIFORM PRESENTATION OF FINANCES
FOR THE YEAR ENDED 30TH JUNE 2024

<u>Municipal</u> <u>23/24 Original</u> <u>BUDGET</u> \$		<u>Municipal</u> <u>24/25</u> <u>BUDGET</u> \$
53,378,642	Operating Revenues	57,858,099
(52,992,697)	less Operating Expenses	(56,665,422)
385,945	Operating Surplus/(Deficit) before Capital Amounts	1,192,677
Less net outlays on Existing Assets		
8,080,166	Capital Expenditure on renewal & replacement of existing assets	9,537,070
(10,911,000)	Less Depreciation	(11,685,000)
(2,830,834)		(2,147,930)
Less outlays on New and Upgraded Assets		
7,649,944	Capital Expenditure on new & upgraded assets	12,412,648
(483,500)	Less amounts received for new & upgraded assets	-
7,166,444		12,412,648
(3,949,665)	Net lending/(borrowing) for financial year	(9,072,041)

BUDGETED FINANCIAL INDICATORS - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2024

<u>Municipal</u> <u>23/24 Original</u> <u>BUDGET</u> \$		<u>Municipal</u> <u>24/25</u> <u>BUDGET</u> \$
OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS		
\$385,945		\$1,192,677
OPERATING SURPLUS RATIO		
(Operating surplus/(deficit) before capital amounts as % of total operating revenue)		
0.7%		2.1%
NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)		
\$39,446,739		\$51,842,000
NET FINANCIAL LIABILITIES RATIO		
(Total liabilities less financial assets as % of total operating revenue)		
74%		90%
INTEREST COVER RATIO		
(Net interest expense as % of total operating revenue less investment income)		
1.7%		2.9%
ASSET SUSTAINABILITY RATIO		
(Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of asset management plan)		
100%		114%

Financial Statements – Alwyndor



CITY OF HOLDFAST BAY
BUDGETED FUNDING STATEMENT - ALWYNDOR FUNDS

<u>Alwyndor</u> <u>23/24</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>24/25</u> <u>BUDGET</u>
\$		\$
8,637,532	User Charges	27,968,260
15,909,148	Operating Grants & Subsidies	19,949,332
856,797	Investment Income	1,122,000
8,028,770	Reimbursements	-
7,361,163	Other	116,784
40,793,410	Operating Revenue	49,156,376
28,240,823	Employee Costs - Salaries & Wages	34,924,596
10,282,689	Materials, contracts and other expenses	11,802,775
142,800	Finance Charges	104,400
1,617,981	Depreciation	1,747,517
40,284,293	Less Operating Expenditure	48,579,288
509,117	= Operating Surplus/(Deficit)	577,088
1,617,981	Depreciation	1,747,517
580,558	Other non-cash provisions	639,535
2,198,539	Plus Non-Cash items in Operating Surplus/Deficit	2,387,052
2,707,656	= Funds Generated from Operating Activities	2,964,140
(1,902,620)	Capital Expenditure-Asset Renewal and Replacement	(1,733,000)
(1,902,620)	Less total capital expenditure	(1,733,000)
805,036	= FUNDING SURPLUS	1,231,140
Funded by:		
805,036	Increase/(Decrease) in cash and cash equivalents	1,231,140
805,036		1,231,140

CITY OF HOLDFAST BAY
BUDGETED INCOME STATEMENT - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2024

<u>Alwyndor</u> <u>23/24</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>24/25</u> <u>BUDGET</u>
\$		\$
8,637,532	REVENUES User Charges	27,968,260
15,909,148	Operating Grants & Subsidies	19,949,332
856,797	Investment Income	1,122,000
8,028,770	Reimbursements	-
7,361,163	Other	116,784
40,793,410	TOTAL REVENUES	49,156,376
28,240,823	EXPENSES Employee Costs	34,924,596
10,282,689	Materials, contracts and other expenses	11,802,775
142,800	Finance Charges	104,400
1,617,981	Depreciation	1,747,517
40,284,293	TOTAL EXPENSES	48,579,288
509,117	Operating Surplus/(Deficit) - Before Capital Revenue	577,088
509,117	NET SURPLUS/(DEFICIT)	577,088

CITY OF HOLDFAST BAY
BUDGETED BALANCE SHEET - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2024

<u>Alwyndor</u> <u>23/24</u> <u>BUDGET</u> \$		<u>Alwyndor</u> <u>24/25</u> <u>BUDGET</u> \$
	CURRENT ASSETS	
3,500,000	Cash and cash equivalents	4,396,635
3,515,403	Trade and Other Receivables	4,440,985
<u>7,015,403</u>	TOTAL CURRENT ASSETS	<u>8,837,620</u>
	NON-CURRENT ASSETS	
14,057,240	Financial Assets	13,593,509
40,278,004	Land, Infrastructure, Property, Plant & Equipment	42,777,316
<u>54,335,244</u>	TOTAL NON-CURRENT ASSETS	<u>56,370,825</u>
<u>61,350,647</u>	TOTAL ASSETS	<u>65,208,445</u>
	CURRENT LIABILITIES	
33,886,533	Trade and Other Payables	35,800,948
2,783,426	Short-term Provisions	3,730,000
<u>36,669,959</u>	TOTAL CURRENT LIABILITIES	<u>39,530,948</u>
	NON-CURRENT LIABILITIES	
280,873	Long-term Provisions	700,594
<u>280,873</u>	TOTAL NON-CURRENT LIABILITIES	<u>700,594</u>
<u>36,950,832</u>	TOTAL LIABILITIES	<u>40,231,542</u>
<u>24,399,815</u>	NET ASSETS	<u>24,976,903</u>
	EQUITY	
5,562,172	Accumulated Surplus	6,139,260
12,423,289	Asset Revaluation Reserve	12,423,289
6,414,354	Other Reserves	6,414,354
<u>24,399,815</u>	TOTAL EQUITY	<u>24,976,903</u>

CITY OF HOLDFAST BAY
BUDGETED STATEMENT OF CHANGES IN EQUITY - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2024

<u>Alwyndor</u> <u>23/24</u> <u>BUDGET</u> \$		<u>Alwyndor</u> <u>24/25</u> <u>BUDGET</u> \$
	ACCUMULATED SURPLUS	
5,053,055	Balance at beginning of period	5,562,172
509,117	Net Surplus/(Deficit)	577,088
<u>5,562,172</u>	Balance at end of period	<u>6,139,260</u>
12,423,289	ASSET REVALUATION RESERVE	12,423,289
6,414,354	ALWYNDOR RESERVES	6,414,354
<u>18,837,643</u>	TOTAL RESERVES CLOSING BALANCE	<u>18,837,643</u>
<u>24,399,815</u>	TOTAL EQUITY	<u>24,976,903</u>

CITY OF HOLDFAST BAY
BUDGETED STATEMENT OF CASH FLOWS - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2024

<u>Alwyndor</u> <u>23/24</u> <u>BUDGET</u> \$		<u>Alwyndor</u> <u>24/25</u> <u>BUDGET</u> \$
(OUTFLOWS)		
	CASH FLOWS FROM OPERATING ACTIVITIES	
	<u>Receipts</u>	
40,573,904	Operating Receipts	48,135,492
	<u>Payments</u>	-
(38,199,159)	Operating payments to suppliers and employees	(45,040,196)
(142,800)	Finance Payments	(131,156)
2,231,945	NET CASH PROVIDED BY OPERATING ACTIVITIES	2,964,140
	CASH FLOWS FROM INVESTING ACTIVITIES	
	<u>Receipts</u>	
(1,218,330)	Net Purchase of Investment Securities	-
	<u>Payments</u>	
(1,378,199)	Expenditure on renewal/replacement of assets	(1,220,378)
(524,421)	Expenditure on new/upgraded assets	(512,622)
(3,120,950)	NET CASH (USED IN) INVESTING ACTIVITIES	(1,733,000)
	CASH FLOWS FROM FINANCING ACTIVITIES	
	<u>Receipts</u>	
889,005	Proceeds from Aged Care Facility Deposits	-
889,005	NET CASH PROVIDED BY FINANCING ACTIVITIES	-
-	NET INCREASE (DECREASE) IN CASH HELD	1,231,140
	CASH AND CASH EQUIVALENTS AT BEGINNING OF	
3,500,000	REPORTING PERIOD	3,165,495
	CASH AND CASH EQUIVALENTS AT END OF	
3,165,495	REPORTING PERIOD	4,396,635

RECONCILIATION OF INCOME STATEMENT TO BUDGETED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30TH JUNE 2024

509,117	SURPLUS/(DEFICIT) FROM INCOME STATEMENT	577,088
	NON-CASH ITEMS IN INCOME STATEMENT	
1,617,981	Depreciation	1,747,517
104,847	Increase (decrease) in provisions - nett	639,535
1,722,828	TOTAL NON-CASH ITEMS	2,387,052
	CASH ITEMS NOT IN INCOME STATEMENT	
(1,902,620)	Capital Expenditure	(1,733,000)
-	Loan Repayments - External	-
889,005	Proceeds from Aged Care Facility Deposits	-
(1,218,330)	Net Purchase of Investment Securities	-
(2,231,945)	TOTAL CASH ITEMS	(1,733,000)
	NET INCREASE/(DECREASE)	
-	IN CASH AND CASH EQUIVALENTS	1,231,140

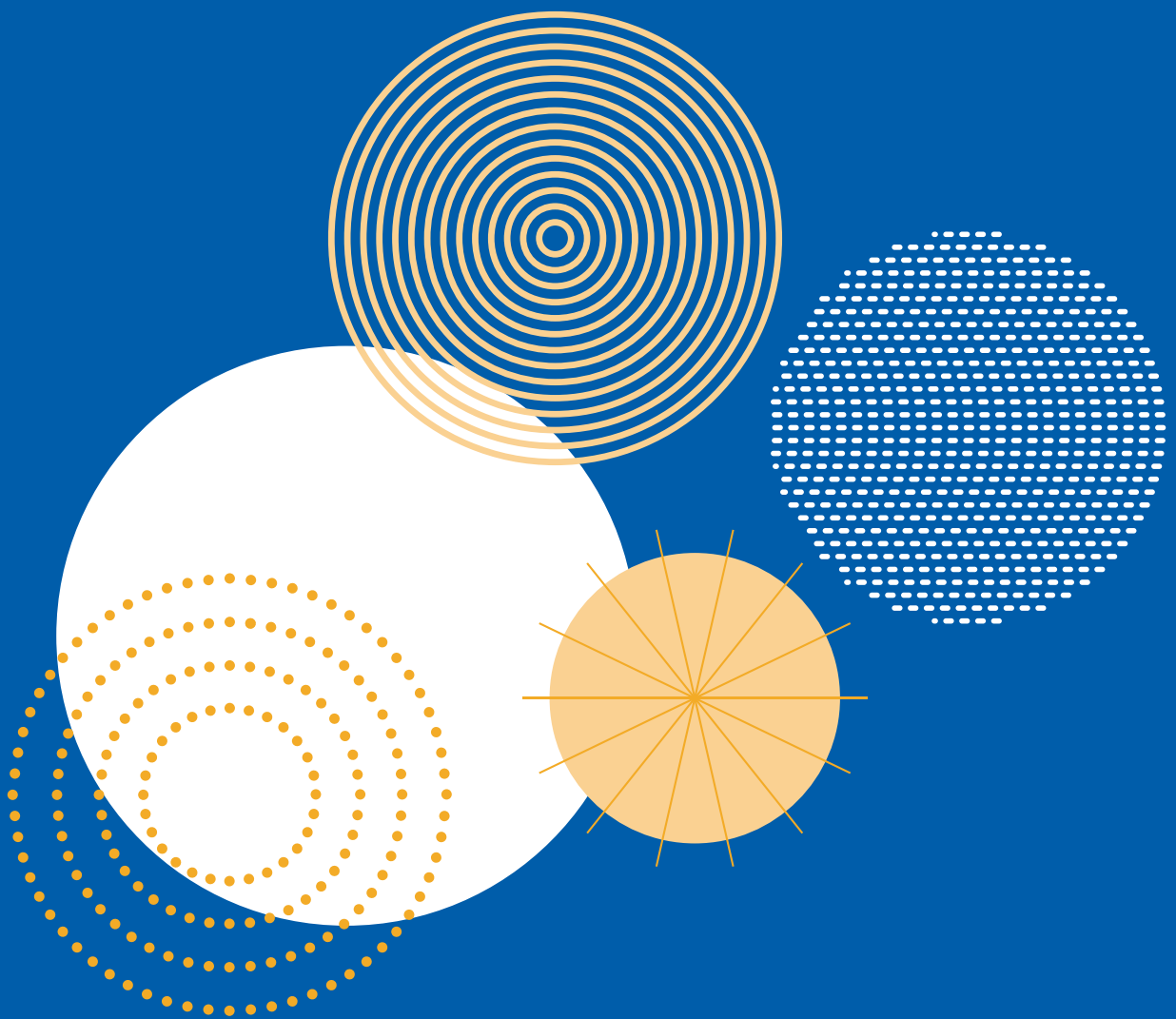
CITY OF HOLDFAST BAY
BUDGETED UNIFORM PRESENTATION OF FINANCES
FOR THE YEAR ENDED 30TH JUNE 2024

<u>Alwyndor</u> <u>23/24</u> <u>BUDGET</u> \$	<u>Alwyndor</u> <u>24/25</u> <u>BUDGET</u> \$
40,793,410 Operating Revenues	49,156,376
(40,284,293) less Operating Expenses	(48,579,288)
509,117 Operating Surplus/(Deficit) before Capital Amounts	577,088
Less net outlays on Existing Assets	
1,378,199 Capital Expenditure on renewal & replacement of existing assets	1,220,378
(1,617,981) Less Depreciation	(1,747,517)
(239,782)	(527,139)
Less outlays on New and Upgraded Assets	
524,421 Capital Expenditure on new & upgraded assets	512,622
224,478 Net lending/(borrowing) for financial year	591,605

BUDGETED FINANCIAL INDICATORS - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2024

<u>Alwyndor</u> <u>23/24</u> <u>BUDGET</u> \$	<u>Alwyndor</u> <u>24/25</u> <u>BUDGET</u> \$
OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS	
\$509,117	\$577,088
OPERATING SURPLUS RATIO	
(Operating surplus/(deficit) before capital amounts as % of general revenue)	
1.2%	1.2%
NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)	
\$15,878,189	\$17,800,413
NET FINANCIAL LIABILITIES RATIO	
(Total liabilities less financial assets as % of total operating revenue)	
39%	36%
INTEREST COVER RATIO	
(Net interest expense as % of total operating revenue less investment income)	
0.3%	0.2%
ASSET SUSTAINABILITY RATIO	
(Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of depreciation expense)	
85%	70%

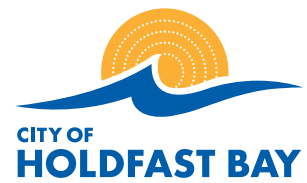
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Post
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Brighton, SA 5048

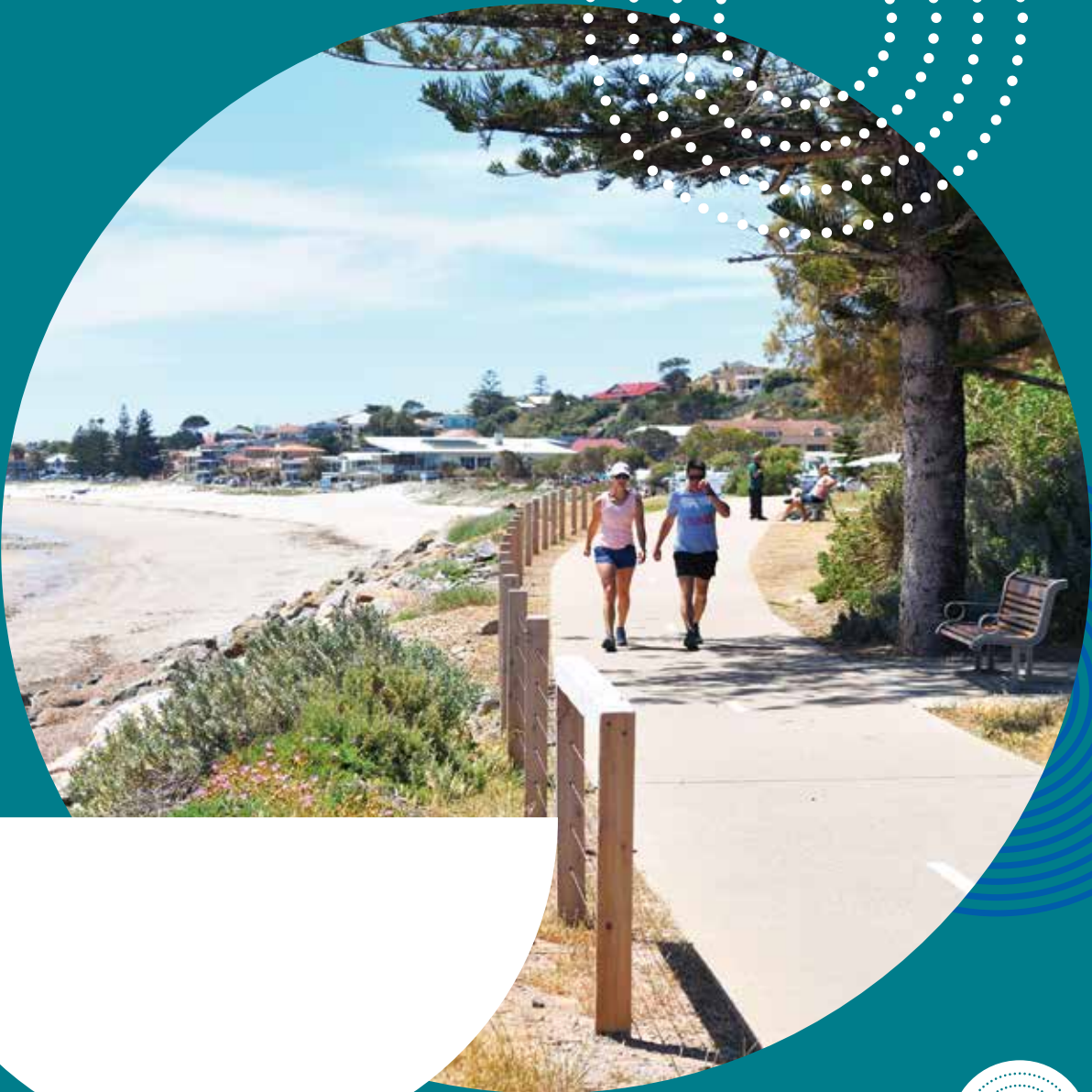
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mail@holdfast.sa.gov.au

holdfast.sa.gov.au

Attachment 2

Long Term Financial Plan

2024–25 to
2033–34



A Day in the Life

Did you know that on a normal day in the City of Holdfast Bay:

Nearly
1,508

items are borrowed from our libraries at Glenelg and Brighton



More than
322
people attend our four Community Centres



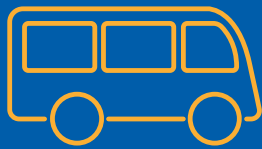
Maintenance and other works are carried out at Glenelg Oval by our Open Spaces team



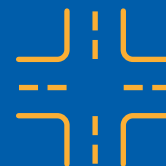
511
people visit the libraries

7,200

bins lifts for residential and business waste collection



30 trips on the Community Wellbeing bus



25 linear metres of roads resealed



60 separate cleaning services are conducted at council buildings



Each of our **31** public toilet facilities are serviced and cleaned

18 linear metres of kerb replaced



Our two Jetty Roads at Glenelg and Brighton are serviced by street sweepers



3 trees planted

24sq metres of footpaths repaired



174 phone calls and **95** emails are responded to by our Customer Service team



3,242 page views on our website



4 Development Applications processed



33 requests completed by our Field Services team

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The Long Term Financial Plan and its purpose

The City of Holdfast Bay Long Term Financial Plan is a planning tool developed to map the financial sustainability of the city into the future, while meeting the needs and expectations of our community.

By applying key principles and underlying assumptions to each year of the plan, financial projections have been determined for a 10-year period between 2024–25 to 2033–34. These projections help inform day-to-day and longer-term decision making about the affordability, timing and combination of future outlays on Council’s operations, renewal of existing assets and construction of new assets. They also allow early identification of potential financial issues and their longer-term impacts.

Long-term financial estimates are an integral part of Council’s strategic planning process. It provides the ability to plan how it can deliver short, medium and long-term community priorities, based on its resourcing capabilities. These priorities are identified in Council’s Strategic Plan, *Our Holdfast 2050+*, which through the Long Term Financial Plan informs the Annual Business Plan and Budget each year.

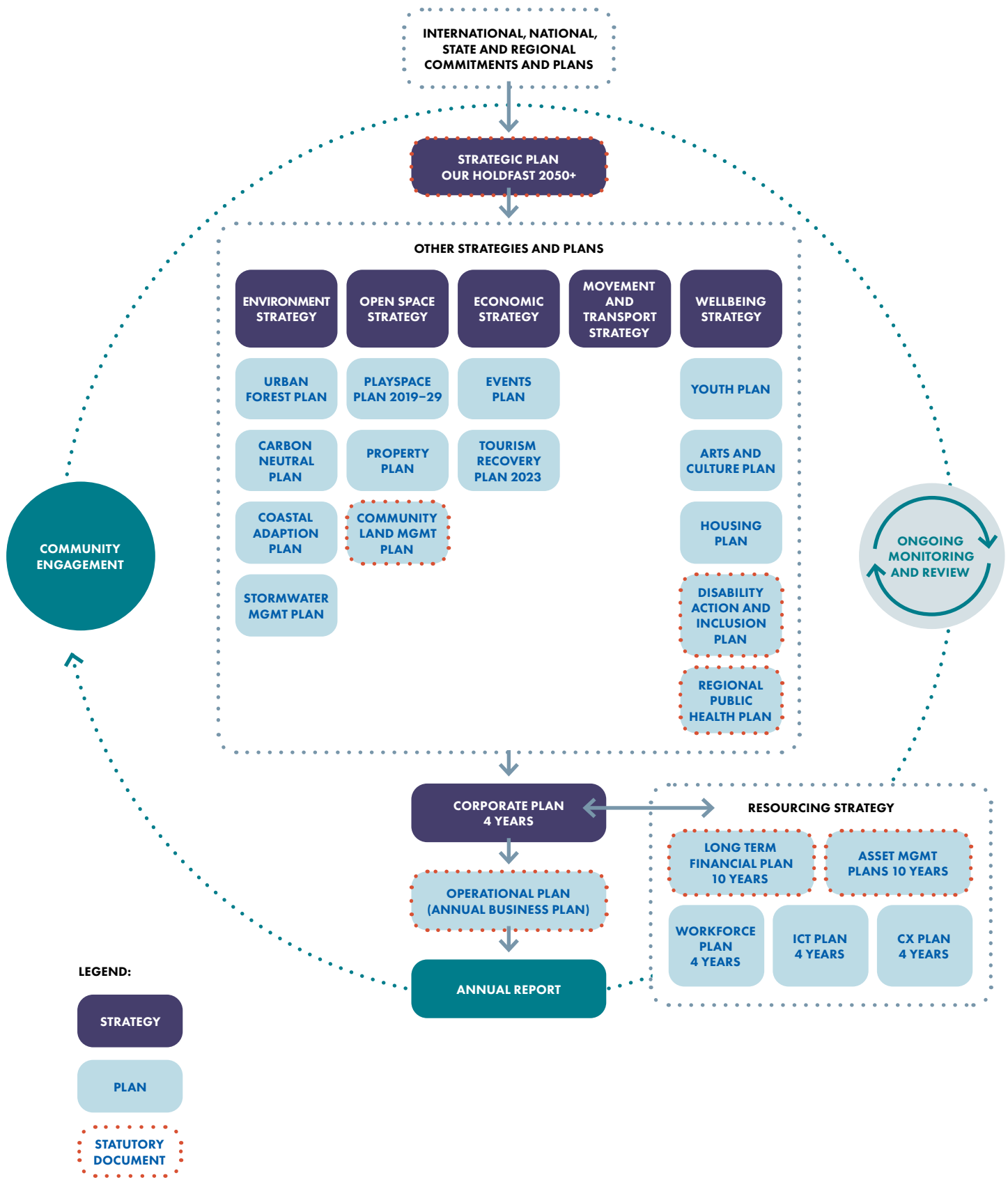
We look forward to delivering on this plan for our community.

Within *Our Holdfast 2050+*, three key strategies of Wellbeing, Sustainability, and Innovation have been identified to support Council in achieving its vision over the next 10 years. The objectives and aspirations which underpin these strategies have informed this plan.

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

Another important suite of documents which inform this plan are Council’s Asset Management Plans. These provide financial projections for the future cost of maintaining, renewing and replacing Council’s assets and infrastructure. With an asset portfolio valued in 2023 at \$859 million, it is critical to have the ability to forecast when future funding is required to maintain these community assets.

Due to the nature of the estimates and assumptions made, and the uncertainty of changes within the economy, the Long Term Financial Plan requires regular review and updating. If key assumptions such as inflation, interest rates or scale of capital investment vary, then this may drive changes in the annual budget.



CEO Statement on Financial Sustainability

I am pleased to present the *Long Term Financial Plan 2024–25 to 2033–34*, which demonstrates how the City of Holdfast Bay will remain financially sustainable in the medium to long term.

Financial sustainability is essential to the success of any local government organisation when planning future activities, services and major projects. And this can only be achieved when services and infrastructure standards are maintained, without the need to significantly increase rates or substantially reduce public services.

This plan also allows us to achieve the objectives identified in our Strategic Plan, *Our Holdfast 2050+*, and informs the Annual Business Plan and budget each year.

The following principles guided the plan to ensure we have the financial capacity to continue to provide service levels that meet the needs of our community, in a financially sustainable way:

- › An operating surplus over the 10-year plan
- › Meet key financial indicators
- › Renew obsolete infrastructure assets with funding sourced from operational revenue
- › Maintain existing service levels while keeping rate increases in line with Adelaide CPI.
- › Increase revenue streams from sources other than rates.

Another key component of the plan is the use of debt to achieve intergenerational equity. This means the cost of creating a new community asset is shared by both current and future ratepayers.

An example of this will be the Transforming Jetty Road Glenelg project – a multi-million dollar, multi-stage development which is the biggest undertaking Council has committed to.

With \$10 million in funds already secured from the Australian Government, Council will invest \$30 million to deliver this project which aims to transform the one kilometre stretch of road into a modern, five-star, vibrant, safe and accessible world-class destination.

A measure of the sustainability of our debt level is the Net Financial Liabilities Ratio which averages 95% over the life of the plan.

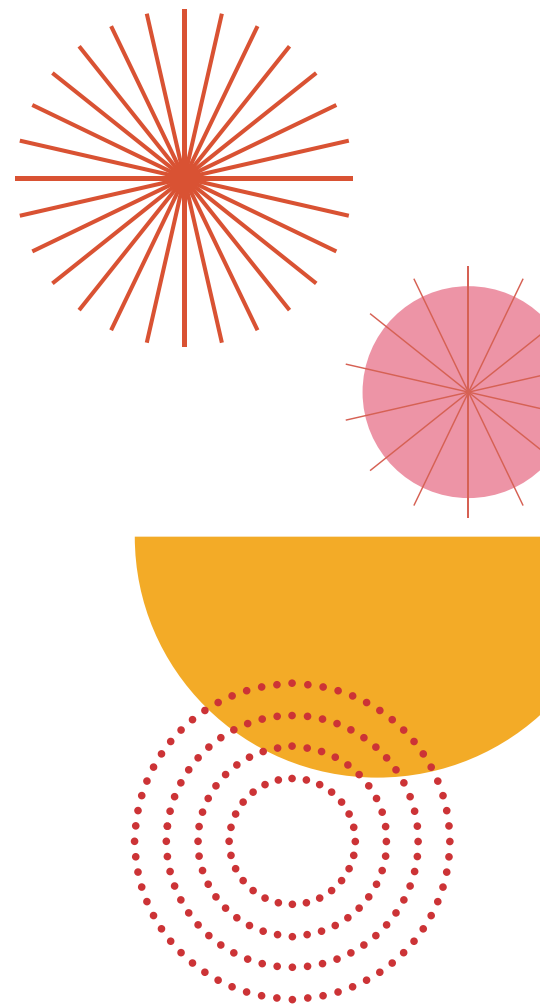
This indicator measures the significance of what is owed compared to the annual revenue generated and is within the Local Government Association's recommended range of 0% to 100%.

We also need to understand the risks and external factors which may affect our forecast financial position, including:

- › The unpredictability of current inflation rates and price pressures
- › The cost of borrowing as interest rates have risen along with uncertainty on when, or if, those rates will be lowered in the future
- › The imminent review of Council's Asset Management Plans, which may impact future funding requirements

Council's long-term financial planning, and the assumptions applied, is continually updated to reflect the ever-changing environment we operate in. This is to ensure that we remain focused on maintaining long-term financial sustainability for the City of Holdfast Bay.

Over the life of this plan, it is projected that we will not only maintain a strong financial position but will meet all our financial targets.



Roberto Bria
Chief Executive Officer

Financial Principles

The Long Term Financial Plan has been prepared to support the strategic planning process for the City of Holdfast Bay while ensuring future financial sustainability. To that end, the key principles of the plan are fundamental to providing direction for future financial decisions including the development of the annual budget.

Balanced Budget

Council aims to fully fund the cost of its services, including depreciation of its infrastructure and assets, to ensure an equitable sharing between current and future users. Insufficient funding shifts the cost burden of today's services on to future users in the form of higher rates or reduced services.



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



Rate Predictability

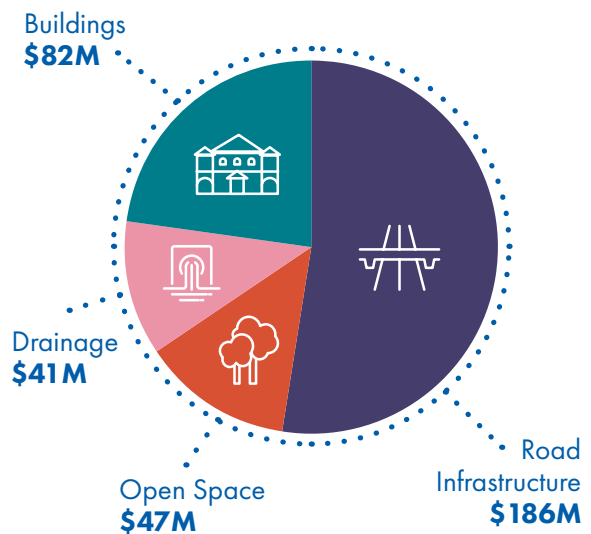
As specified in its Annual Business Plan, Council aims to minimise rate increase spikes to provide a degree of predictability for ratepayers.



Annual Business Plan Commitment:
 “We aim to provide our community with a reasonable degree of predictability for rates over the medium term. We will keep ratepayers fully informed about future rates and the corresponding services provided.”

Efficient Infrastructure and Asset Management

Council aims to maintain its infrastructure and assets to the requisite standard to ensure continued delivery of services to agreed levels. This involves developing and using long term infrastructure and asset management plans to manage Council’s asset portfolio efficiently along with continued investment in its renewal and replacement as our asset stock ages.



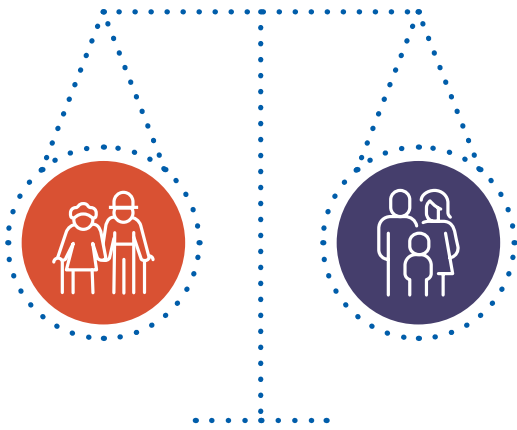
Asset Management Plans:
 “Assets are the foundation stones of the City of Holdfast Bay and include the streets we drive on, the parks and reserves our family play on, the stormwater network we rely on, and the community and sporting facilities we enjoy across Holdfast Bay. The plans ensure we maintain and renew assets in a cost-effective and sustainable manner which meets community expectations.”

Financial Principles

Intergenerational Equity and Debt

Borrowing money to pay for things over time means that current and future ratepayers are contributing to the costs of the services and facilities they are using and benefiting from.

Borrowing money also means that Council can deliver some projects that might otherwise be unaffordable. However, as debt is repaid through rates revenue, the amount Council borrows must be considered. A long-term view of debt has been taken, but with a limit on the borrowings required to fund the plan.



Intergenerational equity occurs when the costs of an asset are spread over the lifetime of that asset and paid for by the generations that benefit from, or consume, that asset.





Council debt can:

- › **be crucial to the timely delivery of key community infrastructure projects**
- › **enable Council to deliver infrastructure earlier than otherwise would have been possible**
- › **spread the costs among future generations who will enjoy the benefit of the investments**
- › **avoid asking today's generation to pay the full cost of building assets that last for 50 to 100 years.**



Financial Levers

When considering the funding of new projects, whether the creation of new community assets or the provision of additional services, several financial levers are available to Council. All levers should be considered as each opportunity to generate additional funding can also have potential negative effects.

	Lever	Factors to Consider
 Borrowings	Increase current cap on borrowing	<ul style="list-style-type: none"> › Risk of interest rate rises › Community expectation on debt levels › Increased debt levels may limit future capacity to borrow
 Rates	Increase amount of rates revenue raised	<ul style="list-style-type: none"> › Community expectation on acceptable rate increases
 Capital	Minimise new capital expenditure or reschedule asset renewal program	<ul style="list-style-type: none"> › Community expectations on delivery of key initiatives › Reduction in asset renewal will delay the delivery of the Asset Management Plans
 Services	Decrease operational expenditure by reducing services or level of service	<ul style="list-style-type: none"> › Community expectation on the services Council should deliver and the level provided › Potential long-term impact on community wellbeing

Assumptions

The Long Term Financial Plan includes a number of inputs and assumptions over which Council has varying levels of control. It reflects the most recent economic data and forecasts available, and includes allowances for known pressures, opportunities and risks.

It is important that the plan reflects the most recent economic data and forecasts available as the information generated is used to guide decisions on Council's operations into the future. To minimise the inherent risks of long-term planning, Council reviews and updates its Long Term Financial Plan on a regular basis, to ensure that the underlying parameters and assumptions are reasonable given the current economic conditions and expectations.

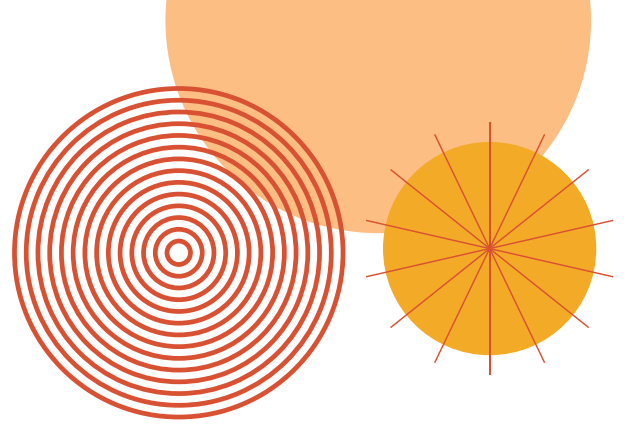
Key Assumptions

Inflation: To estimate the future rate at which prices for goods and services will rise, various economic forecasts have been sourced:

- › The December 2023 Consumer Price Index (CPI) for Adelaide formed the basis of the 2024–25 forecast as this index specifically measures price changes within South Australia where the majority of Council's expenditure occurs.
- › From 2025–26 onwards, CPI forecasting sourced from Deloitte Access Economics, which is an independent economic advisory service, has been applied.

These forecasts of future inflationary pressures were used to estimate Council's required expenditure in future years for all external outlays, including waste disposal, energy consumption and construction costs.

Another annual indicator for the increase in revenue required to fund Council's operations is the Local Government Price Index (LGPI), which measures price changes in the South Australian local government sector. However, LGPI is a historical measure and as such does not have forecast data available. Furthermore, in recent years LGPI has, on average, been close to CPI so the above forecasts have also been applied to future rate revenue, grant funding and other sources of income.



Employment costs: Employment costs have been revised in accordance with current enterprise agreements along with estimations for wage growth in future years. As per the Federal Government's determination to progressively increase Super Guarantee rates, it is assumed Council's obligation will rise from 11.5% in 2024–25 to 12% in 2025 and beyond.

Funding and borrowings: In line with Council's Treasury Management Policy, borrowings are a mixture of short-term and long-term loans designed to manage liquidity and interest rate risk. Borrowings are only provided for when cash is required.

Existing loans are with the Local Government Finance Authority (LGFA) which is guaranteed by the South Australian Government and is Council's preferred financial institution. New loans have been forecast on a 15 year repayment basis, initially at a current LGFA interest rate of 5.53% and reducing to 3.5% over the life of the plan. This is in line with the Reserve Bank of Australia's projection that interest rates are expected to fall from late 2024.

Asset renewal and replacement: Forecast capital renewal expenditure has been taken directly from Council's Asset Management Plans which detail the scheduled replacement of assets due over the years 2020 to 2030. A provision has been made for the years 2031 to 2034 based on average expenditure in previous years.

The Asset Management Plans are due to be updated in late 2024. Any changes to the capital renewal works required, or their cost, has the potential to impact the plan and Council's financial position.

Asset valuations: There is a requirement for Council assets to be valued at least every five years to ensure accurate financial reporting. These values inevitably rise over time, which has a direct and proportional effect on the annual depreciation charge. Within the plan, an allowance has been made for this impact based on average valuation rises in preceding years.

New assets and strategic projects: To enable Council, in consultation with the community, to fund new strategic projects it might identify, an annual amount of \$1 million for new capital projects and \$500,000 for new operational projects has been provided for. These amounts have been increased annually in line with forecast inflation.

Transformation of Jetty Road project: The 2024–25 Draft Annual Business Plan provides detail on the planned \$40 million Transforming Jetty Road project due to take place over the next three years. Council has secured \$10 million of funding from the Australian Government, however, the remaining \$30 million is funded through new borrowings. The associated costs have been included within the plan with an allowance to fund this through increased rate revenue.

Alwyndor Aged Care: Though Council owns and operates this facility, it is excluded from the plan as it is managed as a self-operating business with all revenue sourced from its residents, government funding and investments. Alwyndor does not rely on funding from Council's rate revenue.

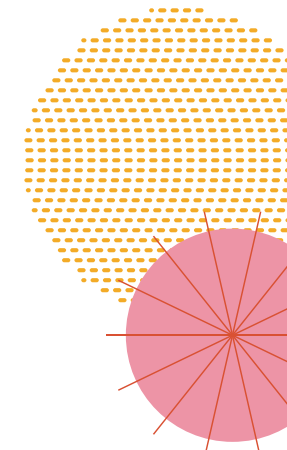
Assumptions

Key Economic Drivers

	Driver	2025	2026	2027	2028
Rate revenue – existing properties	Inflation	CPI 4.8%	Deloitte 3.3%	Deloitte 2.6%	Deloitte 2.6%
Rate revenue – Transformation of Jetty Rd funding	LGFA Rates / Council modelled	2.3%	2.3%	2.3%	–
Rate revenue – new properties (growth)	Historic growth data	VG 0.5%	VG 0.8%	VG 0.8%	VG 0.8%
Other revenue	Inflation	CPI 4.8%	Deloitte 3.3%	Deloitte 2.6%	Deloitte 2.6%
Employee costs	EA / Inflation	EA 4.0%	EA 4.0%	Deloitte 2.6%	Deloitte 2.6%
Depreciation	Prior revaluations	Average 2.0%	Average 2.0%	Average 2.0%	Average 2.0%
Loan Interest Rate (15 year – fixed rate)	LGFA Rates / Council modelled	Average 4.76%	Average 5.28%	5.53%	3.5%
Other expenditure	Inflation	CPI 4.8%	Deloitte 3.3%	Deloitte 2.6%	Deloitte 2.6%

GLOSSARY

- CPI:** Consumer Price Index Adelaide (December 2023)
Deloitte: Deloitte Access Economics (forecast)
EA: Enterprise Agreement
LGFA: Local Government Finance Authority
VG: Office of the Valuer General (SA)



2029	2030	2031	2032	2033	2034
Deloitte 2.6%	Deloitte 2.5%	Deloitte 2.2%	Deloitte 2.2%	Deloitte 2.4%	Deloitte 2.5%
-	-	-	-	-	-
VG 0.8%	VG 0.8%	VG 0.8%	VG 0.8%	VG 0.8%	VG 0.8%
Deloitte 2.6%	Deloitte 2.5%	Deloitte 2.2%	Deloitte 2.2%	Deloitte 2.4%	Deloitte 2.5%
Deloitte 2.6%	Deloitte 2.5%	Deloitte 2.2%	Deloitte 2.2%	Deloitte 2.4%	Deloitte 2.5%
Average 2.0%	Average 2.0%	Average 2.0%	Average 2.0%	Average 2.0%	Average 2.0%
3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Deloitte 2.6%	Deloitte 2.5%	Deloitte 2.2%	Deloitte 2.2%	Deloitte 2.4%	Deloitte 2.5%

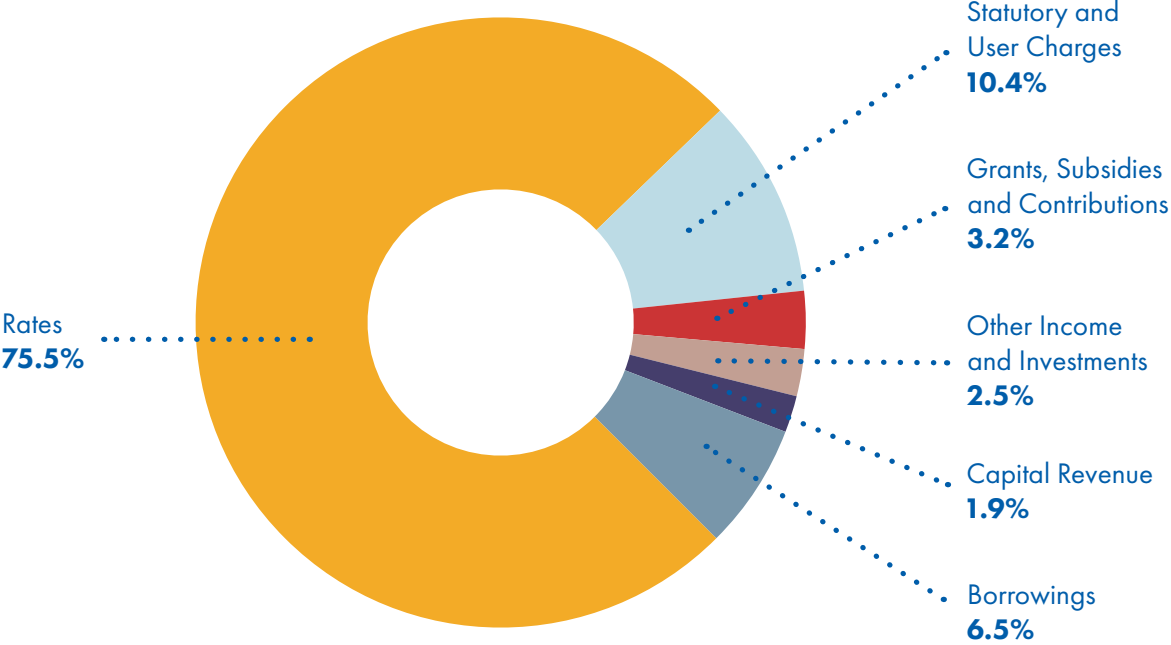
Long-Term Financial Position

The current 10-year projection indicates a degree of financial capacity to respond to unexpected events, and undertake major new initiatives, without adversely affecting the continued provision of services to the community. The plan has been set against economic uncertainty but will be reviewed every 12 months to reflect the prevailing economic conditions and changing community demands placed on the City of Holdfast Bay.

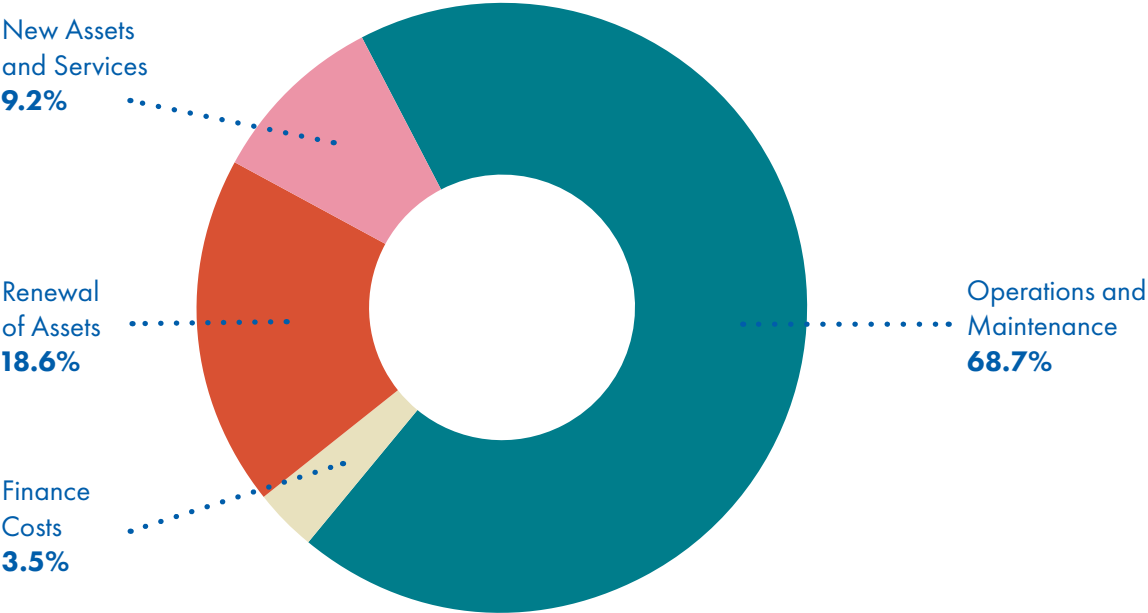
There are different ways in which Council can achieve its objectives. This plan balances the funding needs of asset renewal, new infrastructure and existing services against rating expectations, reasonable fees and debt leverage.

Consideration has also been given to the economic drivers that will influence the future cost of providing the infrastructure, facilities and services for the period 2024–25 to 2033–35. The values disclosed in this plan represent estimated future prices and costs.

OVER THE 10-YEAR PLAN, TOTAL REVENUE OF \$751 MILLION WILL BE SOURCED FROM:



OVER THE 10-YEAR PLAN, TOTAL EXPENDITURE OF \$711 MILLION WILL FUND:



Long-Term Financial Position

Operational Result

Operating surpluses are forecast in every year, ranging from \$1 million to \$7 million. The additional revenue raised is used to repay existing debt obligations, with any surplus amounts then allocated to fund approved capital projects, thus reducing the need to borrow further.

However, there is still a high reliance on rate revenue (82%) to fund operational expenditure despite increased revenue streams from the development of the Brighton Beachfront Holiday Park and car parking.

Capital Projects

This plan provides for a total capital investment of \$193 million over the 10-year period, split between asset renewal of \$133 million and new capital projects of \$60 million. New and upgraded assets will also result in additional maintenance and depreciation costs that increase Council's existing operational expenditure. Additional amounts to allow for these new charges have been included in the Long Term Financial Plan.

Major projects relating to the creation of new, or upgraded assets include:

Transformation of Jetty Road, Glenelg

A three-year, multi-million project will transform Jetty Road, Glenelg – our flagship destination for shopping, local services, dining, entertainment and events – into a modern, vibrant and world-class destination.

The project will be undertaken in three zones to minimise disruption to traders, residents and visitors. Plans for each of the zones are based on feedback received from the community consultation on the *Jetty Road Masterplan* in 2017–18.

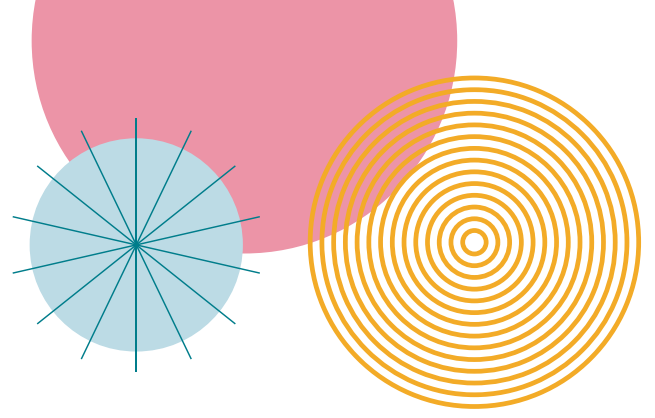
Spanning one kilometre in length and supporting 19 side streets and laneways, Jetty Road is home to more than 330 local business and welcomes a million visitors annually.

Stormwater Upgrades

Stormwater infrastructure upgrades will decrease the likelihood of flooding in high-risk areas. Part funded by the Federal Government; this was identified as a priority in the *Stormwater Management Plan*.

Patawalonga Frontage Irrigation Upgrade

The current irrigation mainline that delivers A-Class water to the coastal reserves in Glenelg, is an ageing infrastructure that is approximately 20–25 years old. This project will create an irrigation system that is not only fit-for-purpose but also cost-effective and environmentally sustainable. The outcome will be a new resilient and sustainable irrigation system designed for the future, operating on recycled water with mains back up in strategic locations.



Street Light Conversion Plan

In 2018–19 the City of Holdfast Bay converted around 2,300 of its 3,400 streetlights over to LED resulting in a 259 tonne decrease in Council’s CO2 greenhouse emissions. A plan will be developed for the conversion and transition to LED of the remaining streetlights.

Technology and Innovation Projects – Various ICT Improvements

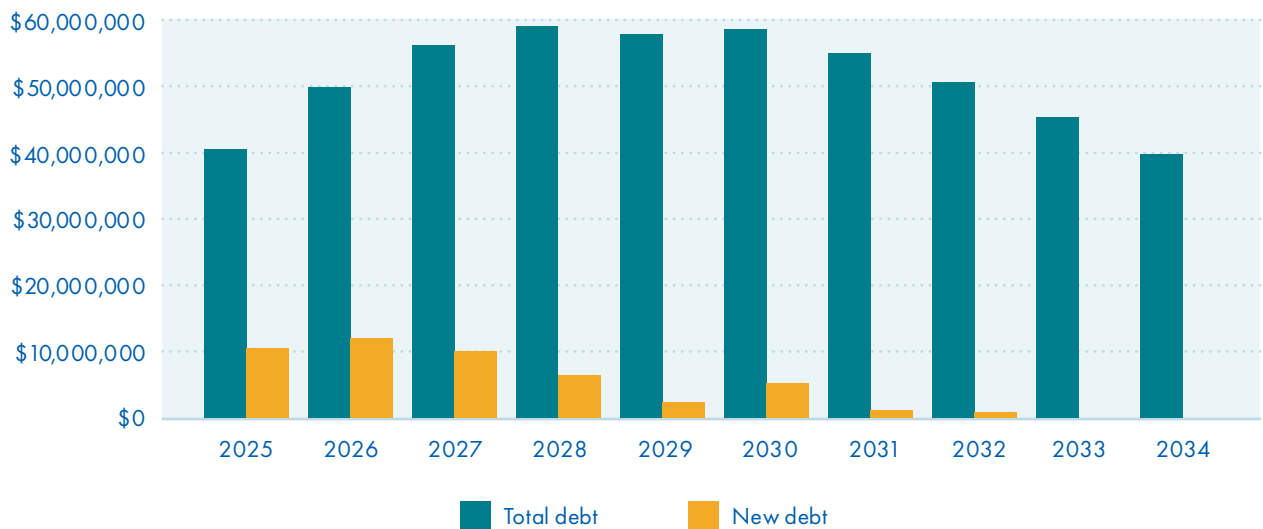
A range of technology projects aimed at improving efficiency and effectiveness in core business functions, including asset management and corporate planning. These projects will assist in planning and managing the work of council and ensuring security of information and data.

Debt Management

The lifespan of many of these new assets will range between 20 and 60 years. Certain assets, like stormwater infrastructure, may even last more than 100 years. Debt helps to spread the cost between those using the assets now and those using them in the future.

It is anticipated that new borrowings totalling \$48 million will be required to fund much of the \$60 million new and upgraded construction program. However, over the life of the plan, debt remains contained and within Council’s set limits.

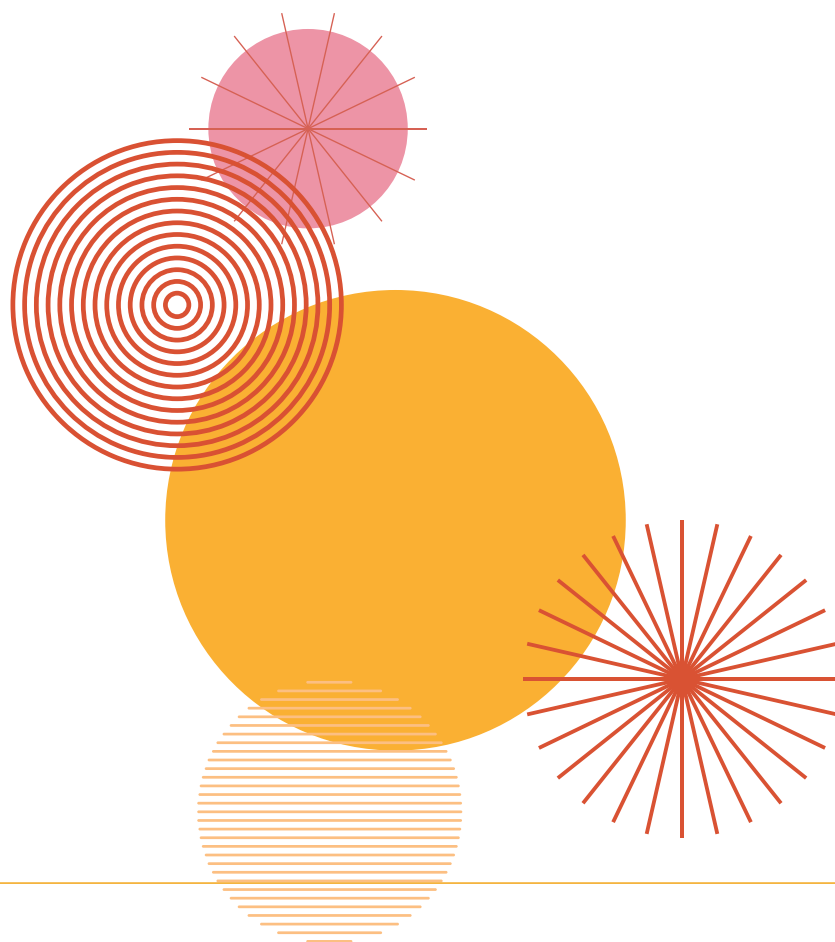
BORROWINGS



Key Financial Indicators

Key Financial Indicators specifically designed for the local government sector enable Council to measure its financial sustainability in any one year, or over a period of time.

The following graphs and commentary provide an analysis of the City of Holdfast Bay's projected financial performance over the period of the plan. These are measured against targets set and endorsed by Council, which when viewed over multiple years, provide a valuable health-check on its long-term sustainability.



Operating Surplus Ratio

What it measures

This indicator measures the difference between day-to-day income and expenditure.

A positive ratio denotes a council's income is greater than its expenditure (sustainable) and indicates the percentage of rates available to fund current and future capital expenditure. If the ratio is negative, then a council is spending more than the income it receives (unsustainable in the long-term) and could indicate the community is not being rated appropriately to cover the services provided.

How it's calculated

Operating surplus, or deficit, as a percentage of total operating revenue.

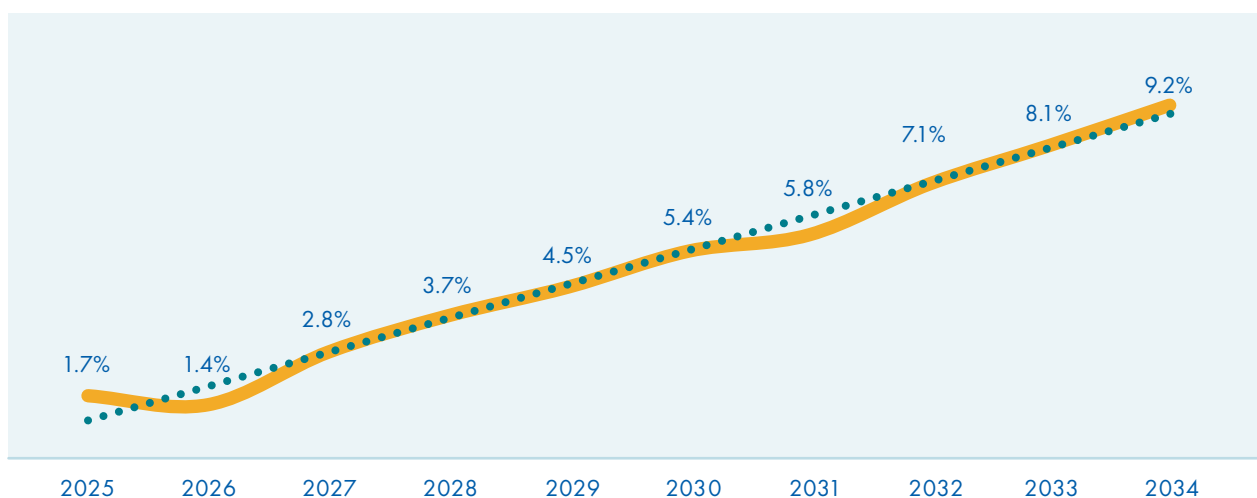
Council target

0% to 10% over a rolling five-year period.

Current projection

Council forecasts operational surpluses for all years, thus meeting its target. These surpluses can be used to repay existing debt, or fund new initiatives, identified through community consultation.

OPERATING SURPLUS RATIO



Key Financial Indicators

Net Financial Liabilities Ratio

What it measures

This indicator reflects the level of debt compared to annual revenue by expressing the percentage of Council's revenue that would be required to pay off total debts.

If used appropriately, debt can be a beneficial source of financing the construction of infrastructure that has a long life, as it spreads the cost across the generations that will benefit from it. This is called intergenerational equity.

If total debt is too low, it can indicate that current ratepayers are contributing a higher share compared to future generations. Conversely if debt is too high, it could indicate the burden is being left for future ratepayers. Debt incurred to pay for day-to-day expenditure, over a period of time, is unsustainable.

How it's calculated

Net financial liabilities as a percentage of total operating revenue.

Council target

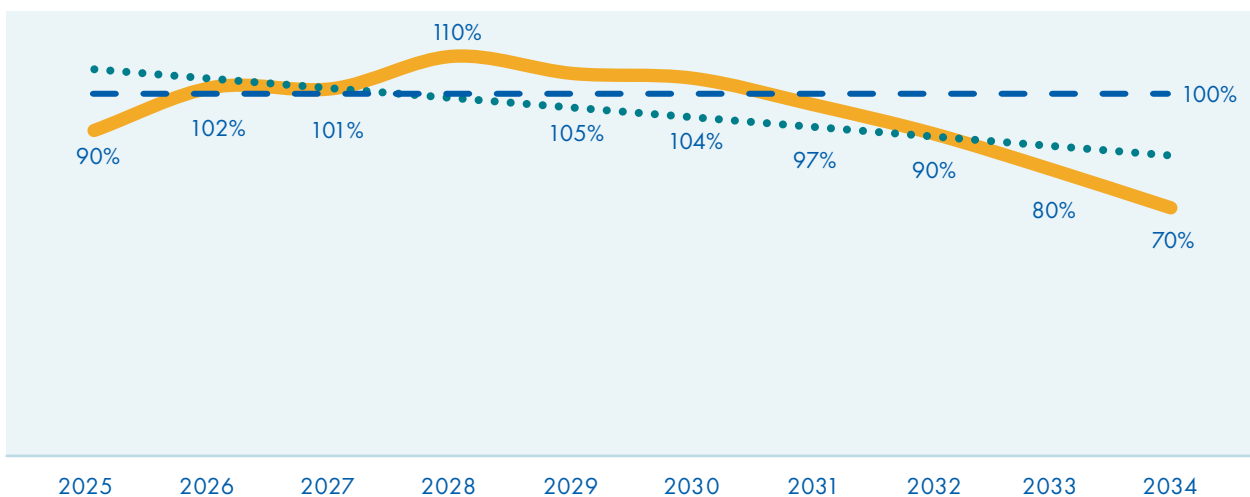
No greater than 100%.

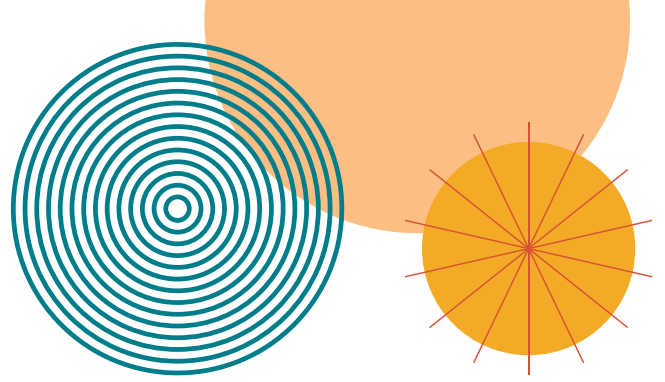
Current projection

A Net Financial Liabilities Ratio limit of 100% is comparable to a household with an annual income of \$100,000 having a mortgage of only \$100,000, illustrating that Council has the capacity to borrow when necessary.

Over the life of the plan, the ratio averages 95%. However, it is forecast to exceed its target of 100% from 2026 to 2030 due to borrowing requirements for the Transformation of Jetty Road project. As the repayment of this debt has been accounted for through a planned increase in rate revenue the Council remains financially sustainable. The declining ratio in later years confirms this, while also indicating that Council will have a corresponding increase in its capacity to fund future initiatives.

NET FINANCIAL LIABILITIES RATIO





Interest Cover Ratio

What it measures

This indicator measures the percentage of income used to pay interest on loans.

When considered in conjunction with the Net Financial Liabilities Ratio, it provides an understanding of the level and affordability of Council's debt. An increasing ratio does not in itself imply unsustainability if the increased cost of debt is a consequence of a planned intergenerational infrastructure program. However, an increasing ratio due to the funding of day-to-day expenditure through borrowings is not financially sustainable.

How it's calculated

Finance charges as a percentage of total operating revenue.

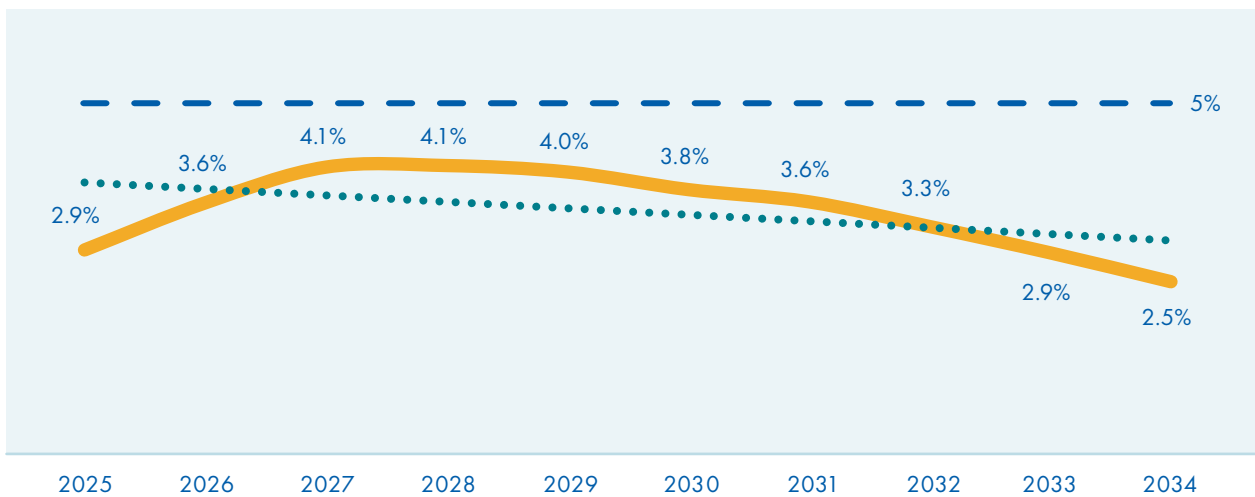
Council target

No greater than 5%.

Current projection

Council forecasts a ratio under 5% in all years, thus meeting its target. As with the Net Financial Liabilities Ratio, the declining Interest Cover Ratio over the timeframe of the plan indicates that Council will have a corresponding increase in its capacity to fund future initiatives.

INTEREST COVER RATIO



Key Financial Indicators

Asset Renewal Funding Ratio

What it measures

This indicator measures whether Council is appropriately maintaining its assets.

Council's Asset Management Plans outline the optimum time to replace each of its assets to ensure consistent service delivery to the community. It is important that funding is available each year to enable the delivery of the schedules contained within these plans. This ratio measures whether Council is achieving this. A ratio higher than 100% could imply assets are being replaced too frequently, while a lower ratio might indicate infrastructure is becoming unfit for purpose.

How it's calculated

Total planned capital renewal expenditure in the Long Term Financial Plan as a percentage of expenditure identified in the Asset Management Plans.

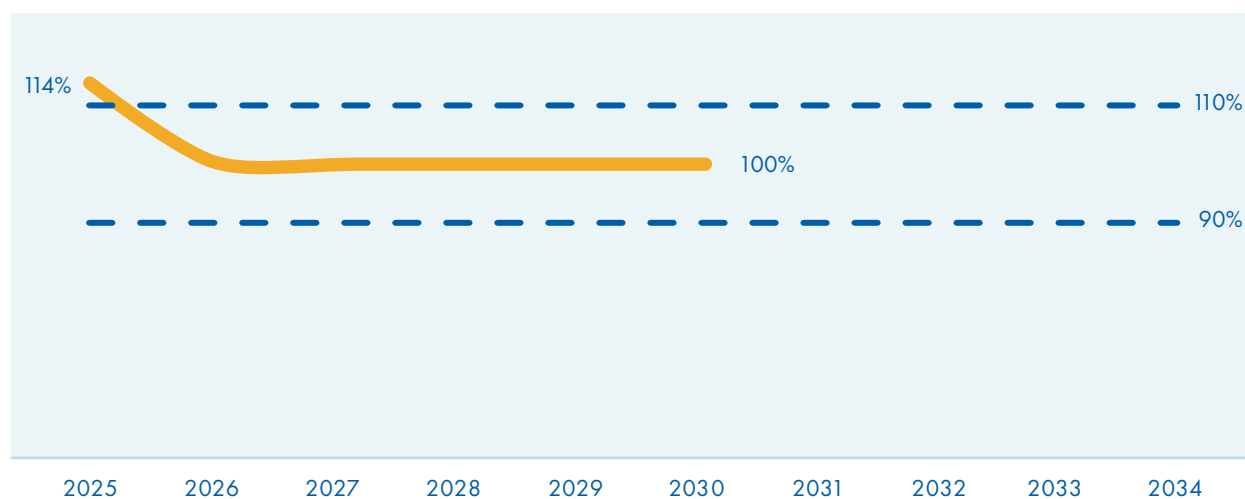
Council target

Between 90% and 100%.

Current projection

Forecast capital renewal expenditure has been taken directly from Council's Asset Management Plans (2020–30) thus creating a 100% ratio in all years, except for 2025 when the requirement for additional renewal works was identified. This illustrates Council's intention to replace assets at the optimum time, ensuring that sustainability is maintained. Until the Asset Management Plans are updated beyond 2030, a provision has been made for the years 2031 to 2034, based on average expenditure in previous years.

ASSET RENEWAL FUNDING RATIO



Financial Statements



Financial Statements

City of Holdfast Bay (excluding Alwyndor Aged Care)
10 Year Financial Plan for the Years ending 30 June 2034
STATEMENT OF COMPREHENSIVE INCOME - GENERAL FUND

	Audited 2022/23 \$	Base Year 2023/24 \$	2024/25 \$
Income			
Rates	40,535,000	43,476,000	46,748,000
Statutory Charges	3,245,000	2,874,000	2,979,000
User Charges	3,992,000	3,646,000	3,938,000
Grants, Subsidies and Contributions - operating	3,188,000	2,679,000	2,183,000
Investment Income	141,000	72,000	72,000
Reimbursements	725,000	786,000	734,000
Other Income	1,318,000	838,000	872,000
Net gain - equity accounted Council businesses	323,000	91,000	98,000
Total Income	53,467,000	54,462,000	57,624,000
Expenses			
Employee Costs	18,953,000	19,569,000	20,561,000
Materials, Contracts & Other Expenses	21,039,000	22,662,000	22,666,000
Depreciation, Amortisation & Impairment	10,349,000	10,821,000	11,685,000
Finance Costs	582,000	793,000	1,753,000
Total Expenses	50,923,000	53,845,000	56,665,000
Operating Surplus / (Deficit)	2,544,000	617,000	959,000
Asset Disposal & Fair Value Adjustments	99,000	-	-
Amounts Received Specifically for New or Upgraded Assets	582,000	1,596,000	-
Net Surplus / (Deficit)	3,225,000	2,213,000	959,000
Other Comprehensive Income			
Amounts which will not be reclassified subsequently to operating result			
Changes in Revaluation Surplus - I,PP&E	3,855,000	1,998,000	7,407,405
Total Other Comprehensive Income	3,855,000	1,998,000	7,407,405
Total Comprehensive Income	7,080,000	4,211,000	8,366,406

	Projected Years							
2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$	\$	\$	\$	\$	\$	\$	\$	\$
49,683,000	52,456,000	54,236,000	56,076,000	57,924,000	59,660,000	61,447,000	63,410,000	65,501,000
3,077,000	3,157,000	3,239,000	3,323,000	3,406,000	3,481,000	3,558,000	3,643,000	3,734,000
4,068,000	4,174,000	4,283,000	4,394,000	4,504,000	4,603,000	4,704,000	4,817,000	4,937,000
2,243,000	2,291,000	2,340,000	2,391,000	2,442,000	2,488,000	2,535,000	2,587,000	2,643,000
74,000	76,000	78,000	80,000	82,000	84,000	86,000	88,000	91,000
758,000	778,000	798,000	819,000	839,000	857,000	876,000	897,000	919,000
901,000	924,000	948,000	973,000	997,000	1,019,000	1,041,000	1,066,000	1,093,000
123,000	125,000	127,000	129,000	132,000	132,000	132,000	132,000	132,000
60,927,000	63,981,000	66,049,000	68,185,000	70,326,000	72,324,000	74,379,000	76,640,000	79,050,000
21,475,000	22,032,000	22,605,000	23,192,000	23,771,000	24,293,000	24,828,000	25,423,000	26,059,000
23,962,910	24,886,522	25,367,901	26,071,744	26,732,258	27,593,994	27,938,191	28,616,807	29,338,462
12,357,640	12,581,606	12,813,686	13,044,820	13,285,740	13,537,050	13,800,269	14,073,527	14,357,133
2,258,589	2,694,354	2,795,681	2,823,263	2,735,981	2,687,962	2,503,511	2,292,844	2,041,419
60,054,140	62,194,483	63,582,267	65,131,827	66,524,978	68,112,007	69,069,971	70,406,178	71,796,013
872,860	1,786,517	2,466,733	3,053,173	3,801,022	4,211,993	5,309,029	6,233,822	7,253,987
-	-	-	-	-	-	-	-	-
-	10,000,000	-	-	-	-	-	-	-
872,860	11,786,517	2,466,733	3,053,173	3,801,022	4,211,993	5,309,029	6,233,822	7,253,987
7,965,035	8,337,766	8,807,119	9,184,728	9,413,200	9,699,829	9,901,066	10,107,606	10,298,266
7,965,035	8,337,766	8,807,119	9,184,728	9,413,200	9,699,829	9,901,066	10,107,606	10,298,266
8,837,895	20,124,284	11,273,852	12,237,900	13,214,221	13,911,822	15,210,095	16,341,428	17,552,253

Financial Statements

City of Holdfast Bay (excluding Alwyndor Aged Care)
10 Year Financial Plan for the Years ending 30 June 2034
STATEMENT OF FINANCIAL POSITION - GENERAL FUND

	Audited 2022/23 \$	Base Year 2023/24 \$	2024/25 \$
ASSETS			
Current Assets			
Cash & Cash Equivalents	114,000	-	-
Trade & Other Receivables	3,519,000	1,879,725	1,872,899
Total Current Assets	3,633,000	1,879,725	1,872,898
Non-Current Assets			
Financial Assets	627,000	605,000	584,000
Equity Accounted Investments in Council Businesses	4,251,000	4,342,000	4,440,000
Infrastructure, Property, Plant & Equipment	858,973,000	874,194,000	901,447,406
Other Non-Current Assets	3,386,000	3,386,000	3,386,000
Total Non-Current Assets	867,237,000	882,527,000	909,857,406
TOTAL ASSETS	870,870,000	884,406,725	911,730,304
LIABILITIES			
Current Liabilities			
Cash Advance Debenture	249,000	-	-
Trade & Other Payables	8,813,000	9,146,074	9,458,854
Borrowings	1,113,000	1,523,469	2,539,201
Provisions	3,476,000	3,690,909	3,958,273
Total Current Liabilities	13,651,000	14,360,452	15,956,328
Non-Current Liabilities			
Borrowings	12,276,000	20,827,182	38,163,844
Provisions	275,000	340,091	364,727
Total Non-Current Liabilities	12,551,000	21,167,273	38,528,571
TOTAL LIABILITIES	26,202,000	35,527,725	54,484,899
Net Assets	844,668,000	848,879,000	857,245,405
EQUITY			
Accumulated Surplus	183,504,000	185,717,000	186,676,000
Asset Revaluation Reserves	661,164,000	663,162,000	670,569,405
Total Equity	844,668,000	848,879,000	857,245,405

2025/26	2026/27	2027/28	Projected Years					2032/33	2033/34
			2028/29	2029/30	2030/31	2031/32			
\$	\$	\$	\$	\$	\$	\$	\$	\$	
-	3,954,157	-	-	-	-	-	647,164	1,851,828	
1,970,140	2,504,070	2,110,752	2,171,506	2,235,483	2,299,524	2,348,573	2,407,610	2,475,995	
1,970,140	6,458,227	2,110,752	2,171,506	2,235,483	2,299,524	2,348,573	3,054,774	4,327,823	
564,000	545,000	529,000	516,000	502,000	487,000	478,000	476,000	476,000	
4,563,000	4,688,000	4,815,000	4,944,000	5,076,000	5,208,000	5,340,000	5,472,000	5,604,000	
920,168,801	943,042,961	961,960,394	973,297,302	987,760,762	998,586,540	1,009,950,337	1,020,802,416	1,032,075,550	
3,386,000	3,386,000	3,386,000	3,386,000	3,386,000	3,386,000	3,386,000	3,386,000	3,386,000	
928,681,801	951,661,961	970,690,394	982,143,302	996,724,762	1,007,667,540	1,019,154,337	1,030,136,416	1,041,541,550	
930,651,941	958,120,188	972,801,146	984,314,808	998,960,245	1,009,967,064	1,021,502,910	1,033,191,191	1,045,869,373	
-	-	-	-	-	-	-	-	-	
10,008,922	10,472,779	10,745,011	11,073,625	11,393,050	11,748,335	11,989,806	12,323,844	12,679,386	
3,213,575	3,488,588	3,985,729	4,311,798	4,780,527	5,066,526	5,346,186	5,597,613	5,861,341	
4,236,625	4,522,302	4,815,304	5,115,631	5,423,283	5,737,344	6,058,731	6,387,442	6,724,395	
17,459,122	18,483,669	19,546,044	20,501,054	21,596,860	22,552,205	23,394,723	24,308,899	25,265,122	
46,719,143	53,012,238	55,329,969	53,623,048	53,930,110	50,040,823	45,494,444	39,896,831	34,035,489	
390,375	416,698	443,696	471,369	499,717	528,656	558,269	588,558	619,605	
47,109,518	53,428,936	55,773,666	54,094,417	54,429,827	50,569,479	46,052,713	40,485,389	34,655,095	
64,568,641	71,912,605	75,319,710	74,595,471	76,026,687	73,121,684	69,447,436	64,794,288	59,920,217	
866,083,301	886,207,584	897,481,436	909,719,337	922,933,558	936,845,380	952,055,474	968,396,903	985,949,156	
187,548,860	199,335,378	201,802,110	204,855,283	208,656,304	212,868,298	218,177,326	224,411,149	231,665,136	
678,534,440	686,872,207	695,679,326	704,864,054	714,277,253	723,977,082	733,878,148	743,985,754	754,284,021	
866,083,301	886,207,584	897,481,436	909,719,337	922,933,558	936,845,380	952,055,474	968,396,903	985,949,156	

Financial Statements

City of Holdfast Bay (excluding Alwyndor Aged Care)
10 Year Financial Plan for the Years ending 30 June 2034
STATEMENT OF CASH FLOWS - GENERAL FUND

	Audited 2022/23 \$	Base Year 2023/24 \$	2024/25 \$
Cash Flows from Operating Activities			
Receipts:			
Rates Receipts	40,460,000	43,080,997	46,977,846
Statutory Charges	3,295,000	3,262,171	2,974,291
User Charges	4,328,000	4,118,577	3,924,904
Grants, Subsidies and Contributions (operating purpose)	3,202,000	3,066,834	2,205,245
Investment Receipts	141,000	89,752	72,000
Reimbursements	733,000	864,946	735,542
Other	3,623,000	1,014,034	866,250
Payments:			
Payments to Employees	(18,834,000)	(19,289,000)	(20,269,000)
Payments for Materials, Contracts & Other Expenses	(23,953,000)	(22,028,515)	(22,652,275)
Finance Payments	(582,000)	(793,000)	(1,753,000)
Net Cash provided (or used in) Operating Activities	12,413,000	13,386,794	13,081,803
Cash Flows from Investing Activities			
Receipts:			
Amounts Received Specifically for New/Upgraded Assets	582,000	1,613,555	75,803
Sale of Replaced Assets	528,000	669,000	26,000
Sale of Surplus Assets	722,000	-	-
Repayments of Loans by Community Groups	270,000	217,000	21,000
Payments:			
Expenditure on Renewal/Replacement of Assets	(8,315,000)	(12,588,000)	(9,000,000)
Expenditure on New/Upgraded Assets	(6,086,000)	(12,125,000)	(22,557,000)
Net Cash provided (or used in) Investing Activities	(12,299,000)	(22,213,445)	(31,434,197)
Cash Flows from Financing Activities			
Receipts:			
Proceeds from CAD	249,000	-	-
Proceeds from Borrowings	-	10,073,929	20,094,180
Repayments of Borrowings	(1,322,000)	(1,101,278)	(1,728,786)
Repayment of Principal Portion of Lease Liabilities	(11,000)	(11,000)	(13,000)
Repayment of Bonds & Deposits	(7,000)	-	-
Net Cash Flow provided (used in) Financing Activities	(1,091,000)	8,961,651	18,352,394
Net Increase/(Decrease) in Cash & Cash Equivalents	(977,000)	135,000	-
plus: Cash & Cash Equivalents - beginning of year	842,000	(135,000)	-
Cash & Cash Equivalents - end of the year	(135,000)	-	-
Cash & Cash Equivalents - end of the year	(135,000)	-	-
Cash, Cash Equivalents & Investments - end of the year	(135,000)	-	-

2025/26	2026/27	2027/28	Projected Years					
			2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$	\$	\$	\$	\$	\$	\$	\$	\$
49,889,173	52,650,793	54,361,039	56,205,253	58,053,815	59,781,948	61,572,530	63,547,894	65,647,885
3,072,605	3,153,412	3,235,322	3,319,233	3,402,278	3,477,636	3,554,547	3,639,188	3,729,919
4,062,170	4,169,246	4,278,112	4,389,022	4,499,067	4,598,560	4,699,470	4,811,932	4,931,618
2,240,309	2,288,847	2,337,802	2,388,713	2,439,713	2,485,937	2,532,892	2,584,668	2,640,489
73,941	75,941	77,941	79,941	81,941	83,941	85,941	87,941	90,911
757,288	777,407	797,407	818,377	838,407	856,466	875,436	896,377	918,347
899,699	949,442	920,450	971,879	995,924	1,018,013	1,040,013	1,064,879	1,091,789
(21,171,000)	(21,720,000)	(22,285,000)	(22,864,000)	(23,435,000)	(23,950,000)	(24,477,000)	(25,064,000)	(25,691,000)
(23,702,269)	(24,691,730)	(25,266,377)	(25,923,301)	(26,592,953)	(27,412,252)	(27,865,599)	(28,473,685)	(29,186,263)
(2,258,589)	(2,694,354)	(2,795,681)	(2,823,263)	(2,735,981)	(2,687,962)	(2,503,511)	(2,292,844)	(2,041,419)
13,863,326	14,959,004	15,661,017	16,561,853	17,547,210	18,252,288	19,514,720	20,802,350	22,132,277
-	9,525,046	474,954	-	-	-	-	-	-
727,000	361,000	510,000	392,000	308,000	396,000	405,000	414,000	424,000
-	-	-	-	-	-	-	-	-
21,000	20,000	19,000	16,000	13,000	14,000	15,000	9,000	2,000
(12,631,000)	(10,836,000)	(14,568,000)	(13,959,000)	(16,973,000)	(13,351,000)	(13,922,000)	(13,445,000)	(13,925,000)
(11,210,000)	(16,643,000)	(8,866,000)	(1,630,000)	(1,671,000)	(1,708,000)	(1,746,000)	(1,787,000)	(1,831,000)
(23,093,000)	(17,572,954)	(22,430,046)	(15,181,000)	(18,323,000)	(14,649,000)	(15,248,000)	(14,809,000)	(15,330,000)
-	-	-	-	-	-	-	-	-
11,987,192	10,000,000	6,303,461	2,604,877	5,087,589	1,177,239	799,806	-	-
(2,757,518)	(3,431,893)	(3,488,588)	(3,985,729)	(4,311,798)	(4,780,527)	(5,066,526)	(5,346,186)	(5,597,613)
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
9,229,674	6,568,107	2,814,873	(1,380,852)	775,791	(3,603,288)	(4,266,720)	(5,346,186)	(5,597,613)
-	3,954,157	(3,954,157)	-	-	-	-	647,164	1,204,664
-	-	3,954,157	-	-	-	-	-	647,164
-	3,954,157	-	-	-	-	-	647,164	1,851,828
-	3,954,157	-	-	-	-	-	647,164	1,851,828
-	3,954,157	-	-	-	-	-	647,164	1,851,828

Financial Statements

City of Holdfast Bay (excluding Alwyndor Aged Care)
10 Year Financial Plan for the Years ending 30 June 2034
STATEMENT OF CHANGES IN EQUITY - GENERAL FUND

	Audited 2022/23 \$	Base Year 2023/24 \$	2024/25 \$
Opening Balance	837,588,000	844,668,000	848,879,000
Net Surplus / (Deficit) for Year	3,225,000	2,213,000	959,000
Other Comprehensive Income			
- Gain (Loss) on Revaluation of I,PP&E	3,855,000	1,998,000	7,407,405
Other Comprehensive Income	3,855,000	1,998,000	7,407,405
Total Comprehensive Income	7,080,000	4,211,000	8,366,406
Equity - Balance at end of the reporting period	844,668,000	848,879,000	857,245,405

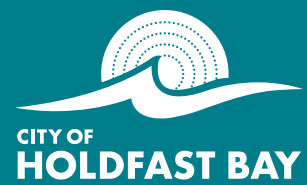
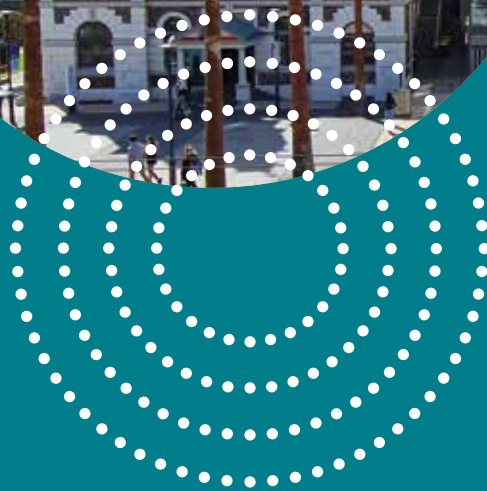
	Projected Years							
2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$	\$	\$	\$	\$	\$	\$	\$	\$
857,245,405	866,083,301	886,207,584	897,481,436	909,719,337	922,933,558	936,845,380	952,055,474	968,396,903
872,860	11,786,517	2,466,733	3,053,173	3,801,022	4,211,993	5,309,029	6,233,822	7,253,987
7,965,035	8,337,766	8,807,119	9,184,728	9,413,200	9,699,829	9,901,066	10,107,606	10,298,266
7,965,035	8,337,766	8,807,119	9,184,728	9,413,200	9,699,829	9,901,066	10,107,606	10,298,266
8,837,895	20,124,284	11,273,852	12,237,900	13,214,221	13,911,822	15,210,095	16,341,428	17,552,253
866,083,301	886,207,584	897,481,436	909,719,337	922,933,558	936,845,380	952,055,474	968,396,903	985,949,156

Financial Statements

City of Holdfast Bay (excluding Alwyndor Aged Care)
10 Year Financial Plan for the Years ending 30 June 2034
UNIFORM PRESENTATION OF FINANCES - GENERAL FUND

	Audited 2022/23 \$	Base Year 2023/24 \$	2024/25 \$
Income			
Rates	40,535,000	43,476,000	46,748,000
Statutory Charges	3,245,000	2,874,000	2,979,000
User Charges	3,992,000	3,646,000	3,938,000
Grants, Subsidies and Contributions - operating	3,188,000	2,679,000	2,183,000
Investment Income	141,000	72,000	72,000
Reimbursements	725,000	786,000	734,000
Other Income	1,318,000	838,000	872,000
Net gain - equity accounted Council businesses	323,000	91,000	98,000
Total Income	53,467,000	54,462,000	57,624,000
Expenses			
Employee Costs	18,953,000	19,569,000	20,561,000
Materials, Contracts & Other Expenses	21,039,000	22,662,000	22,666,000
Depreciation, Amortisation & Impairment	10,349,000	10,821,000	11,685,000
Finance Costs	582,000	793,000	1,753,000
Total Expenses	50,923,000	53,845,000	56,665,000
Operating Surplus / (Deficit)	2,544,000	617,000	959,000
Net Outlays on Existing Assets			
Capital Expenditure on Renewal and Replacement of Existing Assets	(8,315,000)	(12,588,000)	(9,000,000)
<i>add back</i> Depreciation, Amortisation and Impairment	10,349,000	10,821,000	11,685,000
<i>add back</i> Proceeds from Sale of Replaced Assets	528,000	669,000	26,000
Total Net Outlays on Existing Assets	2,562,000	(1,098,000)	2,711,000
Net Outlays on New and Upgraded Assets			
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(6,086,000)	(12,125,000)	(22,557,000)
<i>add back</i> Amounts Received Specifically for New and Upgraded Assets	582,000	1,613,555	75,803
<i>add back</i> Proceeds from Sale of Surplus Assets (including Investment Property, Real Estate Developments & non-current assets held for sale)	722,000	-	-
Total Net Outlays on New and Upgraded Assets	(4,782,000)	(10,511,445)	(22,481,197)
Annual Net Impact to Financing Activities (surplus / (deficit))	324,000	(10,992,445)	(18,811,198)

2025/26	2026/27	2027/28	Projected Years					
			2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$	\$	\$	\$	\$	\$	\$	\$	\$
49,683,000	52,456,000	54,236,000	56,076,000	57,924,000	59,660,000	61,447,000	63,410,000	65,501,000
3,077,000	3,157,000	3,239,000	3,323,000	3,406,000	3,481,000	3,558,000	3,643,000	3,734,000
4,068,000	4,174,000	4,283,000	4,394,000	4,504,000	4,603,000	4,704,000	4,817,000	4,937,000
2,243,000	2,291,000	2,340,000	2,391,000	2,442,000	2,488,000	2,535,000	2,587,000	2,643,000
74,000	76,000	78,000	80,000	82,000	84,000	86,000	88,000	91,000
758,000	778,000	798,000	819,000	839,000	857,000	876,000	897,000	919,000
901,000	924,000	948,000	973,000	997,000	1,019,000	1,041,000	1,066,000	1,093,000
123,000	125,000	127,000	129,000	132,000	132,000	132,000	132,000	132,000
60,927,000	63,981,000	66,049,000	68,185,000	70,326,000	72,324,000	74,379,000	76,640,000	79,050,000
21,475,000	22,032,000	22,605,000	23,192,000	23,771,000	24,293,000	24,828,000	25,423,000	26,059,000
23,962,910	24,886,522	25,367,901	26,071,744	26,732,258	27,593,994	27,938,191	28,616,807	29,338,462
12,357,640	12,581,606	12,813,686	13,044,820	13,285,740	13,537,050	13,800,269	14,073,527	14,357,133
2,258,589	2,694,354	2,795,681	2,823,263	2,735,981	2,687,962	2,503,511	2,292,844	2,041,419
60,054,140	62,194,483	63,582,267	65,131,827	66,524,978	68,112,007	69,069,971	70,406,178	71,796,013
872,860	1,786,517	2,466,733	3,053,173	3,801,022	4,211,993	5,309,029	6,233,822	7,253,987
(12,631,000)	(10,836,000)	(14,568,000)	(13,959,000)	(16,973,000)	(13,351,000)	(13,922,000)	(13,445,000)	(13,925,000)
12,357,640	12,581,606	12,813,686	13,044,820	13,285,740	13,537,050	13,800,269	14,073,527	14,357,133
727,000	361,000	510,000	392,000	308,000	396,000	405,000	414,000	424,000
453,640	2,106,606	(1,244,314)	(522,180)	(3,379,260)	582,050	283,269	1,042,527	856,133
(11,210,000)	(16,643,000)	(8,866,000)	(1,630,000)	(1,671,000)	(1,708,000)	(1,746,000)	(1,787,000)	(1,831,000)
-	9,525,046	474,954	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
(11,210,000)	(7,117,954)	(8,391,046)	(1,630,000)	(1,671,000)	(1,708,000)	(1,746,000)	(1,787,000)	(1,831,000)
(9,883,500)	(3,224,830)	(7,168,627)	900,993	(1,249,238)	3,086,043	3,846,298	5,489,349	6,279,119



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Item No: 15.3
Subject: 2024-25 BUDGET ADOPTION

Summary

The 2024-25 Budget is presented for adoption following the adoption of the 2024-25 Annual Business Plan.

Recommendation

That in respect of the financial year ended 30 June 2025:

- 1. The 2024-25 Budget which consists of:**
 - (a) the Budgeted Income Statement;**
 - (b) the Budgeted Balance Sheet;**
 - (c) the Budgeted Statement of Changes in Equity;**
 - (d) the Budgeted Statement of Cash Flow;**
 - (e) the Budgeted Uniform Presentation of Finances; and**
 - (f) the Budgeted Financial Indicators**

be adopted subject to the following amendments:

Any budget changes arising from Council's consideration of the 2024-25 Annual Business Plan be included in the budgeted financial statements and relevant documents.

- 2. the fees and charges incorporated in the Annual Business Plan be adopted and that the relevant policies be updated accordingly;**
 - 3. Council, in accordance with the 2024-25 Annual Business Plan and budget, approves new loan borrowings of up to \$10.91 million to be negotiated in accordance with Council's treasury policy; and**
 - 4. 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.**
 - 5. that Council notes the 2024-25 Southern Region Waste Resource Authority budget.**
-

Background

This report has been prepared to enable the adoption of the 2024-25 Budget.

Council has undertaken four workshops, and has received and considered several reports in relation to the Budget for 2024-2025 including:

27 February 2024	Report No: 29/24, Minutes – Jetty Road Mainstreet Committee – 7 February 2024
23 April 2024	Report No: 110/24, Public Minutes – Audit and Risk Committee – 15 April 2024
23 April 2024	Report No: 125/24, Draft Long Term Financial Plan 2024-2034
23 April 2024	Report No: 119/24, Draft 2024-25 Annual Business Plan
25 June 2024	Report No: 201/24, Minutes – Audit and Risk Committee – 12 June 2024
25 June 2024	Report No: 212/24, Adoption of 2024-25 Annual Business Plan and Long Term Financial Plan 2024-34

Report

The Audit and Risk Committee received an updated report on the 2024-25 Annual Business Plan and consultation outcomes at its meeting on 12 June 2024. The Audit and Risk Committee noted that the draft 2024-25 Annual Business Plan and Budget satisfies Council's financial sustainability and performance measures and supported its presentation to Council for adoption.

Amendments to 2024-25 Council's municipal draft budget

Since the publication of Council's draft budget, notification has been received that the Southern Region Waste Resource Authority's 2024-25 draft budget, forecasts an operating surplus of \$976,000.

Council's 15% equity share of this surplus would equate to \$146,000 - the draft budget had forecast \$98,000. This variation of \$48,000 is an equity movement so while it will increase Council's operating surplus it will have no impact on Council's cash position and requirement to borrow.

Final capital valuation adjustments have also been received from the Office of the Valuer-General to enable the allocation of rates across the City. Growth from newly created and developed properties since the setting of rates 2023-24 has increased by 0.95% compared to a provision of 0.5% in the draft budget.

This has resulted in an increase to the budget for Rates – New Development of \$186,000. This has reduced the borrowing requirement for 2024-25 by the same amount, from \$11.095 million to \$10.909 million.

The above variations will increase Council's operating surplus from \$958,677 to \$1,192,677. It will also increase the forecast Operating Surplus Ratio from 1.7% to 2.1% while all other financial indicators and measures will remain unchanged.

Amendments to 2024-25 Alwyndor draft budget

There are a number of changes to the draft 2024-25 Alwyndor budget as published in the Annual Business Plan. This has resulted in a decrease in the operating surplus from \$617,490 to \$577,089, along with a reduction in capital expenditure from \$1,809,500 to \$1,733,000. Therefore, Alwyndor's funding surplus has also reduced from \$1,271,542 to \$1,231,140.

The main reasons for the changes are itemised below.

Residential Care Services

- Decrease of \$185K in investment income following a closer review, considering the expected effects of investment rates in 2024-25 and the assumption that no funds will be added to the investment portfolio.
- Increase in the occupancy rate from 96% to 97% resulted in a \$268K revenue increase.
- Decrease in agency fees from 10% to 5% resulted in a \$577K reduction in agency costs.
- Increase in staff levels by \$504K in response to a decrease in agency usage. Utilising Alwyndor staff will result in savings of \$73K and enhance the quality of care and resident satisfaction.
- Consumable expenses (catering) increased by \$94K following an adjustment in budget inflation assumptions, increasing from 3.5% to 6%.

Support at Home

- Consumer fees income increased by \$876K due to increased Care Management Fees from 16.3% to 17.8% and Package Management Fees from 10.3% to 11.0% (average for all 4 Levels). This increase is based on benchmarking with similar profile services.
- Increased salary cost of \$291K in response to projected Support at Home growth.
- Subcontractor costs for Home Care Packages increased by \$169K to accommodate growth projections.

Corporate Services

- Salary costs increased by \$170K to accommodate the growth and implementation of ICT projects.
- Increased ICT Expenses by \$281K due to bringing forward People & Culture projects from January 2025 to July 2024, including onboarding and HR Software cost and implementation.
- Increased operational corporate expenses by \$67.4K.

Alwyndor's budget has been prepared assuming no cash funds will be required to fund expenditure. However, should unanticipated circumstances impact their financial position, Alwyndor have sufficient reserve funds to support the business.

2024-25 Budget

The amendments detailed above have resulted in a forecast consolidated operating surplus result of \$1,769,765.

Several key financial indicators have been prepared to ensure this budget meets Council's adopted targets:

Measure – Municipal Activities	Target	Budgeted Result	Comments
Operating Result <i>Operating revenue less operating expenditure</i>	≥ 0	\$1,192,677 surplus	Estimated result
Net Financial Liabilities Ratio <i>Total liabilities less financial assets as a percentage of operating revenue</i>	≤ 100%	90%	Current (2023-24 forecast) ratio is 71%. Increase in ratio due to new borrowings (\$11m) required to fund proposed (2024-25) capital new initiatives.
Interest Cover Ratio <i>Net interest expense as a percentage of operating revenue</i>	≤ 5%	2.9%	Increased due to additional borrowings, but still within range.
Asset Sustainability Ratio <i>Capital expenditure on renewal of existing assets as a percentage of planned Asset Management Plan expenditure</i>	90% to 110%	114%	Requirement for additional renewal works identified, resulting in a higher percentage.

For Alwyndor activities the financial measures are as follows:

Measure – Alwyndor Activities	Target	Budgeted Result	Comments
Operating Result	≥ 0	\$577,088 surplus	Estimated result
Net Financial Liabilities Ratio	≤ 100%	36%	Current (2023-24 forecast) ratio is 39%. This ratio includes Aged Care Facility deposits which are recorded as current liabilities.
Interest Cover Ratio	≤ 5%	0.2%	

Separate budget statements have been prepared for both Municipal and Alwyndor activities comprising:

- Budgeted Funding Statement; and
- Budgeted Financial Statements, Uniform Presentation of Finances Statement, and applicable financial indicators presented in a manner consistent with the Model Financial Statements.

Refer Attachment 1

The financial statements are subject to amendment in accordance with the adopted recommendations to this report.

The annual fees and charges for 2024-25 were reviewed and incorporated into the Annual Business Plan.

Refer Attachment 2

Additional budget statements have been prepared for Jetty Road Mainstreet and Southern Region Waste Resource Authority.

Refer Attachments 3 and 4

Budget

This report adopts the 2024-25 budget and fees and charges.

Life Cycle Costs

Not applicable

Strategic Plan

Statutory compliance

Council Policy

Treasury Management

Statutory Provisions

Local Government Act 1999, section 123

Local Government (Financial Management) Regulations 2011, Regulation 7

Written By: Manager, Finance

General Manager: Strategy and Corporate, Ms S Wachtel

Attachment 1

CITY OF HOLDFAST BAY
BUDGETED FUNDING STATEMENT - MUNICIPAL FUNDS

<u>Municipal</u> <u>23/24 Original</u> <u>BUDGET</u> \$		<u>Municipal</u> <u>24/25</u> <u>BUDGET</u> \$
41,281,000	Rates - General	44,212,000
	Rates - New Development	392,000
660,245	Rates - Jetty Road Glenelg	707,115
82,460	Rates - Patawalonga Marina	86,400
1,452,167	Rates - Regional Landscape Levy	1,535,968
2,641,300	Statutory Charges	2,979,077
3,498,000	User Charges	3,937,787
2,045,863	Operating Grants & Subsidies	2,183,563
72,000	Investment Income	72,000
711,264	Reimbursements	734,264
843,743	Other	871,925
90,600	Net Equity Gain - Joint Ventures	146,000
<u>53,378,642</u>	Operating Revenue	<u>57,858,099</u>
20,244,443	Employee Costs	21,635,095
21,301,562	Materials, contracts and other expenses	22,506,379
992,692	Finance Charges	1,752,948
10,911,000	Depreciation	11,685,000
(999,000)	Less full cost attribution - % admin costs capitalised	(1,074,000)
542,000	New Initiatives - Operating	160,000
<u>52,992,697</u>	Less Operating Expenditure	<u>56,665,422</u>
<u>385,945</u>	= Operating Surplus/(Deficit)	<u>1,192,677</u>
10,911,000	Depreciation	11,685,000
189,852	Other non-cash provisions	145,671
<u>11,100,852</u>	Plus Non-Cash items in Operating Surplus/Deficit	<u>11,830,671</u>
<u>11,486,797</u>	= Funds Generated from Operating Activities	<u>13,023,348</u>
483,500	Capital (External Contributions)	
201,000	Proceeds from disposal of assets	26,000
<u>684,500</u>	Plus funds sourced from Capital Activities	<u>26,000</u>
(7,081,166)	Capital Expenditure-Asset Renewal and Replacement	(8,463,070)
(999,000)	Capital Expenditure-Full Cost Attribution	(1,074,000)
(7,649,944)	New Initiatives - Capital (Gross Expenditure)	(12,412,648)
<u>(15,730,110)</u>	Less total capital expenditure	<u>(21,949,718)</u>
217,000	Plus: Repayments of loan principal by sporting groups	21,120
217,000	Plus/(less) funds provided (used) by Investing Activities	21,120
<u>(3,341,813)</u>	= FUNDING SURPLUS/(REQUIREMENT)	<u>(8,879,250)</u>
Funded by:		
(4,737,575)	Less: Proceeds from new borrowings	(10,908,611)
1,395,762	Plus: Principal repayments of borrowings	2,029,361
<u>(3,341,813)</u>		<u>(8,879,250)</u>

CITY OF HOLDFAST BAY
BUDGETED INCOME STATEMENT- MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2024

<u>Municipal</u> <u>23/24 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>24/25</u> <u>BUDGET</u>
\$		\$
41,281,000	REVENUES	44,212,000
	Rates - General	392,000
	Rates - New Development	707,115
660,245	Rates - Jetty Road Glenelg	86,400
82,460	Rates - Patawalonga Marina	1,535,968
1,452,167	Rates - Regional Landscape Levy	2,979,077
2,641,300	Statutory Charges	3,937,787
3,498,000	User Charges	2,183,563
2,045,863	Operating Grants & Subsidies	72,000
72,000	Investment Income	734,264
711,264	Reimbursements	871,925
843,743	Other	146,000
90,600	Net Equity Gain - Joint Ventures	
<u>53,378,642</u>	TOTAL REVENUES	<u>57,858,099</u>
	EXPENSES	
20,244,443	Employee Costs	21,635,095
21,301,562	Materials, contracts and other expenses	22,506,379
992,692	Finance Charges	1,752,948
10,911,000	Depreciation	11,685,000
(999,000)	Less full cost attribution	(1,074,000)
542,000	New Initiatives - Operating	160,000
<u>52,992,697</u>	TOTAL EXPENSES	<u>56,665,422</u>
<u>385,945</u>	Operating Surplus/(Deficit) - Before Capital Revenue	<u>1,192,677</u>
483,500	Amounts specifically for new or upgraded assets	-
<u>869,445</u>	NET SURPLUS/(DEFICIT)	<u>1,192,677</u>

CITY OF HOLDFAST BAY
BUDGETED BALANCE SHEET - MUNICIPAL FUNDS
AS AT 30TH JUNE 2024

<u>Municipal</u> <u>23/24 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>24/25</u> <u>BUDGET</u>
\$		\$
	CURRENT ASSETS	
842,279	Cash and cash equivalents	-
2,964,725	Trade and Other Receivables	1,872,899
3,807,004	TOTAL CURRENT ASSETS	1,872,899
	NON-CURRENT ASSETS	
643,769	Financial Assets	584,000
4,119,600	Equity accounted investments-Council businesses	4,488,000
879,354,217	Land, Infrastructure, Property, Plant & Equipment	904,833,406
884,117,586	TOTAL NON-CURRENT ASSETS	909,905,406
887,924,590	TOTAL ASSETS	911,778,304
	CURRENT LIABILITIES	
8,794,848	Trade and Other Payables	9,458,854
1,395,762	Borrowings	2,539,201
3,859,081	Short-term Provisions	3,958,273
14,049,691	TOTAL CURRENT LIABILITIES	15,956,328
	NON-CURRENT LIABILITIES	
29,565,924	Long-term Borrowings	37,977,844
281,897	Long-term Provisions	364,727
29,847,821	TOTAL NON-CURRENT LIABILITIES	38,342,571
43,897,512	TOTAL LIABILITIES	54,298,899
844,027,078	NET ASSETS	857,479,405
	EQUITY	
188,972,671	Accumulated Surplus	186,910,000
655,054,407	Asset Revaluation Reserve	670,569,405
844,027,078	TOTAL EQUITY	857,479,405

CITY OF HOLDFAST BAY
BUDGETED STATEMENT OF CHANGES IN EQUITY - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2024

<u>Municipal</u> <u>23/24 Original</u> <u>BUDGET</u>		<u>Municipal</u> <u>24/25</u> <u>BUDGET</u>
\$		\$
	ACCUMULATED SURPLUS	
188,103,226	Balance at beginning of period	185,717,323
869,445	Net Surplus/(Deficit)	1,192,677
188,972,671	Balance at end of period	186,910,000
655,054,407	ASSET REVALUATION RESERVE	670,569,405
655,054,407	TOTAL RESERVES CLOSING BALANCE	670,569,405
844,027,078	TOTAL EQUITY	857,479,405

CITY OF HOLDFAST BAY
BUDGETED STATEMENT OF CASH FLOWS - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2024

<u>Municipal</u> <u>23/24 Original</u> <u>BUDGET</u> \$ (OUTFLOWS)	<u>Municipal</u> <u>24/25</u> <u>BUDGET</u> \$ (OUTFLOWS)	
CASH FLOWS FROM OPERATING ACTIVITIES		
<u>Receipts</u>		
53,288,042	Operating Receipts	57,712,099
<u>Payments</u>		
(40,808,553)	Operating payments to suppliers and employees	(42,935,803)
(992,692)	Finance Payments	(1,752,948)
11,486,797	NET CASH PROVIDED BY OPERATING ACTIVITIES	13,023,348
CASH FLOWS FROM INVESTING ACTIVITIES		
<u>Receipts</u>		
483,500	Grants specifically for new or upgraded assets	-
201,000	Sale of replaced assets	26,000
217,000	Repayments of loans (principal) by community groups	21,120
<u>Payments</u>		
(8,080,166)	Expenditure on renewal/replacement of assets	(9,537,070)
(7,649,944)	Expenditure on new/upgraded assets	(12,412,648)
(14,828,610)	NET CASH (USED IN) INVESTING ACTIVITIES	(21,902,598)
CASH FLOWS FROM FINANCING ACTIVITIES		
<u>Receipts</u>		
4,737,575	Proceeds from Borrowings - External	10,908,611
<u>Payments</u>		
(1,395,762)	Repayments of Borrowings - External	(2,029,361)
3,341,813	NET CASH PROVIDED BY FINANCING ACTIVITIES	8,879,250
-	NET INCREASE (DECREASE) IN CASH HELD	-
842,279	CASH AND CASH EQUIVALENTS AT BEGINNING OF	-
	REPORTING PERIOD	
	CASH AND CASH EQUIVALENTS AT END OF	-
842,279	REPORTING PERIOD	-

RECONCILIATION OF INCOME STATEMENT TO BUDGETED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30TH JUNE 2024

869,445	SURPLUS FROM INCOME STATEMENT	1,192,677
NON-CASH ITEMS IN INCOME STATEMENT		
10,911,000	Depreciation	11,685,000
189,852	Movements in provisions	145,671
11,100,852	TOTAL NON-CASH ITEMS	11,830,671
CASH ITEMS NOT IN INCOME STATEMENT		
(15,730,110)	Capital Expenditure	(21,949,718)
(1,395,762)	Loan Repayments - External	(2,029,361)
4,737,575	Proceeds from Borrowings - External	10,908,611
217,000	Repayments of loans (principal) by community groups	21,120
201,000	Proceeds from Disposal of Assets	26,000
(11,970,297)	TOTAL CASH ITEMS	(13,023,348)
-	NET INCREASE/(DECREASE)	-
-	IN CASH AND CASH EQUIVALENTS	-

CITY OF HOLDFAST BAY
BUDGETED UNIFORM PRESENTATION OF FINANCES
FOR THE YEAR ENDED 30TH JUNE 2024

<u>Municipal</u> <u>23/24 Original</u> <u>BUDGET</u> \$		<u>Municipal</u> <u>24/25</u> <u>BUDGET</u> \$
53,378,642	Operating Revenues	57,858,099
(52,992,697)	less Operating Expenses	(56,665,422)
385,945	Operating Surplus/(Deficit) before Capital Amounts	1,192,677
Less net outlays on Existing Assets		
8,080,166	Capital Expenditure on renewal & replacement of existing assets	9,537,070
(10,911,000)	Less Depreciation	(11,685,000)
(2,830,834)		(2,147,930)
Less outlays on New and Upgraded Assets		
7,649,944	Capital Expenditure on new & upgraded assets	12,412,648
(483,500)	Less amounts received for new & upgraded assets	-
7,166,444		12,412,648
(3,949,665)	Net lending/(borrowing) for financial year	(9,072,041)

BUDGETED FINANCIAL INDICATORS - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2024

<u>Municipal</u> <u>23/24 Original</u> <u>BUDGET</u> \$		<u>Municipal</u> <u>24/25</u> <u>BUDGET</u> \$
OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS		
\$385,945		\$1,192,677
OPERATING SURPLUS RATIO		
(Operating surplus/(deficit) before capital amounts as % of total operating revenue)		
0.7%		2.1%
NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)		
\$39,446,739		\$51,842,000
NET FINANCIAL LIABILITIES RATIO		
(Total liabilities less financial assets as % of total operating revenue)		
74%		90%
INTEREST COVER RATIO		
(Net interest expense as % of total operating revenue less investment income)		
1.7%		2.9%
ASSET SUSTAINABILITY RATIO		
(Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of asset management plan)		
100%		114%

CITY OF HOLDFAST BAY
BUDGETED FUNDING STATEMENT - ALWYNDOR FUNDS

<u>Alwyndor</u>		<u>Alwyndor</u>
<u>23/24</u>		<u>24/25</u>
<u>BUDGET</u>		<u>BUDGET</u>
\$		\$
8,637,532	User Charges	27,968,260
15,909,148	Operating Grants & Subsidies	19,949,332
856,797	Investment Income	1,122,000
8,028,770	Reimbursements	-
7,361,163	Other	116,784
40,793,410	Operating Revenue	49,156,376
28,240,823	Employee Costs - Salaries & Wages	34,924,596
10,282,689	Materials, contracts and other expenses	11,802,775
142,800	Finance Charges	104,400
1,617,981	Depreciation	1,747,517
40,284,293	Less Operating Expenditure	48,579,288
509,117	= Operating Surplus/(Deficit)	577,088
1,617,981	Depreciation	1,747,517
580,558	Other non-cash provisions	639,535
2,198,539	Plus Non-Cash items in Operating Surplus/Deficit	2,387,052
2,707,656	= Funds Generated from Operating Activities	2,964,140
(1,902,620)	Capital Expenditure-Asset Renewal and Replacement	(1,733,000)
(1,902,620)	Less total capital expenditure	(1,733,000)
805,036	= FUNDING SURPLUS	1,231,140
Funded by:		
805,036	Increase/(Decrease) in cash and cash equivalents	1,231,140
805,036		1,231,140

CITY OF HOLDFAST BAY
BUDGETED INCOME STATEMENT - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2024

<u>Alwyndor</u>		<u>Alwyndor</u>
<u>23/24</u>		<u>24/25</u>
<u>BUDGET</u>		<u>BUDGET</u>
\$	REVENUES	\$
8,637,532	User Charges	27,968,260
15,909,148	Operating Grants & Subsidies	19,949,332
856,797	Investment Income	1,122,000
8,028,770	Reimbursements	-
7,361,163	Other	116,784
40,793,410	TOTAL REVENUES	49,156,376
EXPENSES		
28,240,823	Employee Costs	34,924,596
10,282,689	Materials, contracts and other expenses	11,802,775
142,800	Finance Charges	104,400
1,617,981	Depreciation	1,747,517
40,284,293	TOTAL EXPENSES	48,579,288
509,117	Operating Surplus/(Deficit) - Before Capital Revenue	577,088
509,117	NET SURPLUS/(DEFICIT)	577,088

CITY OF HOLDFAST BAY
BUDGETED BALANCE SHEET - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2024

<u>Alwyndor</u> <u>23/24</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>24/25</u> <u>BUDGET</u>
\$		\$
	CURRENT ASSETS	
3,500,000	Cash and cash equivalents	4,396,635
3,515,403	Trade and Other Receivables	4,440,985
7,015,403	TOTAL CURRENT ASSETS	8,837,620
	NON-CURRENT ASSETS	
14,057,240	Financial Assets	13,593,509
40,278,004	Land, Infrastructure, Property, Plant & Equipment	42,777,316
54,335,244	TOTAL NON-CURRENT ASSETS	56,370,825
61,350,647	TOTAL ASSETS	65,208,445
	CURRENT LIABILITIES	
33,886,533	Trade and Other Payables	35,800,948
2,783,426	Short-term Provisions	3,730,000
36,669,959	TOTAL CURRENT LIABILITIES	39,530,948
	NON-CURRENT LIABILITIES	
280,873	Long-term Provisions	700,594
280,873	TOTAL NON-CURRENT LIABILITIES	700,594
36,950,832	TOTAL LIABILITIES	40,231,542
24,399,815	NET ASSETS	24,976,903
	EQUITY	
5,562,172	Accumulated Surplus	6,139,260
12,423,289	Asset Revaluation Reserve	12,423,289
6,414,354	Other Reserves	6,414,354
24,399,815	TOTAL EQUITY	24,976,903

CITY OF HOLDFAST BAY
BUDGETED STATEMENT OF CHANGES IN EQUITY - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2024

<u>Alwyndor</u> <u>23/24</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>24/25</u> <u>BUDGET</u>
\$		\$
	ACCUMULATED SURPLUS	
5,053,055	Balance at beginning of period	5,562,172
509,117	Net Surplus/(Deficit)	577,088
5,562,172	Balance at end of period	6,139,260
12,423,289	ASSET REVALUATION RESERVE	12,423,289
6,414,354	ALWYNDOR RESERVES	6,414,354
18,837,643	TOTAL RESERVES CLOSING BALANCE	18,837,643
24,399,815	TOTAL EQUITY	24,976,903

CITY OF HOLDFAST BAY
BUDGETED STATEMENT OF CASH FLOWS - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2024

<u>Alwyndor</u> <u>23/24</u> <u>BUDGET</u> \$	<u>Alwyndor</u> <u>24/25</u> <u>BUDGET</u> \$	
(OUTFLOWS)		
CASH FLOWS FROM OPERATING ACTIVITIES		
<u>Receipts</u>		
40,573,904	Operating Receipts	48,135,492
<u>Payments</u>		
(38,199,159)	Operating payments to suppliers and employees	(45,040,196)
(142,800)	Finance Payments	(131,156)
2,231,945	NET CASH PROVIDED BY OPERATING ACTIVITIES	2,964,140
CASH FLOWS FROM INVESTING ACTIVITIES		
<u>Receipts</u>		
(1,218,330)	Net Purchase of Investment Securities	-
<u>Payments</u>		
(1,378,199)	Expenditure on renewal/replacement of assets	(1,220,378)
(524,421)	Expenditure on new/upgraded assets	(512,622)
(3,120,950)	NET CASH (USED IN) INVESTING ACTIVITIES	(1,733,000)
CASH FLOWS FROM FINANCING ACTIVITIES		
<u>Receipts</u>		
889,005	Proceeds from Aged Care Facility Deposits	-
889,005	NET CASH PROVIDED BY FINANCING ACTIVITIES	-
-	NET INCREASE (DECREASE) IN CASH HELD	1,231,140
	CASH AND CASH EQUIVALENTS AT BEGINNING OF	
3,500,000	REPORTING PERIOD	3,165,495
	CASH AND CASH EQUIVALENTS AT END OF	
3,165,495	REPORTING PERIOD	4,396,635

RECONCILIATION OF INCOME STATEMENT TO BUDGETED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30TH JUNE 2024

509,117	SURPLUS/(DEFICIT) FROM INCOME STATEMENT	577,088
NON-CASH ITEMS IN INCOME STATEMENT		
1,617,981	Depreciation	1,747,517
104,847	Increase (decrease) in provisions - nett	639,535
1,722,828	TOTAL NON-CASH ITEMS	2,387,052
CASH ITEMS NOT IN INCOME STATEMENT		
(1,902,620)	Capital Expenditure	(1,733,000)
-	Loan Repayments - External	-
889,005	Proceeds from Aged Care Facility Deposits	-
(1,218,330)	Net Purchase of Investment Securities	-
(2,231,945)	TOTAL CASH ITEMS	(1,733,000)
	NET INCREASE/(DECREASE)	
-	IN CASH AND CASH EQUIVALENTS	1,231,140

CITY OF HOLDFAST BAY
BUDGETED UNIFORM PRESENTATION OF FINANCES
FOR THE YEAR ENDED 30TH JUNE 2024

<u>Alwyndor</u> <u>23/24</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>24/25</u> <u>BUDGET</u>
\$		\$
40,793,410	Operating Revenues	49,156,376
(40,284,293)	less Operating Expenses	(48,579,288)
509,117	Operating Surplus/(Deficit) before Capital Amounts	577,088
	Less net outlays on Existing Assets	
1,378,199	Capital Expenditure on renewal & replacement of existing assets	1,220,378
(1,617,981)	Less Depreciation	(1,747,517)
(239,782)		(527,139)
	Less outlays on New and Upgraded Assets	
524,421	Capital Expenditure on new & upgraded assets	512,622
224,478	Net lending/(borrowing) for financial year	591,605

BUDGETED FINANCIAL INDICATORS - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2024

<u>Alwyndor</u> <u>23/24</u> <u>BUDGET</u>		<u>Alwyndor</u> <u>24/25</u> <u>BUDGET</u>
\$		\$
	OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS	
\$509,117		\$577,088
	OPERATING SURPLUS RATIO (Operating surplus/(deficit) before capital amounts as % of general revenue)	
1.2%		1.2%
	NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)	
\$15,878,189		\$17,800,413
	NET FINANCIAL LIABILITIES RATIO (Total liabilities less financial assets as % of total operating revenue)	
39%		36%
	INTEREST COVER RATIO (Net interest expense as % of total operating revenue less investment income)	
0.3%		0.2%
	ASSET SUSTAINABILITY RATIO (Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of depreciation expense)	
85%		70%

Attachment 2



**CITY OF HOLDFAST BAY
SCHEDULE OF FEES AND CHARGES 2024-25**

Description	Fee 2024-25 incl. GST where applicable	Fee 2023-24 incl. GST where applicable
ADMINISTRATIVE FEES		
Copy of previous year's rates notice (per rateable property, per quarter)	\$13.00	\$12.00
Assessment record extract	\$13.00	\$12.00
Photocopies – A4 size (per side)	\$1.00	\$1.00
Photocopies – A3 size (per side)	\$1.00	\$1.00
Voters roll (copy of)	\$110.00	\$110.00
Internal Review of Council Decisions <i>s270 Local Govt Act 1999</i>	\$20.00	\$20.00
Freedom of Information * <i>Freedom of Information Act 1991</i>		
Application to access council documents	\$42.00	\$40.75
Application for review of a determination	\$42.00	\$40.75
Staff time spent - per each 15 minutes	\$15.90	\$15.40
Personal Affairs (initial 2 hours free)	No charge	No charge
Photocopies of documents (per page)	\$0.25	\$0.25
Written transcripts of documents (per page)	\$9.35	\$9.10
Photos, X-Rays, Video Tapes, Computer Tape or Disk	Cost recovery	Cost recovery
<i>*MPs only charged for FOI access if costs exceed \$1000</i>		
PROPERTY SEARCHES		
Section 7 - Property details <i>Land and Business Act (Sales and Conveyancing) Act 1994</i>		
Property details provided within 8 days by written request *	\$28.50	\$27.75
Property details urgent request *	\$42.75	\$41.50
Section 187 - Certificate of Liabilities on rates and charges <i>Land Tax Act 1936</i>		
Certificate of Liabilities on rates and charges provided within 8 days by written request *	\$40.25	\$39.00
Section 7 & Section 187		
Property details and Certificate of Liabilities on rates and charges provided within 8 days by written request *	\$68.75	\$66.75
Property details and Section Certificate of Liabilities on rates and charges urgent request *	\$83.00	\$80.50
<i>* Fee per rateable property</i>		
LIBRARY		
Photocopies		
- A4 sheets	\$0.20	\$0.20
- A3 sheets	\$0.30	\$0.30
Printing - word processing/CD ROM		
- per A4 sheet (black & white)	\$0.20	\$0.20
- per A4 sheet (colour)	\$1.00	\$1.00
- per A3 sheet (colour)	\$2.00	\$2.00
Library programs and events	Various	various
Sale of library materials		
- Magazines	\$0.50	\$0.50
- Books, AV, Jigsaws	\$1.00	\$1.00
Lost library items	Replacement cost	Replacement cost
Document delivery	Cost recovery	Cost recovery
EVENTS, CLASSES & ACTIVITIES		
Classes, Activities, School Holiday Programs and other Community Events	Various	Various
<i>Fees available on council website</i>		
HISTORY & CULTURE		
Sale of books, postcards and artwork	Various	various
High-resolution photograph	\$20/image	\$15/image
Exhibitions and events	Various	various
House History	\$35.00	\$30.00
Gallery hire	POA	POA



**CITY OF HOLDFAST BAY
SCHEDULE OF FEES AND CHARGES 2024-25**

Description	Fee 2024-25 incl. GST where applicable	Fee 2023-24 incl. GST where applicable
COMMUNITY CENTRES		
Glenelg Community Centre		
<i>Available for hire after 4pm Monday to Saturday and all day on Sunday</i>		
- Main Hall		
Private / Commercial	\$55/hour	\$50-100/ hour
Community / Not For Profit	\$35/hour	\$30/ hour
- Library		
Private / Commercial	\$25/hour	new 2024-25
Community / Not For Profit	\$15/hour	new 2024-25
- Meeting Room		
Private / Commercial	\$35/hour	new 2024-25
Community / Not For Profit	\$20/hour	new 2024-25
- Whole Facility		
Private / Commercial	\$80/hour	new 2024-25
Community / Not For Profit	\$45/hour	new 2024-25
Glenelg North Community Centre		
- East Hall		
Private / Commercial	\$35/hour	new 2024-25
Community / Not For Profit	\$20/hour	new 2024-25
- North Hall		
Private / Commercial	\$55/hour	new 2024-25
Community / Not For Profit	\$35/hour	new 2024-25
- Meeting Room		
Private / Commercial	\$20/hour	new 2024-25
Community / Not For Profit	\$10/hour	new 2024-25
- Whole Facility		
Private / Commercial	\$90/hour	new 2024-25
Community / Not For Profit	\$50/hour	new 2024-25
Holdfast Bay Community Centre		
- Mawson Hall		
Private / Commercial	\$75/hour	\$75/hour
Community / Not For Profit	\$37/hour	\$37/hour
- Susan Grace Bennie/ Activity Room 2		
Private / Commercial	\$64/hour	\$64/hour
Community / Not For Profit	\$32/hour	\$32/hour
- Art Macauley/ Activity Room 1		
Private / Commercial	\$54/hour	\$54/hour
Community / Not For Profit	\$27/hour	\$27/hour
Other Community Centre charges		
- Bond - low risk event	\$250.00	new 2024-25
- Bond - high risk event	\$500.00	new 2024-25
- Cleaning fee	\$153.00	new 2024-25
- Lost key	\$60.00	new 2024-25
- Emergency services call out fee	\$150.00	new 2024-25
COMMUNITY TRANSPORT		
Subsidised Fees [^]		
Community Bus – single trip (one way) to local destinations	\$2.55	\$2.55
Let's Explore - per return trip	\$12.00	\$12.00
Personal Transport*		
- One way trip WITHIN council boundaries	\$5.00	\$5.00
- One way trip OUTSIDE council boundaries (within a 10km radius)	\$10.00	\$10.00
- One way trip OUTSIDE council boundaries (within a 20km radius)	\$15.00	\$15.00
[^] Subsidised fees available to residents with a My Aged Care referral		
Private Fees		
Community Bus – single trip (One Way) to local destinations	\$3.80	\$3.80
Personal Transport*		
- One way trip WITHIN council boundaries	\$10.00	\$10.00
- One way trip OUTSIDE council boundaries (within a 10km radius)	\$20.00	\$20.00
- One way trip OUTSIDE council boundaries (within a 20km radius)	\$30.00	\$30.00
* Service provided by Council volunteer or Taxi company		



**CITY OF HOLDFAST BAY
SCHEDULE OF FEES AND CHARGES 2024-25**

Description	Fee 2024-25 incl. GST where applicable	Fee 2023-24 incl. GST where applicable
BUS CHARTER		
Booking fee	\$10.00	\$10.00
Mileage Fee - small bus	\$2.20 per kilometre	\$2.25 per kilometre
Mileage Fee - large bus	\$2.48 per kilometre	\$2.25 per kilometre
<i>Eligibility Criteria apply to bus charter services. Hire is subject to bus and council-accredited volunteer driver availability.</i>		
ANIMALS		
Dog Registration Fees - Statutory: Dog and Cat Management Act 1995		
- Standard (microchipped and desexed)	\$55.00	\$52.50
- Non-standard	\$110.00	\$105.00
- Puppy (under 6 months old)	\$55.00	\$52.50
- Business registration		
1 dog	\$110.00	\$105.00
2 dogs	\$215.00	\$210.00
3 dogs	\$320.00	\$315.00
4 dogs	\$425.00	\$420.00
5 to 10 dogs	\$530.00	\$525.00
11 to 20 dogs	\$1,055.00	\$1,050.00
21 to 30 dogs	\$1,600.00	\$1,600.00
Over 30 dogs	\$2,105.00	\$2,100.00
- Assistance dog	No charge	No charge
- Concession card holder rebate	50% of applicable registration fee but not late fee	50% of applicable registration fee but not late fee
- New registrations lodged in June	No charge	\$0.00
- Late registration fee	\$20.00	\$20.00
<i>Upon written request from dog owner whose dog has deceased between 1 July - 30 September Council may approve at 50% rebate</i>		
Non Statutory		
Animal collection - short term hold at council	\$57.00	\$55.00
Cat collection and impound	\$109.00	\$105.00
Other animals collection and impound	\$109.00	\$105.00
Dog acceptance fee (impound fee) 72 hour holding fee - RSPCA	\$270.00	\$262.00
Sustenance fee care and feeding per day	\$60.00	\$60.00
Dangerous dog / menacing dog collars	\$42.00	\$40.00
Roll of compostable dog bags	\$15.75	\$15.75
<i>Pensioner assistance given with 50% discount on above fees for animal collection</i>		
ROAD AND PROPERTY RELATED CHARGES		
Verges		
Verge maintenance	\$295.00	\$295.00
Street Tree		
Minimum removal cost	\$625.00	\$625.00
Removal cost (per metre, over 2 meters in height)	\$294.00	\$294.00
Stump munching	\$50.00	\$50.00
Street tree replacement (per tree - labour, materials, minimum 3 years watering & pruning)	\$2,135.00	\$2,135.00
Administration fee	\$168.00	\$168.00
Lost amenity value using revised Burnley method (value calculated for each individual tree)	POA	POA
Encroachment		
Application fee - type 1 (market valuation not required to set permit fee)	\$150.00	\$150.00
Application fee - type 2 (market valuation required to set permit fee)	POA	POA
Annual Fee	From \$150	From \$150
Other		
Damage to Council property (including removal of posters) - \$45 minimum (\$45 per ½ hour or part thereof).	\$45/half-hour	\$45/half-hour
Remove overgrown vegetation - \$180 minimum (\$45 per ½ hour or part thereof, minimum charge 2 hours).	\$45/half-hour	\$45/half-hour
DEVELOPMENT AREA		
Plan search fee	\$125.00	\$120.00
Offsite plan search retrieval fee (if required)	\$52.00	\$52.00
Photocopying (per page) - admin photocopying fees	Refer admin fee	Refer admin fee
<i>Development Application fees are set under the Development Act and are not subject to Council discretion.</i>		



**CITY OF HOLDFAST BAY
SCHEDULE OF FEES AND CHARGES 2024-25**

Description	Fee 2024-25 incl. GST where applicable	Fee 2023-24 incl. GST where applicable
PERMITS		
Outdoor Dining		
<i>Location (per m2 per annum)</i>		
South Esplanade (Broadway Kiosk)	\$347.00	\$340.00
Moseley Square - exposed	\$125.00	\$123.00
Moseley Square - enclosed	\$347.00	\$340.00
Jetty Road, Glenelg (east of Jetty Hotel to Brighton Road)	\$227.00	\$223.00
Jetty Road, Brighton	\$107.00	\$105.00
Colley Terrace	\$125.00	\$123.00
Other locations	\$79.00	\$77.00
Foreshore (Glenelg)	\$107.00	\$105.00
Goods on Footpath		
Minimum fee	\$217.00	\$213.00
<i>Location (per m2 per annum)</i>		
Jetty Road, Glenelg (east of Jetty Hotel to Brighton Road)	\$130.00	\$127.00
Jetty Road, Brighton	\$64.00	\$63.00
Foreshore (Glenelg)	\$109.00	\$107.00
Other locations	\$56.00	\$55.00
Street Trading Permits		
Per event	\$188.00	\$179.00
Food Truck Permits		
Food truck permits (specified locations) per month	\$226.00	\$217.00
Food truck permits (specified locations) per year	\$2,267.00	\$2,170.00
Annual food permits at an event approved location (per food stall)*	\$235/yr or \$165/day	\$230/yr or \$155/day
<i>*At the discretion of the authorised officer fees may not be applicable for a recognised charity / not for profit organisation if documentation from the Australian Taxation Office demonstrating status can be provided or other evidence.</i>		
Personal Training Permits		
- Category A - 12 months	\$95.00	\$90.00
- Category A - 3 months	\$45.00	\$40.00
- Category B - 12 months	\$175.00	\$170.00
- Category B - 3 months	\$85.00	\$80.00
- Category C - 12 months	\$240.00	\$230.00
- Category C - 3 months	\$105.00	\$100.00
- Administrative fee for changes	\$25.00	\$20.00
Hoarding		
Application fee	\$67.00	\$67.00
Fee - (per m2 per day or part thereof) on road excluding car park(s) as defined below which attract a	\$1.04	\$1.00
Footpath closure (per m2 per day or part thereof) *	\$1.04	\$1.00
Road closure with hoarding (per m2(per day or part thereof) * - capped at one day ^	\$315.00	\$300.00
Traffic management plan assessment - private works*	\$145.00	\$138.00
Community directional sign	\$156.00	\$149.00
Fees for paid car park use or closure (per day)*		Current car parking rate
Part of car park constitutes a fee for the full car park		Current on-street car parking rate for a 24 hour period
Fees for free or permit parking use or closure (per day, per parking bay**)	\$60.00	\$59.00
<i>*Permit fee for major city development greater than \$20,000 may be assessed through consideration of locality, area used, duration and community benefit.</i>		
<i>** Parking bay is either clearly marked or if not marked the space available for a car in accordance with Australian Standard AS2890.5 (2.0m wide by 6m long).</i>		
<i>^ Applications greater than one day will be considered separately.</i>		
Bulk bin licence		
Application fee	\$67.00	\$74.00
Additional fees (per day per car space marked or unmarked as defined above)	\$60.00	\$30.00
Local Nuisance: Local Nuisance and Litter Control Act 2016		
Local nuisance exemption application (per application)	\$215.00	\$210.00



**CITY OF HOLDFAST BAY
SCHEDULE OF FEES AND CHARGES 2024-25**

Description	Fee 2024-25 incl. GST where applicable	Fee 2023-24 incl. GST where applicable
ENVIRONMENTAL AND HEALTH		
Food inspections - Food Act 2001 and Food Regulations 2017		
Small business (definition as per Food Act)	\$144.00	\$140.00
Other (definition as per Food Act)	\$361.00	\$350.00
Other		
Food auditing per hour	\$188.00	\$181.00
Desk top food audit per hour	\$100.00	\$94.00
Immunisation	\$21 service fee + cost recovery	\$20 service fee + cost recovery
Legionella water sampling	Cost recovery	\$90.00
OTHER		
Impounding		
Impounding and public notice	Cost recovery	Cost recovery
Towing	Cost recovery	Cost recovery
Locksmith	Cost recovery	Cost recovery
Other		
Compostable bags	\$3.00	\$3.00
CEMETERY CHARGES		
Interment rights in perpetuity	\$25,000.00	\$24,000.00
New or Renewal Lease		
- 25 year lease	\$3,150.00	\$3,000.00
- 5 year lease	\$640.00	\$620.00
Digging of Grave (burials) – either new ground or a re-open of existing lease		
- Baby grave 4'6" x 3'	\$820.00	\$800.00
- Child under 10 years (child depth)	\$1,100.00	\$1,020.00
- Single depth/standard grave size	\$2,320.00	\$2,200.00
- Double depth/standard grave size	\$2,750.00	\$2,500.00
- Triple depth/standard grave size	\$3,375.00	\$3,200.00
- Exhumations	POA	POA
- Remove and replace ledger	\$740.00	\$710.00
- Remove concrete only	\$665.00	\$640.00
- Remove and replace concrete	\$1,500.00	\$1,450.00
- Lift and deepen	\$1,400.00	\$1,300.00
- Vault preparation and sealing	\$2,500.00	\$2,300.00
- Saturday surcharge	\$720.00	\$680.00
- Late fee after 3pm Monday to Thursday	\$450.00	\$420.00
- Late fee after 3pm Friday	\$630.00	\$590.00
- Excess soil removal	\$210.00	\$190.00
- Gravesite search (each additional search thereafter)	\$60.00	\$55.00
- Late notice (<48 hours notice)	\$345.00	\$320.00
Interment of cremated remains (<i>into grave site</i>)	\$560.00	\$520.00
Columbarium Wall Charges		
- Memorial rights in perpetuity (columbarium wall charges only)	\$16,700.00	\$16,100.00
- North Brighton wall	\$2,250.00	\$2,100.00
- King George Avenue wall	\$2,250.00	\$2,100.00
- St Jude's wall	\$2,250.00	\$2,100.00
- Standard 8 line computer set plaque	\$740.00	\$700.00
North Brighton MAS System Memorials		
- Memorial rights in perpetuity (North Brighton MAS Blocks only)	\$11,700.00	\$11,200.00
- Site fee - lease 50 years	\$2,750.00	\$2,600.00
- Plaque	\$640.00	\$610.00
Monumental Work Application Fees		
- New monument	\$225.00	\$210.00
- Addition to existing	\$105.00	\$100.00
Lease of Memorial Seats (10 Years)		
- Memorial seats along the foreshore	\$4,820.00	\$4,600.00
- Memorial seats on Council parks and reserves	\$3,250.00	\$3,100.00
Glenelg/Brighton seaside memorials - engraving	\$1,900.00	\$1,800.00



**CITY OF HOLDFAST BAY
SCHEDULE OF FEES AND CHARGES 2024-25**

Description	Fee 2024-25 incl. GST where applicable	Fee 2023-24 incl. GST where applicable
OFF-STREET CAR PARKING (Hourly Rate)		
Ticket Parking Fees (per hour)^		
Elizabeth Street		
- Off-season (March to August)	\$3.50	\$3.30
- Peak-season (September to February)	\$3.70	\$3.60
Buffalo Car Park	\$2.30	\$2.20
Glenelg Cinema - Partridge Street		
- First two hours	No charge	Free
- Third hour	\$3.50	\$3.20
- Fourth hour	\$4.30	\$4.10
- Subsequent hours	\$5.80	\$5.60
- Maximum fee	\$32.00	\$30.00
- Business permits*	\$5/day	\$5/day
Cinema Patrons		
- First four hours	No charge	Free
- Subsequent hours	\$5.70/hr	5.60/hr
- Maximum fee	\$32.00	\$30.00
*Eligibility at the discretion of the authorised officer		
^ Permits issued by council administration will receive parking at no charge in accordance with the permit conditions, this does not include residential or business permits.		
ON-STREET CAR PARKING (Hourly Rate) ^		
Ticket Parking Fees (per hour) - Colley Terrace/Anzac Highway		
- Off-season (March to August)	\$3.50	\$3.30
- Peak-season (September to February)	\$3.70	\$3.60
Ticket Parking Fees (per hour) - New Locations		
- Off-season (March to August)	\$3.50	\$3.30
- Peak-season (September to February)	\$3.70	\$3.60
<i>*merchant fees or other fees may apply for ticket machines, this fee will be displayed on the ticket machine</i>		
Residential Parking Permits (per annum)	\$162.00	\$155.00
3P Parking (per annum)	\$162.00	\$155.00
Temporary Parking Controls (per parking bay, per day)	\$60.00	\$59.00
^ Permits issued by council administration will receive parking at no charge in accordance with the permit conditions, this does not include residential or business permits.		



**CITY OF HOLDFAST BAY
SCHEDULE OF FEES AND CHARGES 2024-25**

Description	Fee 2024-25 incl. GST where applicable	Fee 2023-24 incl. GST where applicable
EVENT HIRE		
Minimum fee to cover administration costs	\$292.00	\$292.00
Vehicled display		
- Bond	Subject to event	Subject to event
- Hire	\$539.00	\$539.00
Small recreational events - (i.e. 50-200 core participants)		
- Bond	\$707.00	\$707.00
- Hire	\$707.00	\$707.00
Large events		
- Bond	Subject to event	Subject to event
- Hire	\$2,135.00	\$2,043.00
Commercial events		
- Bond	Subject to event	Subject to event
- Hire	\$2,883.00	\$2,759.00
Promotional activities (up to 4 hours)		
- Bond	Subject to event	Subject to event
- Hire	\$811.00	\$776.00
Promotional activities (full day)		
- Bond	Subject to event	Subject to event
- Hire	\$1,953.00	\$1,869.00
Hire of jetty (up to 4 hours)		
- Bond	Subject to event	Subject to event
- Hire	\$811.00	\$776.00
Hire of jetty (full day)		
- Bond	Subject to event	Subject to event
- Hire	\$1,953.00	\$1,869.00
Filming		
- Bond	Subject to event	Subject to event
- Hire		\$540.00
- Low impact filming	\$292.00	new 2024-25
- Medium impact filming	\$540.00	new 2024-25
- High impact filming	Subject to event	new 2024-25
Multi-day Events		
- Bond	Subject to event	Subject to event
- Low impact events	Starting from \$3,062 per week, or part thereof	starting from \$2,930 per week, or part thereof
- High impact events	Starting from \$3,835 per week, or part thereof	starting from \$3,670 per week, or part thereof
Road closures	Subject to event	Subject to event
Grass remediation levy	Subject to event	Subject to event
Event bins	\$18.00	\$18.00
<i>Note: Hire and Bond fees may change without notice - costs may vary depending on event requirements</i>		
Glenelg Town Hall pop up stalls		
- Small store - winter	\$192.50 per week	-
- Small store - summer	\$500.50 per week	-
- Large store - winter	\$280.50 per week	-
- Large store - summer	\$926.50 per week	-

Note: Any fees and charges not specified in this schedule that are specifically prescribed by legislation will be charged as per the legislation.

The statutory fees and charges listed may be amended at any time during the financial year. The Fees and Charges Schedule will be updated as statutory charges are amended.



**CITY OF HOLDFAST BAY
SCHEDULE OF FEES AND CHARGES 2024-25
Partridge House**

Description	Fee 2024-25 incl. GST where applicable			Fee 2023-24 incl. GST where applicable		
	Private/Corporate Bookings (for weddings, children's birthday parties and memorial services please refer to our packages section)		Not For Profit & Community Benefit Events	Private/Corporate Bookings (for weddings, children's birthday parties and memorial services please refer to our packages section)		Not For Profit & Community Benefit Events
	Mon-Fri MIN 2 HOURS	Sat, Sun, Public Holiday (minimum hire charge: 3 hours)	Mon-Thu Only UP TO 3 HOURS	Mon-Fri MIN 2 HOURS	Sat, Sun, Public Holiday (minimum hire charge: 3 hours)	Mon-Thu Only UP TO 3 HOURS
Venue Only <i>(hirer responsible for all set up/pack down and clean up)</i>						
House						
Partridge Room/Kitchen (Rm 1)	\$130 - \$190 per hour	\$180 - \$230 per hour	\$85 - \$155 for up to 3 hours	\$130 - \$190 per hour	\$180 - \$230 per hour	\$85 - \$155 for up to 3 hours
Courtyard Room/Kitchen (Rm 3) and Library	\$130 - \$190 per hour	\$180 - \$230 per hour	\$85 - \$155 for up to 3 hours	\$130 - \$190 per hour	\$180 - \$230 per hour	\$85 - \$155 for up to 3 hours
Mayoresses Parlour	\$110 - \$150 per hour	\$120 - \$160 per hour	\$75 - \$155 for up to 3 hours	\$110 - \$150 per hour	\$120 - \$160 per hour	\$75 - \$155 for up to 3 hours
Garden Room incl. Kitchen (Rm 8)	\$120 - \$180 per hour	\$150 - \$200 per hour	\$85 - \$155 for up to 3 hours	\$120 - \$180 per hour	\$150 - \$200 per hour	\$85 - \$155 for up to 3 hours
Partridge Room, Courtyard Room, Library, Kitchen	\$240 - \$390 per hour	\$300 - \$400 per hour	\$180 - \$350 for up to 3 hours	\$240 - \$390 per hour	\$300 - \$400 per hour	\$180 - \$350 for up to 3 hours
Entire House/Exclusive Use	\$295 - \$450 per hour	\$395 - \$595 ph Max \$3000	\$330 - \$540 for up to 3 hours	\$295 - \$450 per hour	\$395 - \$595 ph Max \$3000	\$330 - \$540 for up to 3 hours
Grounds						
Elm Tree Courtyard	\$100 - \$130 per hour	\$125 - \$230 per hour	\$70 - \$160 for up to 3 hours	\$100 - \$130 per hour	\$125 - \$230 per hour	\$70 - \$160 for up to 3 hours
Pond Lawn	\$100 - \$130 per hour	\$125 - \$230 per hour	\$70 - \$160 for up to 3 hours	\$100 - \$130 per hour	\$125 - \$230 per hour	\$70 - \$160 for up to 3 hours
House Lawn	\$100 - \$130 per hour	\$115 - \$225 per hour	\$70 - \$160 for up to 3 hours	\$100 - \$130 per hour	\$115 - \$225 per hour	\$70 - \$160 for up to 3 hours
Sun Dial Lawn	\$100 - \$130 per hour	\$115 - \$225 per hour	\$70 - \$160 for up to 3 hours	\$100 - \$130 per hour	\$115 - \$225 per hour	\$70 - \$160 for up to 3 hours
All reservable grounds areas [Rate = Elm Tree + Sun Dial Lawn]	\$200 - \$350 per hour	\$350 - \$550 ph max \$3000	\$175 - \$350 for up to 3 hours	\$200 - \$350 per hour	\$350 - \$550 ph max \$3000	\$175 - \$350 for up to 3 hours
Additional hire time						
Additional Options						
Staff assistance (set up / pack down furniture)	\$83-\$125 per hour	\$125-\$182 per hour	\$83	\$80-\$120 per hour	\$120-\$175 per hour	\$80
Cleaning	\$104	\$155	\$104	\$100	\$150	100
Wifi internet access	On application	On application	On application	On application	On application	On application
Data projector and screen (flat rate)	\$100	\$100	Inc if available	\$100	\$100	Inc if available
Sound equipment incl. microphone & CD player (flate rate)	\$100	\$100	Inc if available	\$100	\$100	Inc if available
Lecturn (flat rate)	\$50	\$50	Inc if available	\$50	\$50	Inc if available
Wedding ceremony chairs (per chair)	\$5	\$5	\$5	\$5	\$5	\$5
Cocktail Table	\$25	\$25	\$25	\$25	\$25	\$25
Flower pedestal (per item)	\$10	\$10	Inc if available	\$10	\$10	Inc if available
Table linen (per item)	\$30 per cloth	\$30 per cloth	\$30 per cloth	\$30 per cloth	\$30 per cloth	\$30 per cloth
Wedding arch/circle/sash	\$100	\$100	\$100	\$100	\$100	\$100
Smart TV Screen	\$200	\$300	\$300	\$200	\$300	\$300

Note:

- The actual price for each booking will be quoted on application and is calculated based on time of day, time of year, duration, requirements and opportunity cost
- Private & Corporate booking charge capped at \$1600 per room or \$2500 for entire house for up to 10 hours hire
- Prices for not for profit or small business bookings on a Friday, Saturday, Sunday or Public Holiday will be provided on application. Discounts may be given at the discretion of the Partridge House Manager
- Fees will be charged to the hirer if the venue is not left in a clean and tidy condition
- All bookings need to include time for set up/pack down and clean up
- Use of chairs and tables included in house venue hire charge
- Use of basic crockery, cutlery & glass ware included in venue hire charges for community bookings
- Additional charges apply for catering. Please refer to separate catering brochure for details of menu and pricing options
- Additional charges may apply to process applications for use of Partridge House or grounds by commercial photographers and professional entertainers.
- Not all areas in grounds can be booked (playground, rear oval and barbeque/picnic area cannot be booked) and will always be available for community use
- City of Holdfast Bay Ratepayers receive a 10% discount on venue hire for private bookings. Evidence required to receive ratepayer discount - event must be for the ratepayer or an immediate family member
- 25% non-refundable deposit required to confirm venue bookings



CITY OF HOLDFAST BAY
SCHEDULE OF FEES AND CHARGES 2024-25
Partridge House Packages

Partridge House Packages	Inclusions	2024-25 Venue Hire Fees incl. GST where applicable			2023-24 Venue Hire Fees incl. GST where applicable		
		Mon - Fri	Sat & Sun	Public Holiday	Mon - Thu	Fri, Sat & Sun	Public Holiday
Weddings							
Ceremony only	2 hours exclusive use of reservable space in grounds or entire house, 24 chairs for guests, signing table and 2 chairs, photography permit, 3 reserved parking spaces, set up, pack down and clean up. 1 hour rehearsal prior to wedding day.	\$1,000	\$1,200	\$1,500	\$1,000	\$1,200	\$1,500
Ceremony and refreshment table	2.25 hours exclusive use of reservable space in grounds or entire house, 24 chairs for guests, signing table and 2 chairs, photography permit, 3 reserved parking spaces, set up, pack down and clean up. 1 hour rehearsal prior to wedding day. Drinks table with white cloth and silver tubs and ice set up for clients own drinks to be supplied for refreshments after the service. Glassware additional cost. POA	\$1,100	\$1,350	\$1,650	\$1,100	\$1,350	\$1,650
Reception only	6 hours exclusive use of entire house or reservable space in grounds, chairs and tables for up to 100 guests, photography permit, 3 reserved parking spaces, set up, pack down and clean up. Note: catering is an additional cost and is provided exclusively by Partridge House caterers - Instyle Catering (see brochure for details)	\$1,300	\$1,600 - \$1,800	\$1,800 - \$2,000	\$1,300	\$1,600 - \$1,800	\$1,800 - \$2,000
Ceremony + reception	Up to 8 hours from 4pm-midnight exclusive use of reservable space in grounds and house. 24 guest chairs, signing table and 2 chairs for ceremony, photography permit, chairs and tables for up to 100 guests, 3 reserved parking spaces, set up, pack down and clean up 1 hour rehearsal to be booked in with Partridge House. Note: catering is an additional cost and is provided exclusively by Partridge House caterers - Instyle Catering (see brochure for details)	\$2,000 - \$2,500	\$2,200 - \$3,000	\$3,000	\$2,000 - \$2,500	\$2,200 - \$3,000	\$3,000
Extended ceremony + reception	Ideal for a marquee or more elaborate reception set up. Up to 15 hours exclusive use of reservable space in grounds or entire house (typically 9am-midnight). 24 guest chairs, signing table and 2 chairs for ceremony, photography permit, chairs and tables for up to 100 guests, 3 reserved parking spaces, set up, pack down and clean up. 1 hour rehearsal to be booked in with Partridge House. Note: catering is an additional cost and is provided exclusively by Partridge House caterers - Instyle Catering (see brochure for details)	\$3,000	\$3,000-\$3,500	\$3,750	\$3,000	\$3,000-\$3,500	\$3,750
Private Events							
Day time event (before 5pm) <i>Valid only for bookings made within 3 months of the event date</i>	Up to 4 hours exclusive use of Partridge Room, Courtyard Room, Kitchen and front lawn, chairs and tables for up to 100 guests (indoor only)	\$650 - \$1,200	\$1,000 - \$1,500	\$1,000 - \$2,000	\$650 - \$1,200	\$1,000 - \$1,500	\$1,000 - \$2,000
Evening event (after 5pm) <i>Valid only for bookings made within 3 months of the event date</i>	Up to 6.5 hours exclusive use of Partridge Room, Courtyard Room, Kitchen and front lawn, chairs and tables for up to 100 guests (indoor only).	\$700 - \$1,500	\$1,100 - \$1,750	\$1,200 - \$2,000	\$700 - \$1,500	\$1,100 - \$1,750	\$1,200 - \$2,000
Memorial /Funeral Service							
Inside Partridge House							
Service only	2 hours including audio visual equipment, lecturn, flower pedestals, 3 reserved parking spaces, set up and pack away.	\$600-\$700			\$600-\$700		
Service & refreshments	2.5 hours including refreshments for up to 50, audio visual equipment, lecturn, flower pedestals, 3 reserved parking spaces, set up and pack away.	\$750-\$900			\$750-\$900		
Outside Under Elm Tree							
Service only	2.5 hours including audio equipment, lecturn, flower pedestals, 3 reserved parking spaces, set up and pack away.	\$700-\$900			\$700-\$900		
Service & refreshments	3 hours including refreshments for up to 50, audio equipment, lecturn, flower pedestals, 3 reserved parking spaces, set up and pack away.	\$1100-\$1200			\$1100-\$1200		

Note:

- Bookings may be for future financial years
- City of Holdfast Bay Ratepayers receive a 10% discount on venue hire for private bookings. Evidence required to receive ratepayer discount - event must be for the ratepayer or an immediate family member



**CITY OF HOLDFAST BAY
SCHEDULE OF FEES AND CHARGES 2024-25
Kauri Community & Sports Centre**

	Fee 2024-25 incl. GST where applicable			Fee 2023-24 incl. GST where applicable		
	Private/Corporate Bookings		Not For Profit & Community Benefit Events	Private/Corporate Bookings		Not For Profit & Community Benefit Events
	Monday-Friday Between 9am-5pm 10% surcharge after 5pm	Weekend 9am-5pm Or Public holiday 10% surcharge after 5pm	Monday-Friday 9am-5pm 10% surcharge after 5pm	Monday-Friday Between 9am-5pm 10% surcharge after 5pm	Weekend 9am-5pm Or Public holiday 10% surcharge after 5pm	Monday-Friday 9am-5pm 10% surcharge after 5pm
Hire Options						
Venue Only <i>(hirer responsible for all set up/pack down and clean up)</i>						
Function Room	\$290/day or \$190/4hrs	\$400/day or \$250/4hrs	\$240/day or \$140/4hrs or \$50/hr	\$275/day or \$175/4hrs	\$380/day or \$225/4hrs	\$230/day or \$135/4hrs or \$45/hr
Meeting Room	\$150/day or \$85/half day or \$32/hr	\$190/day or \$115/half day or \$50/hr	\$110/day or \$75/half day or \$30/hr	\$135/day or \$80/half day or \$30/hr	\$175/day or \$110/half day or \$45/hr	\$110/day or \$75/half day or \$30/hr
Additional Options						
Staff assistance (set up / pack down furniture)	\$50/hr	\$70/hr	\$50/hr	\$45/hr	\$65/hr	\$45/hr
Cleaning	\$75/hr	\$115/hr	\$75/hr	\$67/hr	\$110/hr	\$65/hr
Wifi internet access, Data projector, sound equipment including microphone & CD player	On application	On application	On application	On application	On application	On application
Lecturn (flat rate)	\$30	\$30	\$30	\$25	\$25	included if available
Chairs (per chair)	\$5	\$5	\$5	\$3	\$3	\$3
Tables (per table)	\$30	\$30	\$30	\$25	\$25	\$25
Table with linen	\$45	\$45	\$45	\$40	\$40	\$40

Note:

1. The actual price for each booking will be quoted on application.
2. Minimum \$50 charge/booking for function room
3. Private & Corporate booking charge capped \$2500 for up to 10 hours hire
4. Prices for not for profit or small business bookings on a Weekend or Public Holiday on application.
5. Additional Fees will be charged to the hirer if the venue is not left clean and tidy
6. All bookings need to include time for set up/pack down and clean up
7. Use of basic crockery, cutlery & glass ware included in venue charges
8. Additional charges apply for catering
9. Pricing is reviewed annually with increases, if any, applied on 1st July

Attachment 3

2024-25 Jetty Road Mainstreet Summary Budget

2023-24 Budget	Revenue	2024-25 Budget
660,245	General Rates Raised	707,115
20,000	Other Income	20,000
680,245		727,115
	Expenses	
221,205	Employee Costs	230,053
53,000	Sponsorships	45,000
40,000	Professional Services	10,000
53,000	Event Management	28,500
50,000	Signage	15,000
40,000	Public Relations	50,000
22,000	Marketing	50,000
2,500	Food & Drink	2,500
60,000	Publications	60,000
25,000	Advertisements	40,000
3,540	Directory Board	1,000
15,000	Other Expenditure	50,062
75,000	Winter Activation	75,000
50,000	Summer Activation	50,000
50,000	Seafood Festival	50,000
(80,000)	Carry Forward Budget	(30,000)
680,245		727,115
-	Net Profit/(Loss)	-

Attachment 4



DRAFT BUSINESS PLAN & BUDGET FY25

Constituent Council Distribution - June 2024

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1. Business Plan 2024 – 2025
2. Budget Parameters & Assumptions
3. Capital Contributions & Equity Investments – FY25
4. Budgeted Financial Statements – FY25

1. Business Plan – 2024-2025

Vision

We are leaders in delivering innovative and sustainable waste management solutions for the benefit of our southern Adelaide communities and the environment.

Mission

We accept and process waste at a price point that balances cost, environmental outcomes, and community expectations; provide information and market intelligence to assist our Constituent Councils in their waste management strategies; and respond to our Constituent Council's requests for assessment of waste management methods and/or services.

Purpose

To maintain an effective, cost efficient and environmentally responsible waste management service for our Constituent Councils and their communities by maximising the use of the SRWRA landfill site, assets, and infrastructure.

Our Strategy

To improve and increase the diversity of materials accepted at SRWRA and maximise waste avoidance, re-use, recycling, and recovery opportunities prior to landfill disposal. We do this by building effective relationships with our joint venture partners, stakeholders, and customers, capitalising on, and promoting the circular environmental economy, being an incubator for compatible industries and operating a financially sustainable, well managed and appropriately governed enterprise.

Overarching Principles

Governance – we provide good governance and accountability to our Constituent Councils

Safety and environmental compliance - we care for our people and our environment

Financial Sustainability – we are financially viable

Community - we are a responsible part of our community and achieve great outcomes for them

Strategic Plan Horizon

Developing new ventures (Stage Two: 2019-2026) – research, modelling and testing of initiatives that will position SRWRA as an environmental hub that drives broader environmental outcomes and generates strong revenues.

Objective

To identify, assess, and where viable implement initiatives that deliver the goals of the organisation, complement land-fill activities, enhance environmental and financial sustainability, and contribute to positive community attitudes toward SRWRA.

SRWRA Strategic Plan 2019 to 2026- KPIs

1. Workplace Health and Safety	Lost time injuries recorded for the 2018/19 Financial Year = 3. Reduction in the number of lost time injuries from the previous year, working towards zero lost time injuries.
2. EPA Compliance	Maintain EPA Licence.
3. Service Mix to Support Constituent Councils	Services are aligned to reflect the ongoing needs of the Constituent Councils
4. Landfill Closure Costs are Fully Funded	Biennial update of closure and post closure costs reflected in the Long-Term Financial Plan.
5. Landfill Airspace Life/Future Space	30 years into the future.
6. Diversion of Waste from Landfill	>33% to increase by 1% per year.
7. Power Produced from Site	>20,000 MWh per Annum.
8. Circular Economy	Plan, develop and implement elements of the circular economy that supports SRWRA's business requirements.

Strategic Plan 2019 to 2026 Actions- Extract

NUMBER	ACTION	TIMING	MEASURE
2.1	Actively seek multiple revenue streams to ameliorate risks associated with a narrow product/service base.	Opportunities are identified	The Board is informed about all potential opportunities and timing allows for exploration and considered decisions.
2.2	Continue investigating methods to contain litter.	Ongoing, or activated in response to EPA or community requirements	Off-site litter reduces year-on-year.
2.3	Undertake detailed modelling to maintain an up-to-date understanding of the implications of different business options (e.g. increased tonnages, baling, green waste) in readiness for decision-making when conditions change.	Annual update of key options	The Board receives an annual update about the implications of key options Councils have access to this information to support procurement and policy decisions.
2.4	Business cases are developed and implemented for prioritised ventures (e.g., Material Recovery Facility, Solar Farm, Water Storage, Gas Mitigation, Redevelopment of Buffer Land).	As set by Board	Business cases are delivered according to Board deadlines.
2.5	Monitor Constituent Council demand for potential SRWA provision of collection services (to Constituent and other Councils) to generate revenues and improve control over waste streams and volumes.	As requested by Councils	Business models to support these assessments are available should they be needed.
2.6	If viable, identify opportunities to develop circular economies and undertake research to identify how SRWRA volumes contribute to, and can generate revenues from these economies.	As set by Board	Viability determined, and if positive, implementation plan has been developed.
2.7	Investigate opportunities to co-locate compatible industry at the SRWRA site to support the local circular economy.	As set by Board	Viability determined, and if positive, implementation plan has been developed.

Business Plan Actions

1. Resource Recovery – we deliver commercially sustainable solutions for our Constituent Councils and community				
NUMBER	ACTION	KPI / ACTION (Strategic Plan)	TIMING	MEASURE
1.2	Implement year 2 of the Communication and Education Strategy	KPI 3	June 2025	Year 2 actions completed as per schedule.
<i>1.2.1</i>	- <i>Develop digital content plan for website</i>		<i>Oct 2024</i>	<i>Digital resources uploaded to the website</i>
<i>1.2.2</i>	- <i>Develop a digital tour</i>		<i>Mar 2025</i>	<i>Digital tour uploaded to the website</i>
1.3	Progress the development of the Circular Economy Park	KPI 8	June 2025	Financial viability assessment completed.
<i>1.3.1</i>	- <i>Undertake economic viability study</i>		<i>Dec 2024</i>	<i>Economic viability study presented to the Board.</i>
1.4	Investigate options to increase diversion from landfill	KPI 6	June 2025	Opportunities are identified and acted upon operationally and reported periodically to the Board.
<i>1.4.1</i>	- <i>Assess loads for potential diversion from landfill</i>		<i>June 2025</i>	<i>Loads diverted from landfill when identified.</i>
<i>1.4.2</i>	- <i>Develop business case for the processing of green waste</i>		<i>Mar 2025</i>	<i>Green waste business case considered by the Board.</i>
1.5	Seek opportunities to source landfill cell construction and capping material from customers	KPI 4	June 2025	Capping material specifications developed.
<i>1.5.1</i>	- <i>Assess & plan capping material stockpile locations</i>		<i>Sep 2024</i>	<i>Capping material stockpiles quarantined from operational use.</i>
<i>1.5.2</i>	- <i>Deliver capping material specification</i>		<i>Dec 2024</i>	<i>Published on the website for customers.</i>
1.6	Maximise the use of recovered resources on site	KPI 8	June 2025	Recovered resources are prioritised for use in landfill construction and maintenance works where approved by the EPA.
<i>1.6.1</i>	- <i>Prepare & lodge application for EPA recovered resource Approved Operational Use (AOU)</i>		<i>Oct 2024</i>	<i>New AOU's approved by the EPA by December 2024.</i>

2. Operational Excellence – we deliver a financially sustainable and well governed business model that values safety, regulatory compliance, and positive environmental outcomes.

NUMBER	ACTION	KPI / ACTION (Strategic Plan)	TIMING	MEASURE
2.1	Continuously review and improve workplace safety systems.	KPI 1	Sep 2024	Implement and complete the 2024 Risk Evaluation Action Plan (WHSIM Plan).
2.1.1	- Monthly WHS Performance Reporting to SRWRA Leadership Group		Monthly	Regular WHS reporting to the SRWRA Leadership group.
2.1.2	- Monthly WHS Action Plan update meeting with LGRS Regional Risk Advisor		Monthly	WHS Action Plan monitored and managed to meet September deadline.
2.2	Maximise remaining landfill airspace and future landfill cells.	KPI 5, KPI 6 2.3	June 2025	Maintain a forward fill plan and gaining efficiencies in reuse of daily / interim cover that is regularly reported. Maintain construction plan for cell construction and capping.
2.2.2	- Review the operational efficiency of the landfill.		Dec 2024	Regular reporting provided to the Board.
2.3	Maximise the compatible use of buffer land.	KPI 8 2.1, 2.8	June 2025	Opportunities are presented to the Board as they arise.
2.3.1	- Engage with interested parties and scope opportunities.		June 2025	Scoped opportunities and regular updates presented to the Board.
2.3.2	- Negotiate commercial leases for buffer land as required.		June 2025	Leases presented to the Board for approval.
2.4	Continuous improvement of litter capture on site.	KPI 2 2.2	June 2025	Litter fencing works are planned and delivered. Operational management practices across the SRWRA site are enhanced where possible.
2.5	Investigate sustainable and cost-effective energy solutions.	KPI 7	June 2025	Energy solutions considered by the Board.

3. Governance & Risk – we maintain contemporary business systems and processes that ensure effective governance and minimise risk for the organisation

NUMBER	ACTION	KPI / ACTION (Strategic Plan)	TIMING	MEASURE
3.1	Maintain a contemporary suite of policies.	KPI 1	June 2025	Policies of the Board are developed, reviewed, and updated within the nominated review periods.
3.2	Work in accordance with the Risk Management Policy and Framework.	KPI 1 KPI 2	As per meeting schedule	Risk report provided to each ordinary meeting of the Audit Committee and Board.
3.2.1	- <i>Regular review of the Strategic Risk Register</i>		<i>Quarterly</i>	<i>Risk Register is presented to the Audit & Risk Committee and Board.</i>
3.3	Implement a Records Management System	KPI 3	June 2025	System to manage the process of SRWRA record creation, access, maintenance and archival or disposal implemented.
3.3.1	- <i>Review and assess suitable Records Management system options.</i>		<i>Dec 2024</i>	<i>Options presented to the Audit & Risk Committee and Board.</i>
3.4	Board and Committee meetings are delivered as per the agreed timing and schedule.	KPI 3	As per meeting schedule	Board and Committees of the Board meetings are held at a frequency compliant with their respective Charter / Terms of Reference.
3.5	The Annual Business Plan and Budget is prepared, reviewed, and reported and adopted in accordance with statutory timelines.	KPI 4	June 2025	Annual Business Plan and Budget adopted within statutory timeframes. Budget Reviews are delivered within statutory timeframes.

2. Budget Parameters & Assumptions – FY25

Key Parameters:

In preparing the annual budget, the following key parameters will be applied:

1. Annual Budgets are prepared on the basis that they are consistent with the objectives and initiatives of the Strategic Plan.
2. SRWRA Operations are based on a commercial approach
 - a. Gate fees to reflect the objectives of the Strategic Plan
 - b. Operating expenses are contained
3. Appropriate net return on investment is realised
 - a. SRWRA gate fees are reviewed annually by the Board as part of the annual budgeting process
 - b. Operating expenses are analysed and minimised, while still meeting SRWRA operating and legislative requirements
4. Joint Venture 'share in net profit' will be brought to account in SRWRA's budget. Where there are variations in accounting treatments between the Joint Ventures and SRWRA, SRWRA will ensure its budget reflects the required accounting standards for a Local Government Subsidiary with relevant explanations and reconciliations.
5. Future site post closure rehabilitation and landfill cell capping is assessed and funded by the annual gate fees charged over an estimated remaining filling life of the landfill and via the value of buffer land holdings.
6. Landfill airspace use estimates will be based on a rolling three-year average compaction rate based on survey and tonnage data.
7. Operating surplus is maintained over the life of the Long-Term Financial Plan (LTFP), individual years may from time to time, be in deficit, if the underlying trend is a surplus.
8. SRWRA will budget for the necessary capacity to meet all legislative requirements i.e., Local Government Act and Regulations, Work Health & Safety, EPA licencing conditions.
9. Asset Management plans are in place and are reflected in budget figures.
10. Capital works program is planned and funded over the life of the Long-Term Financial Plan.
11. Budget methodology:
 - a. The principal approach to the budget is based on a blend of bottom up and zero-based budgeting. This primarily includes forecasting quantities and rates/prices wherever possible for both income and expenditure. Where this is not possible or

efficient, the forecasted budget is based on prior financial year Budget Review 2 data and adjusted to reflect known variations, appropriate indices and/or changes in assumptions and cost drivers.

- b. All new services or service levels use a zero-based budgeting approach.
- c. The SRWRA annual budget is reviewed on a quarterly basis each financial year in line with the Local Government Financial Management Regulations (2011), with budget reviews including changes and developments within the business and direct market.
- d. The forecast annual movement in the Consumer Price Index (CPI) as of March 2024 is used as a base indexation rate, unless other more relevant data or indices(s) are applicable.

Key Assumptions:

1. Price indices and interest rates

A forecast annual CPI (Adelaide All Groups), as of March 2024 will be utilised to index costs and prices for the 2024/25 budget unless an alternative index is more appropriate (e.g., contracted rates).

Future indexation for use in the LTFP will be based on assessment of RBA forecasts and forecast SA Treasury rates.

Forecast interest rates will be assessed based on ANZ and LGFA forecasts for the 2024/25 year.

Longer term rates for use in the LTFP will be based on assessment of SA Treasury, RBA Forecasts and Tier 1 banking institutions.

2. Waste Volumes

Waste volumes are re-assessed at the end of each quarter. Volumes are assessed in line with data provided from the Joint Ventures, Constituent Councils, and major customers and in line with the updated Strategic and Long-Term Financial Plan.

Changes within the operations of the Joint Ventures will materially affect the number of tonnes to landfill being received by SRWRA. This will be included in long-term financial planning considerations.

SRWRA will identify opportunities to diversify and grow the revenue base, however, any potential commercial opportunities will need to consider the impact on the long-term value of SRWRA's buffer land holdings.

3. Waste Prices

The majority of SRWRA's waste income from landfill operations is from commercial operators and our Joint Venture Operations. These prices are based on commercial agreements with relevant indexation/variation clauses.

The LTFP and Budget will be developed consistent with the Strategic Plan reflecting anticipated revenue requirements and informing required gate prices over the longer term.

When determining gate fees, remaining landfill airspace, waste type and compaction rates and the opportunity to obtain waste material suitable for daily cover and future capping works will be taken into consideration.

Constituent Councils benefit from lower gate base rates in lieu of annual distributions, a minimum forecast CPI increase will be applied to constituent council gate fees.

4. Waste Levy

The State Government reviews the Solid Waste Levy on an annual basis, this levy had increased by 2% per annum for a three-year period up to June 2023, when a 4.7% increase was applied to bring the rate up to \$156 per tonne (metro levy) for the 2024 financial year.

A forecast increase in line with the estimated March 2024 CPI figure will be applied for the FY25 budget, with release of the 2025 levy rate expected in June 2024.

SRWRA will assume, in its LTFP, that in subsequent years the Solid Waste Levy will continue to increase at the rate of forecast Adelaide All Groups CPI per annum.

Waste fill received by SRWRA also attracts this levy, but due to the use of this material as daily cover within the landfill, SRWRA receive a 10% deduction on our monthly levy payments.

Placement of other waste materials (such as crushed concrete or bitumen) for operational purposes (such as interim capping and road construction) attract the Solid Waste Levy unless it is an EPA approved operational use (AOU).

SRWRA has EPA approvals for AOU across five operational applications. AOU declarations are granted annually by the EPA and represent a financial risk to SRWRA if adequate AOU tonnes are not approved.

5. Joint Venture – Southern Recycling Centre

The Southern Recycling Centre (SRC) continues to produce sustainable results in relation to diversion from landfill and shared costs.

Projections reflected in the SRWRA budget are based initially on the adopted budget and LTFP of the SRC which has been ratified by the SRC Advisory Committee.

Throughout the year, budget reviews will be undertaken based on year-to-date results and adjusted SRC forecasts for the remainder of the year. This will result in revised budgets potentially varying from the SRC adopted budgets but better reflecting the forecast whole of year impact for SRWRA.

SRWRA will include its expected share in the net profit of the SRC operations in the forecasted Statement of Comprehensive Income as well as any expected cash distributions, inter entity loan transactions and equity investment transactions expected between SRC and joint venture partners.

6. Joint Venture – Southern Material Recovery Facility

The Southern Material Recovery Facility (SMRF) commenced operations in 2021-22.

Projections reflected in the SRWRA budget are based initially on the adopted budget and LTFP of the SMRF which has been ratified by the SMRF Advisory Committee.

Throughout the year, budget reviews will be undertaken based on year-to-date results and adjusted SMRF forecasts for the remainder of the year. Forecast variances in market commodity pricing will be included in these budget reviews. This will result in revised budgets potentially varying from the SMRF adopted budgets but better reflecting the forecast whole of year impact for SRWRA.

SRWRA will include its expected share in the net profit of the SMRF operations in the forecasted Statement of Comprehensive Income as well as any expected cash distributions, inter entity loan transactions and equity investment transactions expected between SMRF and joint venture partners.

7. Employment Costs

All staff are on individual contracts and any wage increases are based on merit. For budgeting purposes, the forecast Adelaide CPI for the year ending March 2024 will be utilised.

Resource requirements and current resourcing models will be reviewed as part of the budget, including potential (and additional cost) for use of labour hire and temporary staff to meet resourcing requirements.

Percentages for superannuation will be in line with legislative requirements; Workers compensation insurance premiums are in line with the contribution rate calculated by our insurers.

8. Competitive Environment

SRWRA has implemented effective and proven solutions in sustainable resource recovery, landfill management and waste management amidst the current environmental challenges and market competition and will continue to develop this strategic vision into the future.

3. Budgeted Capital Contributions & Equity Investments

Capital Budget	Adopted Project Budget	FY24 Carry Forward	New Projects & Existing Project Variations FY25	Total Project Budget	Total Budgeted CAPEX - FY25
	\$	\$	\$	\$	\$
Capping - Southern Batter *	306,000	130,406	-	306,000	130,406
Landfill Access Road Renewal	141,000	141,000	-	141,000	141,000
Litter Fencing	214,400	82,000	-	214,400	82,000
Pedestrian Management	85,000	55,216	-	85,000	55,216
Site Building Upgrades	161,000	111,000	-	161,000	111,000
Site Power Backup	115,000	64,082	-	115,000	64,082
Site Security Fencing	62,000	26,000	-	62,000	26,000
Southwest Drainage Works	142,273	114,773	-	142,273	114,773
Stage 10 Landfill Liner	3,410,000	3,281,619	1,340,000	4,750,000	4,621,619
Komatsu Dump Truck	-	-	820,000	820,000	820,000
Other Plant & Equipment	-	-	38,000	38,000	38,000
Solar Installation	-	-	700,000	700,000	700,000
Total Capital Budget	4,636,673	4,006,096	2,898,000	7,534,673	6,904,096
*Funded from provision (OPEX for cashflow purposes)					
Budgeted Equity Investments	Nil				

Southern Region Waste Resource Authority (SRWRA)

Statement of Comprehensive Income

Original Budget

Financial Year Ending 30 June 2025

2023		2024	2024	2025	Variance
Audited Actuals		Adopted Budget	BR3	Proposed Budget	Proposed Budget v BR3
\$'000		\$'000	\$'000	\$'000	\$'000
	Income				
15,283	User Charges	13,784	16,426	14,827	(1,599)
891	Investment Income	932	822	1,041	219
399	Other	315	308	304	(4)
1,717	Net gain - equity accounted Joint Venture	1,401	1,707	1,663	(44)
18,290	Total Income	16,432	19,263	17,835	(1,428)
	Expenses				
1,151	Employee Costs	1,817	1,238	1,591	353
-	Finance Costs	-	-	573	573
13,591	Materials, Contracts & Other Expenses	12,370	14,451	13,446	(1,005)
1,397	Depreciation, Amortisation & Impairment	1,641	1,569	1,249	(320)
16,139	Total Expenses	15,828	17,258	16,859	(399)
2,151	Operating Surplus / (Deficit)	604	2,005	976	(1,029)
-	Asset Disposal & Fair value adjustments	-	-	-	-
2,151	Net Surplus / (Deficit)	604	2,005	976	(1,029)
	Other Comprehensive Income				
-	Changes in revaluation surplus - property, plant & equipment	-	-	-	-
2,151	Total Comprehensive Income	604	2,005	976	(1,029)

Southern Region Waste Resource Authority (SRWRA)

Statement of Cash Flows

Original Budget

Financial Year Ending 30 June 2025

2023		2024	2024	2025	Variance
Audited Actuals		Adopted Budget	BR3	Proposed Budget	Proposed Budget v BR3
\$'000		\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities					
Receipts					
14,424	Operating Receipts	14,099	16,734	15,131	(1,603)
891	Investment Receipts	932	822	1,041	219
Payments					
(13,772)	Operating Payments to Suppliers and Employees	(14,262)	(15,703)	(15,167)	536
-	Finance Payments	-	-	-	-
1,543	Net Operating Cash Flows	769	1,853	1,005	(848)
Cash Flows from Investing Activities					
Receipts					
-	Sale of replaced assets	-	-	-	-
1,750	Distributions received for equity accounted Joint Venture	1,401	1,675	1,623	(52)
Payment					
(733)	Contributions to equity accounted Joint Ventures	(753)	-	-	-
(310)	Expenditure on Renewal/Replacement Assets	(704)	(163)	(999)	(836)
(262)	Expenditure on New/Upgraded Assets	(3,325)	(96)	(5,775)	(5,679)
445	Net Cash Flows from Investing Activities	(3,381)	1,416	(5,151)	(6,567)
Cash Flows from Financing Activities					
Receipts					
-	Proceeds from Related Entity Loans	400	-	-	-
Payments					
-	Payments to Related Entity Loans	-	-	-	-
-	Net Cash Flows from Financing Activities	400	-	-	-
1,988	Net Increase / (Decrease) in Cash Held	(2,212)	3,269	(4,146)	(7,415)
5,828	Cash & Cash Equivalents at beginning of period	5,675	7,816	11,085	3,269
7,816	Cash & Cash Equivalents at end of period	3,463	11,085	6,939	(4,146)

Southern Region Waste Resource Authority (SRWA)

Statement of Financial Position

Original Budget

Financial Year Ending 30 June 2025

2023		2024	2024	2025	Variance
Audited Actuals		Adopted Budget	BR3	Proposed Budget	Proposed Budget v BR3
\$'000		\$'000	\$'000	\$'000	\$'000
Current Assets					
7,816	Cash & Cash Equivalents	3,463	11,085	6,939	(4,146)
3,759	Trade & Other Receivables	2,501	3,759	3,759	-
400	Loan - Related Parties	-	400	400	-
11,975	Total	5,964	15,244	11,098	(4,146)
Non-Current Assets					
9,508	Equity Accounted Joint Venture	11,948	9,540	9,580	40
24,868	Property, Plant & Equipment	27,442	23,558	29,083	5,525
34,376	Total	39,390	33,098	38,663	5,565
46,351	Total Assets	45,354	48,342	49,761	1,419
Current Liabilities					
4,153	Trade & Other Payables	3,363	4,153	4,153	-
137	Provisions	130	140	165	25
4,290	Total	3,493	4,293	4,318	25
Non-Current Liabilities					
13,725	Provisions	13,603	13,708	14,126	418
13,725	Total	13,603	13,708	14,126	418
18,015	Total Liabilities	17,096	18,001	18,444	443
28,336	Net Assets	28,258	30,341	31,317	976
Equity					
25,961	Accumulated Surplus	25,883	27,966	28,942	976
2,375	Asset Revaluation Reserve	2,375	2,375	2,375	-
28,336	Total Equity	28,258	30,341	31,317	976

Southern Region Waste Resource Authority (SRWRA)

Statement of Changes in Equity

Original Budget

Financial Year Ending 30 June 2025

2023		2024	2024	2025	Variance
Audited Actuals		Adopted Budget	BR3	Proposed Budget	Proposed Budget v BR3
\$'000		\$'000	\$'000	\$'000	\$'000
Accumulated Surplus					
23,810	Balance at beginning of period	25,279	25,961	27,966	2,005
2,151	Net Surplus/(Deficit)	604	2,005	976	(1,029)
25,961	Balance at end of period	25,883	27,966	28,942	976
Asset Revaluation Reserve					
2,375	Balance at beginning of period	2,375	2,375	2,375	-
-	Gain on revaluation of assets	-	-	-	-
2,375	Balance at end of period	2,375	2,375	2,375	-
28,336	Total Equity	28,258	30,341	31,317	976

DRAFT

Southern Region Waste Resource Authority (SRWRA)

Uniform Presentation of Finances

Original Budget

Financial Year Ending 30 June 2025

	2024	2024	2025
	Adopted Budget	BR3	Proposed Budget
	\$'000	\$'000	\$'000
Income			
<i>User Charges</i>	13,784	16,426	14,827
<i>Investment Income</i>	932	822	1,041
<i>Other</i>	315	308	304
<i>Net gain - equity accounted Joint Venture</i>	1,401	1,707	1,663
	16,432	19,263	17,835
Expenses			
<i>Employee Costs</i>	1,817	1,238	1,591
<i>Finance Costs</i>	-	-	573
<i>Materials, Contracts & Other Expenses</i>	12,370	14,451	13,446
<i>Depreciation, Amortisation & Impairment</i>	1,641	1,569	1,249
	15,828	17,258	16,859
Operating Surplus/(Deficit)	604	2,005	976
Net Outlays on Existing Assets			
<i>Capital Expenditure on renewal and replacement of Existing Assets</i>	(704)	(163)	(999)
<i>Depreciation, Amortisation, Impairment</i>	1,641	1,569	1,249
<i>Proceeds from Sales of Replaced Assets</i>	-	-	-
	937	1,406	250
Net Outlays on New and Upgraded Assets			
<i>Capital Expenditure on New and Upgraded Assets</i>	(3,325)	(96)	(5,775)
<i>Amounts received specifically for New and Upgraded Assets</i>	-	-	-
<i>Proceeds from Sales of Surplus Assets</i>	-	-	-
	(3,325)	(96)	(5,775)
Annual Net Impact to Financing Activities (Surplus/(Deficit))	(1,784)	3,315	(4,549)

Item No: 15.4
Subject: 2024-25 RATE DECLARATION

Summary

General, differential, and separate rates have been identified to fund Council's activities, together with the Regional Landscape Levy, as contained within the approved 2024-25 Annual Business Plan. Council is now able to formally declare the rates for the 2024-25 financial year.

Recommendation

1. Adoption of Valuations

That the total capital value of land within Council's area of \$21,541,353,260, as provided by the State Valuation Office, be adopted for rating purposes for the 2024-25 financial year.

2. Declaration of Differential General Rates

- (a) in respect of rateable land with a land use of Commercial-Shop (Category 2), Commercial-Office (Category 3), Commercial-Other (Category 4), Industrial-Light (Category 5), Industrial-Other (Category 6), and Vacant Land (Category 8), a Differential General Rate of 0.318515 cents in the dollar is declared on the capital value of such land;
- (b) in respect of rateable land with a land use of Residential (Category 1) and Other Land (Category 9) uses, a Differential General Rate of 0.195071 cents in the dollar is declared on the capital value of such land;
- (c) pursuant to Section 158 of the *Local Government Act 1999*, a minimum amount payable by way of the General Rate is fixed at \$1,234;
- (d) pursuant to Section 153(3) and (4) of the *Local Government Act 1999*, a maximum increase of 10% (of the general rate declared for the same property for the 2023/2024 financial year) is fixed in the general rate charged on rateable land that is used for residential purposes and constitutes the principal place of residence of a principal ratepayer. Any amount exceeding the 10% increase will be remitted in full on application. The cap on an increase in general rates under this Section will not apply where property values have increased as a result of the following events: new building work and/or development activity greater than \$50,000 in previous two financial years; changes in land use wholly or partially; changes in zoning; the ownership of the rateable property has changed since 1 July of the previous year; the property is no longer the principal place of residence.

3. Declaration of Separate Rates

Jetty Road Mainstreet

- (a) In exercise of the powers contained in Section 154 of the *Local Government Act 1999* and in order to support and improve the activity of promoting and enhancing business viability, profitability and trade, commerce and industry in Jetty Road Glenelg, a Differential Separate Rate of 0.121109 cents in the dollar is declared on the capital value of all rateable land:
- with a frontage to Jetty Road or Moseley Square;
 - within the side streets that intersect with Jetty Road between High Street and Augusta Street;
 - the entire site referred to as the Holdfast Shores 2B Entertainment Centre; and
 - that has a land use of Category 2 (Commercial – Shop), Category 3 (Commercial – Office) and Category 4 (Commercial –Other).

Patawalonga Marina

- (b) (i) In exercise of the powers contained in Section 154 of the *Local Government Act 1999* and in order to carry out the activity of the maintenance and upkeep of the Boat Lock in the Patawalonga basin, a Separate Rate of 0.942999 cents in the dollar of the capital value of land, is declared on all rateable land within the Patawalonga basin bounded by the high water mark; and
- (ii) in exercise of the powers contained in Section 158(1)(b) of the *Local Government Act 1999* the amount that would otherwise be payable by way of rates in respect of this separate rate is altered by fixing the maximum amount of the separate rate payable for assessments within the area to which this separate rate applies where the capital values of which exceed \$101,167 at \$954.

4. Regional Landscape Levy

In exercise of the powers contained in section 69 of the *Landscape South Australia Act 2019* and section 154 of the *Local Government Act 1999*, in order to reimburse the Council for the amount contributed to the Green Adelaide Board, being \$1,507,968, the Council declares a separate rate of 0.00726300 cents in the dollar of the capital value of all rateable land in the Council area.

5. Payment**That:**

- (a) in accordance with section 181(1) of the *Local Government Act 1999*, all rates are payable in four equal (or approximately equal) instalments, the due dates being:

2 September 2024
2 December 2024;
3 March 2025; and
2 June 2025.

Provided that in cases where the initial account requiring payment of rates is not sent by the time set by the *Local Government Act 1999* (the "Act"), or an amended account is required to be sent, the Chief Executive Officer is authorised to fix the date by which rates must be paid in respect of those assessments affected; and

- (b) pursuant to section 181 (4)(b) of the *Local Government Act 1999*, the Chief Executive Officer is authorised to enter into agreements with ratepayers relating to the payment of rates in any case of hardship or financial difficulty, or where it is considered in the best interests of Council so to do (as determined by the Chief Executive Officer).

6. Council notes the reviewed Rating Policy and approves it be updated to reflect Council's decision on the rates declaration for 2024-25.

Background

This report has been prepared to enable the declaration of the 2024-25 rates.

Council has received and considered various reports and minutes in relation to the Budget and Rating for 2024-25 including:

27 February 2024	Report No: 29/24, Minutes – Jetty Road Mainstreet Committee – 7 February 2024
23 April 2024	Report No: 110/24, Public Minutes – Audit and Risk Committee – 15 April 2024
23 April 2024	Report No: 125/24, Draft Long Term Financial Plan 2024-2034
23 April 2024	Report No: 119/24, Draft 2024-25 Annual Business Plan
25 June 2024	Report No: 201/24, Minutes – Audit and Risk Committee – 12 June 2024
25 June 2024	Report No: 212/24, Adoption of 2024-25 Annual Business Plan and Long Term Financial Plan 2024-34

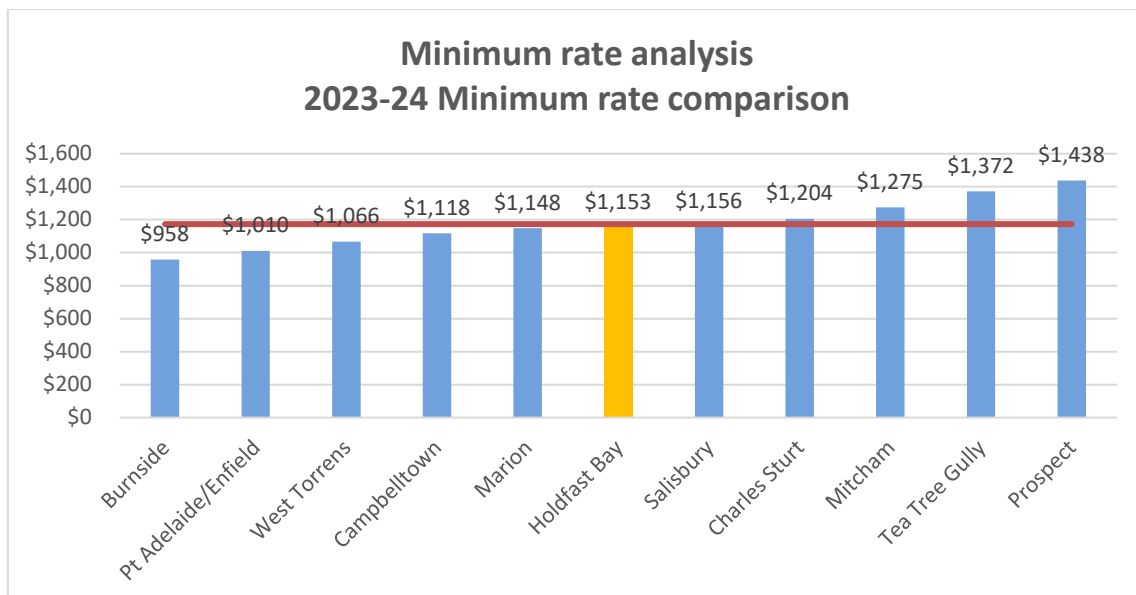
Report

Minimum Rate

Council applies a minimum rate because it is considered appropriate that all ratepayers make a base level contribution to the cost of providing Council services including creating and maintaining infrastructure.

For 2023-24, the minimum rate was \$1,153 and applied to 28.35% of all rateable properties which includes residential, commercial, industrial, vacant and other type properties.

The average minimum rate for councils in metropolitan Adelaide that applied a minimum rate in 2023-24 was \$1,173. The following chart shows how Holdfast Bay currently compares to other councils.



The 2024-25 budget has provided for a 7.1% overall rate revenue increase exclusive of new development growth. It is recommended that a 7.1% increase be applied to the minimum rate equating to an increase of \$82 to \$1,234. This equates to 5,691 properties or 26.9% of rateable properties that will have the minimum rate levied.

General Rates

The proposed rates are based on the Supplementary Valuation Reports issued by the State Valuation Office, up to and including supplementary report dated 9 June 2024. General rate revenue for 2024-25 will increase by 7.1%, excluding new developments, the State Government Regional Landscape Levy, and allowances for rate capping and rebates.

General rate revenue of \$39,799,012 will be raised through a general rate of 0.195071 cents in the dollar (0.193109 cents in 2023-24) and a minimum rate of \$1,234 (\$1,153 in 2023-24). The increase in rates payable for a median residential rateable property value is \$133. This is based on a median residential property value of \$870,000 (increase of \$60,000 from 2023-24) with the amount payable of \$1,697 (\$1,564 in 2023-24).

Differential General Rates

The *Local Government Act 1999* allows councils to differentiate rates based on land use. Council currently applies a 62.7% higher rate-in-the-dollar for commercial, industrial and vacant land purposes. Vacant land is included in the differential general rate to encourage development. Research with other councils indicates that Holdfast Bay has a comparatively low proportion of commercial and industrial properties.

The overall amount of differential rates generated in 2023-24 was \$5,247,626 representing approximately 12.5% of Council's overall general rates raised. A differential of 63.3% for 2024-25 results in an amount of \$5,555,988 being raised, equating to 12.25% of the overall rates raised.

The differential general rate in the dollar to be applied to Commercial, Industrial and Vacant Land in 2024-25 is set at 0.318515 cents, (compared with 0.31423 cents in 2023-24).

Valuation Data and Residential Rate Capping

The Valuer-General has performed a review of all valuation data for all properties in SA. The latest property data is based on the property market at 1 January 2024 and effective for the 2024-25 rating year. This has resulted in an increase to the overall valuation of properties within City of Holdfast Bay. The total capital value of land within Council's area is \$21,541,353,260 for 2024-25 compared to \$20,012,728,760 for 2023 -24.

Council's existing Rating Policy includes a rate cap to provide relief to ratepayers who own residential properties that have been subject to a significant increase in valuation. In 2023-24 ratepayers could apply for a reduction if their annual rates bill increased in excess of 10%. Rate capping is based on the residential rate levied only and excludes any concessions or previous concessions granted, Regional Landscape Levy and separate rates.

It is recommended to leave the cap at the current rate of 10%. It is difficult to forecast the number of ratepayers that could potentially benefit from rate capping as to be eligible several requirements, including the exclusion of building improvements in excess of \$50,000, are taken into account.

Separate Rates

Jetty Road Mainstreet

Details of the recommended 2024-25 budget from the Jetty Road Mainstreet Management Committee have been incorporated into Council's budget comprising a separate rate amounting to \$707,115 (\$660,238 for 2023-24), which equates to a 7.1% increase in the separate rate.

The separate rate will be imposed on all rateable land:

- with a frontage to Jetty Road or Moseley Square;
- within the side streets that intersect with Jetty Road between High Street and Augusta Street;
- the entire site referred to as the Holdfast Shores 2B Entertainment Centre; and
- with a land use category 2 (Commercial - Shop), 3 (Commercial – Office), and 4 (Commercial – Other).

The valuation of the 381 properties totals \$583,871,518 for which a separate rate of 0.121109 cents in the dollar of Capital Value will return the required amount (compared with 0.118403 cents for 2023-2024).

Patawalonga Marina

In addition to general rates being levied against berth owners within the Patawalonga Marina, a separate rate will be levied for the purpose of lock maintenance. This separate rate will be applied to 170 properties within the high water mark of the Patawalonga basin and generates a nett revenue of \$86,400.

The valuation of the 170 properties totals \$50,799,432 for which a separate rate of 0.942999 cents in the dollar of Capital Value would return the required amount. There are nine properties along Cygnet Court that contribute to the Patawalonga Marina separate rate which include a land component and consequently the total capital value of these properties is substantially more than the capital value of their individual marina berth. To ensure that these properties do not contribute substantially more to the Patawalonga Marina rate than the other berth owners, a maximum rate of \$954 (\$910 in 2023-24), equating to a Capital Value of \$101,167 is proposed.

Regional Landscape Levy

Under Section 69 of the *Landscape South Australia Act 2019*, Council is required to pay a sum of \$1,507,968 (2023-24 \$1,443,423) to the Green Adelaide Board. The total amount to be raised, allowing for a provision for rebates, is \$1,535,968.

A Separate Rate is required to be levied across the total City to recoup \$1,507,968 plus a provision of \$28,000 for applicable rebates. The valuation of such properties amounts to \$21,153,798,063 for which a separate rate of 0.0072630 cents in the dollar of Capital Value would return the required amount.

Council Rates Policy

Using the new policy template the Rating Policy has also been updated. Only one change was made to the policy, and this relates to rating on site value. Given this is no longer possible under the *Local Government Act 1999*, the content has been removed.

Relative to many policy documents the Rating Policy is comprehensive as it explains in detail the rating structure and methodology; rate payments and financial hardship; collection of rates in arrears and debt recovery; and both mandatory and discretionary rate rebates.

Specific areas include:

- Rate capping – including a detailed explanation on the conditions where the residential rate cap does not apply.
- Rate declaration – a section encompassing the requirements for the statutory declaring of rates. This section is updated annually to include all relevant rating information set as part of the annual budget.
- Alternative rate payment arrangements – discusses the process and options for negotiating alternate payment arrangements including a reference to Council's Financial Hardship Policy.
- Debt recovery – includes conditions under which debt recovery will be commenced and charges recovered.

- Sale of land – explains the principles, administrative conditions, actions, and sequence of events to be followed before land is sold for unpaid rates.
- Rebates of rates – detail is provided on eligibility for either mandatory or discretionary rebates and the process required.

The revised policy includes the current rate declaration for 2023-24, however, this will be updated once Council has declared the rates for 2024-25.

Refer Attachment 1

Budget

This report declares the amount and distribution of rates as adopted in the 2024-25 budget.

Rate description	Amount (Adopted 2024-25 Budget)
General Rates	\$39,343,000
General Differential Rates	\$5,620,000
New Development/Growth	\$392,000
Patawalonga Lock Rates	\$86,400
Landscape Levy	\$1,535,968
Jetty Road Mainstreet	\$707,115
Fines/Legal Fees	\$122,000
Rate Capping/Valuation Objections	(\$53,000)
Rebates – LG Act and Council	(\$820,000)

Life Cycle Costs

Not applicable

Strategic Plan

Statutory compliance

Council Policy

Rating Policy

Statutory Provisions

Local Government Act 1999, section 44 and Chapter 10
Local Government (General) Regulations 1999, Regulation 10
Landscape South Australia Act 2019, section 69

Written By: Rates Specialist

General Manager: Strategy and Corporate, Ms S Wachtel

Attachment 1

Rating

1. Purpose

In South Australia, council rates are a form of property tax levied by Local Government, as the primary source of funding for the many mandatory and discretionary services provided by councils. Rates are administered by each council in line with the *Local Government Act 1999* (the Act). This document sets out the Council's policy for setting and collecting rates from its community.

2. Scope

This Policy applies to all ratepayers within the Council's area.

3. Roles and Responsibilities

Council	To adopt a Council Rating Policy.
Chief Executive Officer	To oversee the consistent application of the Council Rating Policy.
Manager Finance	To oversee the consistent application of the Council Rating Policy.
Rates Specialist Finance Officer – Rates & Payroll	To apply consistent delivery of the Council Rating Policy to ratepayers.

4. Policy Statement

Rates constitute a system of taxation for Local Government generally based on the value of land. Council's primary source of revenue is derived from rates. Rate revenue is used to provide an extensive range of services to its community, based on Councils strategic directions and financial considerations. The Act prescribes the legislative basis for imposing, setting, declaring and paying of rates.

General Principles

- 4.1. Rates constitute a system of taxation on the community for Local Government purposes generally based on the value of land which reinforces the equity principle that property value is a relatively good indicator of wealth.
- 4.2. Council's powers to raise rates are contained in sections 123 and 150 of the Act and Regulation 6 of the Local Government (Financial Management) Regulations 2011.
- 4.3. The objective of this policy is to ensure that the amounts of rates levied is equitably applied and collected across the community while collecting a minimum contribution from ratepayers.

- 4.4. Rates are not to be seen as a user pays system as the benefits received by the community can differ over the life cycle of a ratepayer.
- 4.5. In setting its annual rate revenue requirements Council considers its Long Term Financial Plan, its Annual Business Plan and budget considerations, the current economic climate, the consumer price index and the Local Government Price Index.
- 4.6. Consideration is given to the effect of the required rate revenue distribution on differing ratepayers including those with land assessed as residential, commercial, industrial, vacant or other.
- 4.7. Once the annual rate revenue requirements are determined, Council sets a rate in the dollar ensuring that in times of high annual property valuation increases additional rate revenue is not received.

Rating Structure

4.8. Method Used to Value Land

- 4.8.1. Under section 151 of the Act, Council may adopt one of the following valuation methodologies to determine the value of property within the City:
 - Capital Value – The value of the land and all of the improvements on the land.
 - Annual Value – a valuation of the rental potential of the property.
- 4.8.2. Council uses the Capital Value as the basis for valuing land as it provides the fairest way to distribute rates across all ratepayers. It is considered that the improved property value is a good indicator of wealth and ratepayers of similar wealth pay similar taxes.

4.9. Adoption of Valuations

- 4.9.1. Council pays for and receives capital valuations on an annual basis from the Valuer-General of South Australia. Council has no role in determining the valuation of any property within the City.
- 4.9.2. If a ratepayer is dissatisfied with the valuation provided, an objection may be made to the Valuer-General. This objection must be made within sixty (60) calendar days after the date of service of the first quarter rates notice containing the valuation to which the objection relates.
- 4.9.3. Contact details and other lodgement requirements and conditions for the Valuer- General are included on the rates notice.

4.10. Method of Rating

- 4.10.1. The Act permits Councils to differentiate rates based on land use. Given differing community service needs and factors affecting land valuations between residential, commercial and industrial land, Council is of the view that a differential general rate is the most equitable way to levy rates.
- 4.10.2. Council applies a differential rate to vacant land in order to encourage land improvement. Vacant land is considered to be improved when a concrete foundational slab is constructed. On application Council will change the land use to residential provided a concrete slab is constructed prior to 31 July each rating year.
- 4.10.3. Council reviews annually the additional percentage to apply to Commercial, Industrial and Vacant Land properties. The assessment is based on the level of services that are required by the business community to ensure continued economic growth and employment.

4.11. Minimum Rate

- 4.11.1. Council imposes a minimum rate in accordance with section 158 of the Act. Council considers it appropriate that all rateable properties make a base level contribution to the cost of general Council services and infrastructure maintenance, renewal and replacement.
- 4.11.2. The amount of the minimum rate is assessed annually and increased after taking into consideration the applicable rate revenue requirements.
- 4.11.3. The Act does not permit the minimum rate to apply to more than 35 per cent of properties. Where two or more adjoining properties are owned and occupied by the same owner one minimum rate is applicable. Section 158(2) of the Act provides direction on which properties are exempt for the minimum rate.

4.12. General Rate Cap (Maximum Rate Increase)

- 4.12.1. Council makes a determination on an annual basis on the maximum rate increase for residential properties to provide relief against large increases or anomalies in valuations. This is provided under section 153 (3) and (4) of the Act.
- 4.12.2. The rate cap applies to the principal place of residence. Applicable ratepayers need to apply for the relief by lodging the appropriate form obtained from Council.
- 4.12.3. The residential rate cap does not apply if any of the following conditions arise:
 - Improvements are made to the property in excess of \$50,000 in the previous two financial years, or
 - Changes in land use, wholly or partially, or
 - Changes in zoning, or
 - The ownership of the rateable property has changed since 1 July of the previous year, or
 - The property is no longer the principal place of residence.
 - Calculation of the residential rate cap for the current financial year excludes any previous residential rate capping granted, rebates/remissions granted and Regional Landscape Levy.
- 4.12.4. Rate capping does not apply to assessments that are not the principal place of residence of the ratepayer. This restricts the ability to apply a rate cap to commercial, industrial and vacant land assessments.
- 4.12.5. Rate relief for commercial, industrial and vacant land assessments is available by a discretionary rebate under section 166(1) (l) of the Act, detailed within this policy under 4.26.

4.13. Separate Rate – Jetty Road Glenelg Mainstreet

- 4.13.1. Under section 154 of the Act, Council imposes a Separate Rate to promote and enhance business viability, profitability and trade commerce and industry, which provides benefits to the Jetty Road, Glenelg District Centre Zone.
- 4.13.2. The separate rate is imposed on all rateable land within the geographical area as described below:
 - With a frontage to Jetty Road Glenelg or Moseley Square.
 - Within the side streets that intersect with Jetty Road Glenelg, between High Street and Augusta Street.
 - The entire site referred to as the Holdfast Shores 2B Entertainment Centre.
 - With a land use category 2 (Commercial – Shop), 3 (Commercial - Office), and 4 (Commercial - Other).
- 4.13.3. The Jetty Road Mainstreet Committee recommends to Council annually the amount to be raised and

projects to be administered.

4.14. Separate Rate – Patawalonga Marina

- 4.14.1. Under section 154 of the Act, Council imposes a Separate Rate to fund the ongoing maintenance and upkeep of the Boat Lock in the Patawalonga basin.
- 4.14.2. The separate rate is applied to those properties that are within the Patawalonga basin bounded by the high water mark and comprises marina berths.
- 4.14.3. An upper limit on the Patawalonga Separate Rate is determined annually to ensure anomalies in valuations are addressed.

4.15. Regional Landscape Levy

- 4.15.1. Council is required under the Landscape South Australia Act 2019 to make a specified contribution to the Green Adelaide Board.
- 4.15.2. The Regional Landscape Levy is a State Government Tax, and the Board determines the projects to be undertaken.
- 4.15.3. Council is an income collector for the Board and does not retain the income or determine how the income is spent.
- 4.15.4. Council collects a fee from the Board for administrative costs of collecting the levy. The amount is determined annually by the Board and is based on a fixed fee and an amount per assessment.
- 4.15.5. Contact details for the Green Adelaide Board are included on Councils rate notice.

4.16. Rate Declaration (to be updated each financial year)

- 4.16.1. Sections 153 and 154 include the requirements for declaring rates. Rates are not to be declared until after Council has adopted its annual business plan and budget for the financial year to which the rate relates.
- 4.16.2. Section 170 requires a notice of declaration of rates to be published within 21 days of the declaration.
- 4.16.3. For the 2023/24 financial year the following rates information is applicable:
 - Net differential general rate revenue \$41,372,204.
 - Total operating revenue budget \$94,172,052.
 - Differential general rate of 0.00193109 rate in the dollar.
 - Additional 62.7% percentage to apply to Commercial, industrial, vacant land properties equating to a differential general rate of 0.0031423 rate in the dollar.
 - Minimum rate \$1,153 affecting 28.35% rateable properties equating to residential capital value of \$597,072 and commercial/industrial/vacant capital value of \$366,929.
 - Maximum rate increase for residential properties (on application) – 10%.
 - Separate Rate – Jetty Road Mainstreet – 0.00118403 rate in the dollar.
 - Separate Rate – Patawalonga Marina – 0.0095351 rate in the dollar.
 - Maximum rate – Patawalonga Marina - \$910.
 - Regional Landscape Levy – 0.0000748876 rate in the dollar.
 - Instalment Due Dates: 1 September 2023; 1 December 2023; 1 March 2024; 3 June 2024.
 - Prescribed interest rate for rates postponed for seniors 7.05% p.a.

- Prescribed interest rate for outstanding rates 9.05% p.a.

Payment of Rates

4.17. Due Dates for Payments

- 4.17.1. Rates are due and payable in four approximately equal instalments in the months of September, December, March and June of each financial year. A ratepayer may elect to pay in full or by instalments prior to the due date/s. Details of the exact due dates are determined by Council on an annual basis and provided on the rates notice.

4.18. Payment Methods

- 4.18.1. Council provides various methods to enable payment of rates. These are detailed on the rates notice.

4.19. Alternative Payment Arrangements

- 4.19.1. Any ratepayer who may, or is likely to experience difficulty with meeting standard payment **instalments** can contact Council to discuss options for alternative payment arrangements. Such enquiries are treated confidentially.
- 4.19.2. Alternate payment options include weekly, fortnightly and monthly payments provided amounts owing are paid in full by 30 June of that financial year.
- 4.19.3. Unless arrangements are made under Councils financial hardship policy all ratepayers who enter in an arrangement within this section of the policy will continue to have fines and interest charged on the outstanding amount in accordance with section 181 of the Act.
- 4.19.4. Debt recovery action will be suspended whilst the terms and conditions of the arrangement to pay have been met. In the event that the arrangement is not met the total amount becomes payable and is subject to normal debt recovery procedures.

4.20. Financial Hardship

- 4.20.1. Financial hardship is considered when a change in circumstances affects the ability of a ratepayer to pay rates.
- 4.20.2. Council has in place a separate Financial Hardship Policy and Procedure which references legislative provisions and details the objectives, principles, options and processes for dealing with financial hardship. This ensures rate relief assistance is provided in a consistent, equitable, fair, responsive and confidential manner.
- 4.20.3. Ratepayers can apply for rate relief to Council by completing a prescribed form either on-line via Councils website, directly in person or via email, or through a financial counselling service.
- 4.20.4. Council's preference is for the applicant to seek professional financial counselling support to assist them in the process. Council will assist in referring applicants where required.

4.21. Postponement of Rates for Seniors

- 4.21.1. Section 182A (1) of the Act sets out the criteria that applies for a senior ratepayer to be eligible for a postponement of rates.
- 4.21.2. Section 182A(12) defines a senior ratepayer as a person who holds a State Seniors Card issued by the State Government, or who the qualifications to hold such a card and has applied for the card but has yet to be issued with the card.
- 4.21.3. Postponement is available on the principal place of residence and provided no other person, other than a spouse has an interest as the owner of the property. An application must be made on a prescribed form available from Council either in person or via Councils website.
- 4.21.4. The deferred amount is subject to a monthly interest charge as prescribed under section 182A (12) of the Act, with the accrued debt being payable on the disposal or sale of the property. The debt can be paid earlier at the ratepayer's discretion.

4.22. Concessions

- 4.22.1. The State Government provides a "cost of living" concession to assist those on low or fixed incomes with expenses such as Council rates, energy and medical bills. Ratepayers can determine eligibility and apply by contacting the Concessions SA website www.sa.gov.au/concessions. The concession is paid directly to the successful applicant and is not provided via a rates notice.

Collection of Rates in Arrears

4.23. Late Payment of Rates

- 4.23.1. Section 181 (8) of the Act requires Council to impose a penalty of a 2% fine on any rates payment not paid by the instalment or applicable due date.
- 4.23.2. Council will provide ratepayers with a grace period of at least three working days after the due date after which fines are imposed for late payment.
- 4.23.3. At the expiration of each full month from the due date interest is charged at the prescribed percentage as per section 181 (17) of the Act will be added on any balance including interest not paid.
- 4.23.4. Any remission of penalties will be made in accordance with Council approved delegations taking into consideration each case on its merits based on the ratepayer information provided.

4.24. Debt Recovery

- 4.24.1. Council will issue one overdue fines notice for payment of rates when rates are unpaid by the due date. Should rates remain unpaid more than fourteen calendar days after the date of issue of the overdue notice and the amount is greater than half the residential minimum rate of the applicable financial year, Council may refer the debt to a debt collection agency for collection.
- 4.24.2. The debt collection agency will charge collection fees to Council which it will pass on to the relevant property. All fees and court costs incurred are recoverable from the ratepayer.
- 4.24.3. Payments received in respect of overdue rates will be applied in accordance with section 183 of the Act as follows:
 - 1. Costs awarded to or recoverable by Council in any court proceedings undertaken to recover rates.

2. Interest.
3. Fines.
4. Rates, in the order the liability arose.

4.25. Sale of Land for Non-Payment of Rates

- 4.25.1. Under section 184 of the Act Council has the power to sell property where rates have been in arrears for three years or more.
- 4.25.2. Council will not enforce this action where unusual or extraordinary circumstances exist, including deceased estates and situations of abnormal hardship for which the hardship provisions apply.
- 4.25.3. Council recognises the severe impact that such action would have on a property owner and accordingly this action is generally considered as a last resort. Council will be informed by a confidential Council report of actions in this regard once rates have been in arrears for three years.
- 4.25.4. This action will only be instigated after a series of steps have been taken:
 - Where rates outstanding have been in arrears for two years a written notice will be issued to the ratepayer encouraging a suitable payment plan to eliminate outstanding rates. The ratepayer will also be advised of the Council powers in accordance with section 184 of the Act.
 - If rates are in arrears for three years, a further notice will be issued advising of Council's option to sell the land. The owner will be notified of:
 - the period for which the rates have been outstanding
 - details of outstanding amounts
 - Council's option to sell the land if a twelve month payment plan to pay the rates in full is not entered into.
 - If rates remain in arrears for four or more years written notice will be issued to the ratepayer and any other interested parties advising that action to recover overdue rates will be commenced in accordance with section 184.
 - The ratepayer will be required to pay all amounts in arrears, legal and other costs incurred by Council.
 - Throughout the process the ratepayer will continue to receive quarterly rate notices and incur fines and interest on any rates balance that remains unpaid.
 - Normal recovery action will be suspended whilst the terms and conditions of any agreed payment plan are met.

4.26. Rebates of Rates

Mandatory Rebates

- 4.26.1. A rebate of rates is available only when the requirements under the relevant sections of the Act are met.

The categories in which property is eligible for a mandatory rebate are as follows:

- Section 160 – Health Services 100% rebate.
- Section 161 – Community Services 75% Rebate.
- Section 162 – Religious Purposes 100% Rebate.
- Section 163 – Public Cemeteries 100% Rebate.
- Section 164 – Royal Zoological Society SA 100% Rebate.
- Section 165 – Educational Purposes 75% Rebate.

Where Council is satisfied from its own records, or from other sources, that a person or body meets the necessary criteria for a mandatory rebate, Council will grant the rebate.

Discretionary Rebate of Rates

- 4.26.2. Council may grant a discretionary rebate in any of the cases as set out in section 166 of the Act.
- 4.26.3. Person or bodies seeking a discretionary rebate are required to submit an application on a prescribed form.
- 4.26.4. New applications will be received and assessed annually for the upcoming financial year and will be received up to 30 April of each year. The applicant will be advised in writing of the outcome prior to 30 June each year.
- 4.26.5. Council has delegated authority to the General Manager Strategy and Corporate, Manager Finance and Rates Specialist to make decisions in respect of discretionary rebates unless referral to Council is otherwise required.
- 4.26.6. The delegated officers will assess each application in a fair and reasonable manner having regard to the following criteria approach:
- The application is considered on its individual merits.
 - The nature and extent of Council services provided in respect to the land for which the rebate is sought in comparison to similar services provided elsewhere in its area.
 - The community need that is being met by activities carried out on the land for which the rebate is sought.
 - The extent to which activities carried out on the land provides assistance or relief to disadvantaged persons.
 - Any other matter considered relevant by Council.
- 4.26.7. The delegated officers will review discretionary rebates every four years.
- 4.26.8. Section 166(1) (l) of the Act deals with discretionary rebates to provide relief when substantial changes occur in the rates payable by a ratepayer due to the follow occurrences:
- Redistribution of rates arising from changes in the rating structure.
 - A change to the basis on which the land is valued including rapid valuation changes or anomalies.

When the above conditions apply Council may grant relief to all ratepayers including those who own commercial, industrial and vacant properties.

5. Definitions

Key term or acronym	Definition
Act	Refers to <i>Local Government Act 1999</i> .
Ratepayer	A person or entity whose name appears in the assessment record as the owner or occupier of a rateable property.
Rating	The overall process of raising revenue by way of levying rates and charges.
Capital Value	The valuation methodology used in determining the value of land, as defined in the <i>Valuation of Land Act 1971</i> , being the amount a piece of land might be expected to realise upon sale, including all buildings and improvements.
Rate in the Dollar	The multiplying factor applied to the assessed property value to determine the amount of rates. It is determined annually by dividing the total amount of rate revenue required by the total value of the relevant rateable properties.
General Rate	The rate in the dollar that applies to a rateable property in the calculation of the

	rate payable by the ratepayer for the services provided by Council.
Differential General Rate	The rate in the dollar that applies to a category or categories of land use that is different to the rate applicable to the other land use categories.
Residential Rate Cap	The maximum increase in the general rate set by Council charged on residential rateable land that is the principal place of residence of a principal ratepayer in accordance with section 153 of the Act.
Separate Rate	The rate in the dollar applied to a certain number of rateable properties for the purpose of planning, carrying out, making available, supporting, maintaining or improving an activity that is, or intended to be, of particular benefit to the land, or occupiers of the land. It is an additional valuation based charge that is for a specified purpose.
Postponed Rates	Rates postponed under section 182 or 182A of the Act.
Rebates	The amount that a rate may be reduced in accordance with Chapter 10, Division 5 of the Act.
Remissions	Reductions in the amount payable granted in accordance with section 182 of the Act.
Seniors	A person who holds a South Australian State Seniors Card.
LGPI	Local Government Price Index (LGPI) which represents the movement of prices associated with the goods and services consumed by Local Government in South Australia.

6. Administration Use Only

Reference Number:	Document Set ID: 4861468
Strategic Alignment:	Our Holdfast 2050+
Strategic Risk:	
Responsible Officer(s):	Manager Finance Rates Specialist Finance Officer – Rates & Payroll
First Issued / Approved:	
Minutes Date and Council Resolution Number:	
Last Reviewed:	
Next Review Date:	
Applicable Legislation:	<i>Local Government Act 1999</i> – sections 159–166
Related Policies:	
Other Reference Documents:	

Item No: 15.5

Subject: MONTHLY FINANCIAL REPORT – AS AT 31 MAY 2024

Summary

The financial report for municipal activities to the 31 May 2024 confirms that Council is on target to meet its estimated surplus of \$624,920 in 2023-24. Favourable minor variances indicate a positive financial position for the remainder of the year.

Recommendation

That Council receives the financial report for municipal activities for the eleven months to 31 May 2024.

Background

Applying the principles of good corporate governance, Council is provided with monthly reports detailing its financial performance compared to its budget.

Report

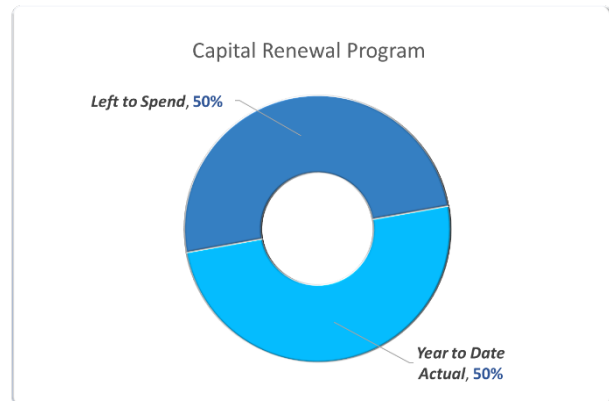
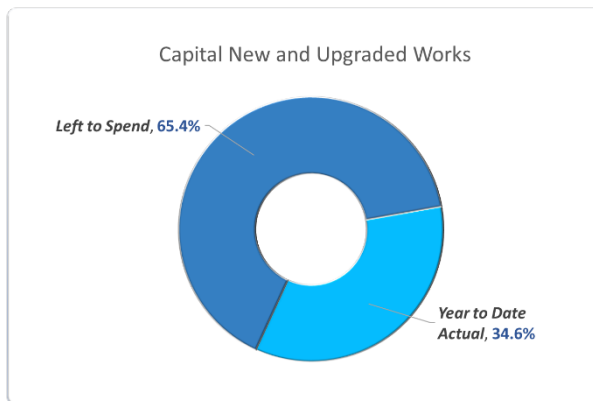
A summary of Council's financial performance to 31 May 2024 is provided in the following table.

All amounts in \$000	2023-24 Adopted Budget	2023-24 Year to date Budget	2023-24 Year to date Actuals	Variance	
Operating revenue	55,088	52,875	53,642	767	↑
Operating expenditure	(54,462)	(46,808)	(46,568)	240	↑
Result from Operational Activities	625	6,067	7,074	1,007	
Capital Renewal Program (Net)	(12,609)	(10,748)	(6,188)	4,560	↑
Capital New and Upgraded Works (Net)	(16,285)	(12,562)	(2,839)	9,723	↑
Loan Repayments	(1,396)	(1,279)	(820)	459	↑
Loans repaid by community clubs	217	215	215	-	
Result from Capital Activities	(30,073)	(24,374)	(9,632)	14,742	
Add back non-cash items	8,043	8,116	8,106	(10)	↑
Funding (Requirement)/Surplus	(21,405)	(10,191)	5,548	15,739	

Operational activities are currently ahead of budget with additional revenue raised through car parking and cemetery and memorial fees. Similarly, year to date expenditure is lower than budget due to a range of minor favourable variances. More detailed explanations of major variances by individual business units are provided in Attachment 1.

Refer Attachment 1

A detailed progress report on Council's program of works is provided each quarter, however, in the interim the following graphs represent the percentage of total capital works financially completed by 31 May 2024. A number of projects are forecast to be incomplete as at 30 June 2024 and the remaining budget will be requested to be carried forward to 2024-25.



Budget

The content and recommendation of this report indicates the effect on the budget.

Life Cycle Costs

Not applicable

Strategic Plan

Statutory compliance

Council Policy

Not applicable

Statutory Provisions

Local Government (Financial Management) Regulations 2011, Regulation 9.

Written By: Management, Accountant Lead

General Manager: Strategy and Corporate, Ms S Wachtel

Attachment 1



City of Holdfast Bay Municipal Funds Statement as at May 2024

2023 - 2024 Original Budget \$'000	Year to Date				2023 - 2024 Adopted Forecast \$'000	Note
	Adopted Forecast \$'000	Actual \$'000	Variance \$'000			
169	297	357	(61)	Cemeteries	295	1
535	430	461	(31)	Commercial & Club Leases	468	
(1,265)	(1,148)	(1,133)	(15)	Council Administration	(1,265)	
(912)	(813)	(848)	36	Development Services	(935)	
1,672	753	753	-	- FAG/R2R Grants	2,055	
(2,087)	(1,956)	(1,923)	(33)	Financial Services	(2,019)	
(10,911)	(8,116)	(8,106)	(10)	Financial Services-Depreciation	(11,351)	
(280)	-	-	-	- Financial Services-Employee Leave Provisions	(280)	
(985)	(400)	(410)	9	Financial Services-Interest on Borrowings	(735)	
91	-	-	-	- Financial Services-SRWRA	206	
41,372	41,381	41,427	(46)	General Rates	41,372	
(2,992)	(2,919)	(2,919)	0	Innovation & Technology	(3,117)	
(717)	(600)	(587)	(13)	People & Culture	(722)	
(964)	(855)	(811)	(44)	Strategy & Governance	(964)	
(1,440)	(1,306)	(1,223)	(83)	City Activation	(1,499)	2
1,502	1,364	1,368	(4)	Commercial - Brighton Caravan Park	1,502	
35	41	27	14	Commercial - Partridge House	35	
(583)	(543)	(529)	(14)	Communications and Engagement	(583)	
(369)	(331)	(351)	20	Community and Business Administration	(369)	
(1,089)	(893)	(847)	(46)	Community Events	(996)	
831	1,512	1,887	(375)	Community Safety	1,569	3
(669)	(506)	(414)	(93)	Community Wellbeing	(673)	4
(570)	(521)	(543)	23	Customer Service	(570)	
-	(56)	46	(102)	Jetty Road Mainstreet	(115)	5
(1,565)	(1,510)	(1,498)	(12)	Library Services	(1,655)	
(335)	(418)	(406)	(12)	Assets & Delivery Administration	(445)	
(1,532)	(1,487)	(1,293)	(194)	Engineering & Traffic	(1,707)	6
(659)	(750)	(704)	(46)	Environmental Services	(849)	
(8,682)	(8,194)	(8,406)	211	Field Services & Depot	(8,911)	7
(2,388)	(1,936)	(1,918)	(18)	Property Management	(2,388)	
(572)	(534)	(521)	(13)	Public Realm and Urban Design	(572)	
(726)	(484)	(468)	(16)	Street Lighting	(646)	
(4,530)	(3,432)	(3,393)	(39)	Waste Management	(4,511)	
999	-	-	-	- Less full cost attribution - % admin costs capitalised	999	
386	6,067	7,074	(1,007)	=Operating Surplus/(Deficit)	625	
10,911	8,116	8,106	10	Depreciation	11,351	
189	-	-	-	Other Non Cash Items	74	
11,100	8,116	8,106	10	Plus Non Cash Items in Operating Surplus/(Deficit)	11,425	
11,486	14,183	15,180	(998)	=Funds Generated from Operating Activities	12,050	
484	4,562	4,523	39	Amounts Received for New/Upgraded Assets	5,007	
201	470	461	9	Proceeds from Disposal of Assets	670	
685	5,032	4,984	48	Plus Funds Sourced from Capital Activities	5,677	
(8,170)	(11,218)	(6,649)	(4,569)	Capital Expenditure on Renewal and Replacement	(13,308)	
(7,560)	(17,124)	(7,362)	(9,762)	Capital Expenditure on New and Upgraded Assets	(21,262)	
(15,730)	(28,342)	(14,011)	(14,331)	Less Total Capital Expenditure	(34,570)	8
217	215	215	-	Plus:Repayments of loan principal by sporting groups	217	
217	215	215	-	Plus/(less) funds provided (used) by Investing Activities	217	
(3,342)	(8,913)	6,368	(15,281)	= FUNDING SURPLUS/(REQUIREMENT)	(16,626)	
				Funded by		
-	(797)	(797)	-	- Increase/(Decrease) in Cash & Cash Equivalents	-	
-	(9,395)	10,426	(19,821)	Non Cash Changes in Net Current Assets	3,382	
(4,738)	-	-	-	- Less: Proceeds from new borrowings	(21,404)	
-	-	(4,081)	4,081	Less: Net Movements from Cash Advance Debentures	-	
1,396	1,279	820	460	Plus: Principal repayments of borrowings	1,396	
(3,342)	(8,913)	6,368	(15,281)	=Funding Application/(Source)	(16,626)	

Note 1 – Cemeteries - \$61,000 favourable

Cemetery fee revenue higher than forecast (\$40,000) due to increased burials, purchased plots in perpetuity and maintenance request of private sites along with additional memorial related revenue (\$18,000).

Note 2 - City Activation - \$83,000 favourable

Year to date savings on the Economic Development Plan (\$41,000), a lower than budgeted number of shopfront character grants processed (\$26,000) and additional revenue from pop-up stores at Glenelg Town Hall (\$11,000).

Note 3 – Community Safety - \$375,000 favourable

Employment cost savings due to temporary vacancies (\$42,000) along with higher than forecast revenue for car parking (\$250,000), dog management fees (\$45,000) and food related permits (\$28,000).

Note 4 – Community Wellbeing - \$93,000 favourable

Employment cost savings due to temporary vacancies.

Note 5 - Jetty Road Mainstreet- \$102,000 favourable

Year to date savings on marketing (\$83,000) and event management (\$22,000). Due to separate rate funding arrangements unspent budget will be carried forward as in previous years.

Note 6 - Engineering & Traffic - \$194,000 favourable

Positive variances on two operational projects; Integrated Transport Strategy Priorities (\$153,000) and Asset Management Plan (\$35,000) these projects will be continued in 2024/25 and unspent budget will be carried forward.

Note 7 – Field Services & Depot- \$211,000 unfavourable

Unfavourable variances include employment costs due to additional staff hired (\$81,000), repairs and maintenance expenditure (\$74,000) and increased electricity charges (\$53,000).

Note 8 – Capital Expenditure - \$14,331,000 favourable

There are positive variances on a number of capital projects mainly due to the timing of projects. A review of the capital program was undertaken as part of the March 2024 budget update and a number of major projects are forecast to be incomplete as at 30 June 2024 including the following:

- Seacliff Plaza Upgrade
- Buffalo Site - Amenity Improvements
- Stormwater Management Plan Implementation
- Brighton Caravan Park - Stage 2 redevelopment
- Kingston Park Stages 4 & 6 - Detailed Design

Item No: 15.6

Subject: **DOG AND CAT MANAGEMENT (BREEDER REFORMS) AMENDMENT BILL 2024**

Summary

The draft *Dog and Cat Management (Breeder Reforms) Amendment Bill 2024 (the Bill)* is currently shared by the Department of Environment and Water for public comment. The amendments include an increase in penalties for dog attacks, the implementation of a new system for breeder licensing as part of the government's commitment to banning puppy factories and other minor amendments.

This report discusses the proposed changes and presents feedback from our authorised officers discussing the effect the changes will have on the enforcement of the *Dog and Cat Management Act 1995*.

Recommendation

That Council:

- 1. notes the Dog and Cat Management (Breeder Reforms) Amendment Bill; and**
 - 2. endorses Administration's responses to the proposed changes.**
-

Background

In 2022, the Department of Environment and Water (DEW) conducted consultation on the *Dog and Cat Management Act 1995 (DCM Act)*. Unfortunately, the consultation period:

- lasted less than four weeks, not the two months that the LGA requested to enable councils to provide feedback; and
- took place within the 2022 council election period, making it impossible for councils to deliberate on the issues and then provide submissions.

However, some work was done with authorised officers who enforce the *DCM Act*, to gain a sense as to what changes would assist them from an operational perspective.

The current consultation process is the first opportunity, in many years, for the SA Local Government sector to consider dog and cat management issues.

Report

The draft *Dog and Cat Management (Breeder Reforms) Amendment Bill 2024* outlines the State Government's proposed changes to:

- increase council powers to manage dogs that persistently wander in their districts – with control orders available and penalties of up to \$2,500 each time a dog is caught wandering.
- increase penalties for vicious dog attacks.
- increase all other fines and expiations for dog attacks.
- ban puppy farms through tougher breeder licensing scheme.

Refer Attachment 1

Alongside these amendments, several other changes are being proposed which will have implications for councils.

Some of the proposed changes include:

- requiring a section 25D warrant (to inspect a place or vehicle) to be secured from a Magistrate, rather than a Justice of the Peace.
- removal of muzzle requirements for non-racing greyhounds.
- enabling the Dog and Cat Management Fund to be used for cat detention facilities.
- reduce the number of Dog and Cat Management Board members from nine to seven.
- expand the objectives of Dog and Cat Management Act to include animal welfare issues (relating to breeding).
- moving council obligations for dog and cat management (set out in section 26 of the Act) to Regulations.

Administration has reviewed each of the proposed changes to determine how this affects the current process.

Refer Attachment 2

This review highlighted that council concurred with most of the amendments which fall within the current process, with one section outlined below which seeks Council's endorsement:

Section 71E—Dealing with dogs and cats where breeder's licence suspended or cancelled

This section:

- is to ensure animals are dealt with safely and humanely in circumstances where enforcement is required.
- provides direction on how cats and dogs are dealt with to ensure they are safely housed and managed.

Administration do see concerns if the licence holder disappears, and costs cannot be recovered to re-home the animals.

Therefore, Council's endorsement is sought to amend *Section 71E – Dealing with dogs and cats where breeder's licence suspended or cancelled*, where the Department of Environment and Water can ensure council will not be responsible for the costs of re-homing the animals and all other associated costs with a cancelled /suspended licence and where costs cannot be recovered from the licence holder, the Dog and Cat Management funds will be used.

Summary

In summary, Administration supports the new changes. The only change Administration is seeking endorsement for is the cost recovery options extending to landlords for when costs cannot be recovered from Breeders.

The minor amendments aid clarity, remove red tape, and promote action to deliver better services to dog and cat owners and the community.

Budget

Not applicable

Life Cycle Costs

Not applicable

Strategic Plan

Statutory compliance

Council Policy

Not applicable

Statutory Provisions

Dog and Cat Management Act 1995

Written By: Manager, Community and Safety

General Manager: Community and Business, Ms M Lock

Attachment 1

South Australia

Dog and Cat Management (Breeder Reforms) Amendment Bill 2024

A BILL FOR

An Act to amend the *Dog and Cat Management Act 1995* and to make a related amendment to the *Criminal Law Consolidation Act 1935*.

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Dog and Cat Management (Breeder Reforms) Amendment Bill 2024

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The Parliament of South Australia enacts as follows:

Part 1—Preliminary

1—Short title

This Act may be cited as the *Dog and Cat Management (Breeder Reforms) Amendment Act 2024*.

5 2—Commencement

This Act comes into operation on a day to be fixed by proclamation.

Part 2—Amendment of *Dog and Cat Management Act 1995*

3—Amendment of section 3—Objects

Section 3—after paragraph (c) insert:

- 10 (d) to require breeders of dogs and cats to adhere to standards and guidelines that provide for the welfare of dogs and cats involved in breeding programs.

4—Amendment of section 4—Interpretation

- 15 (1) Section 4, definition of *attack trained dog*—delete "training, to attack a person on command;" and substitute:

training—

- (a) to attack a person on command; or
(b) in the sport of Internationale Gebrauchshund Pruefung (however described);

20 **Note—**

This sport is also known as Schutzhund, IGO or IGP.

- (2) Section 4—after definition of *Board* insert:

to breed or *bred*—see section 68;

25 *breeder's licence* means a licence to breed dogs or cats (or both) under Part 7 that is in force;

- (3) Section 4—after the definition of *cat* insert:

Control (Barking Dog) Order means an order of a kind referred to in section 50(6);

30 *Control (Dangerous Dog) Order* means an order of a kind referred to in section 50(3);

Control (Menacing Dog) Order means an order of a kind referred to in section 50(4);

Control (Nuisance Dog) Order means an order of a kind referred to in section 50(5);

Control (Wandering Dog) Order means an order of a kind referred to in section 50(6a);

(4) Section 4, definition of **dangerous dog**—after paragraph (b) insert:

or

(c) an order generally corresponding to a Control (Dangerous Dog) Order has been recognised under section 59C;

(5) Section 4—after the definition of **effective control** insert:

emergency service means—

(a) SA Police;

(b) SAMFS;

(c) SACFS;

(d) SASES;

(e) SAAS;

(f) any other entity prescribed by the regulations;

(6) Section 4—after the definition of **LGA** insert:

licensed breeder, or holder of a breeder's licence means a person who—

(a) is the holder of a breeder's licence; or

(b) is licensed (however described) to breed dogs or cats (or both) under a corresponding law;

(7) Section 4, after the definition of **private place** insert:

Prohibition Order means a Prohibition Order made under section 59A;

(8) Section 4—**registered veterinary surgeon**—delete the definition

(9) Section 4—after the definition of **unidentified cat** insert:

veterinarian has the same meaning as in the *Veterinary Services Act 2023*;

5—Amendment of section 12—Composition of Board

(1) Section 12(1)—delete "9" and substitute:

7

(2) Section 12(1)(a)—delete "4" and substitute:

3

(3) Section 12(1)—delete "4" and substitute:

3

6—Amendment of section 17—Proceedings

Section 17(1)—delete "5" and substitute:

4

7—Insertion of Part 2 Division 2A

Part 2—after section 19 insert:

Division 2A—Centralised registration and management system

20—Board to establish centralised registration and management system

- (1) The Board must establish and maintain a centralised registration and management system for the purposes of this Act.
- (2) The centralised registration and management system must contain the following registers:
 - (a) a register of dogs and cats registered under this Act;
 - (b) a register of dogs and cats that are microchipped;
 - (c) a register of dogs and cats that are desexed;
 - (d) a register of assistance dogs;
 - (e) the register of licensed breeders kept under section 71F;
 - (f) any other register required to be kept by the regulations, and may contain such other registers or information the Board thinks fit.
- (3) A register must, in relation to each entry on the register, include the information required by the regulations and may include any other information the Board thinks fit.
- (4) A register may be kept wholly or partly in an electronic form.

8—Amendment of section 24—Annual report

Section 24(1)—delete "30 September" and substitute:

31 October

9—Amendment of section 25—Dog and Cat Management Fund

Section 25(4)(a)—after "dogs" insert:

and cats

10—Amendment of section 25D—General powers of authorised persons

- (1) Section 25D(2)(b)—delete "justice" and substitute:
magistrate
- (2) Section 25D(3)—delete "justice" and substitute:
magistrate
- (3) Section 25D(4)—delete subsection (4)

11—Amendment of section 26—Council responsibility for management of dogs and cats

Section 26(6)(b)(i)—delete "or businesses"

12—Substitution of section 26A

5 Section 26A—delete section 26 and substitute:

26A—Plans of management relating to dogs and cats

- 10
- (1) Each council must, in accordance with any requirements set out in the regulations and any relevant guidelines issued by the Board, prepare a plan relating to the management of dogs and cats within its area (which may be combined with another plan prepared by the council under this or any other Act).
 - (2) A council must, on preparing or amending a plan of a management, in a manner and form determined by the Board, notify the Board of that fact.

15 13—Amendment of section 31—Offence to hinder etc authorised person

Section 31(2)—delete subsection (2)

14—Amendment of section 34—Registration procedure for individual dogs

Section 34(3)—delete subsection (3)

15—Repeal of section 35

20 Section 35—delete section 35

16—Amendment of section 37—Notifications to ensure accuracy of registers

Section 37(2)—delete subsection (2)

17—Repeal of section 38

Section 38—delete section 38

25 18—Amendment of section 42E—Certain dogs and cats to be desexed

Section 42E(3)(b)—delete "a person registered as a breeder" and substitute:
the holder of a breeder's licence

19—Amendment of section 43—Dogs not to be allowed to wander at large

- 30
- (1) Section 43(1), penalty provision—delete the penalty provision and substitute:
Maximum penalty:
 - (a) if the dog is a dangerous dog or a dog of a prescribed breed—\$10 000;
 - (b) in any other case—\$5 000.
 - (2) Section 43(1), expiation fee provision, (a)—delete "\$750" and substitute:
35 \$1 000

- (3) Section 43(1), expiation fee provision, (b)—delete "\$210" and substitute:
\$315

20—Amendment of section 44—Dogs not to be allowed to attack etc

- (1) Section 44(1), penalty provision—delete "\$10 000" and substitute:
5 \$50 000

- (2) Section 44(2), penalty provision—delete the penalty provision and substitute:
Maximum penalty:

(a) if the offence results in the death of, or serious injury to, a person,
animal or bird—

10 (a) if the dog is a dangerous dog or a dog of a prescribed
breed—\$50 000;

(b) in any other case—\$25 000.

(b) in any other case—

15 (a) if the dog is a dangerous dog or a dog of a prescribed
breed—\$25 000;

(b) in any other case—\$10 000.

- (3) Section 44(2), expiation fee provision—delete expiation fee provision and substitute:
Expiation fee:

20 (a) if the offence results in the death of, or serious injury to, a person,
animal or bird—

(a) if the dog is a dangerous dog or a dog of a prescribed
breed—\$1 500;

(b) in any other case—\$1 000.

(b) in any other case—

25 (a) if the dog is a dangerous dog or a dog of a prescribed
breed—\$1 000;

(b) in any other case—\$500.

- (4) Section 44(3)—delete "this section" first occurring and substitute:
subsection (1)

- 30 (5) Section 44(3)—delete "this section" second occurring and substitute:
that subsection

21—Amendment of section 45A—Miscellaneous duties relating to dogs

- (1) Section 45A(1), penalty provision, (a)—delete "\$5 000" and substitute:
\$10 000

- 35 (2) Section 45A(1), penalty provision, (b)—delete "\$2 500" and substitute:
\$5 000

Dog and Cat Management (Breeder Reforms) Amendment Bill 2024Part 2—Amendment of *Dog and Cat Management Act 1995*

(3) Section 45A(1), expiation fee provision, (a)—delete "\$750" and substitute:

\$1 000

(4) Section 45A(1), expiation fee provision, (b)—delete "\$315" and substitute:

\$750

5 (5) Section 45A(3)—delete "registered veterinary surgeon" and substitute:

veterinarian

(6) Section 45A—after subsection (6) insert:

(7) A person who owns or is responsible for the control of a dog (not being an accredited assistance dog) is guilty of an offence if—

10 (a) the dog defecates in a private place; and

(b) unless the owner or occupier of the private place allows otherwise, the person responsible for the control of the dog does not immediately remove the faeces and dispose of them in a lawful and suitable manner.

15 Maximum penalty: \$1 250.

Expiation fee: \$210.

22—Amendment of section 45B—Dogs of prescribed breed

(1) Section 45B(1), penalty provision—delete "\$5 000" and substitute:

\$7 500

20 (2) Section 45B(4)—delete subsection (4)

23—Amendment of section 45C—Greyhounds

(1) Section 45C(1)—delete subsection (1) and substitute:

(1) A person who owns or is responsible for the control of a greyhound (not being a racing greyhound) must ensure that, at any time the greyhound is not confined in premises of which that person is the occupier, the greyhound is under the effective control of a person by means of physical restraint.

Maximum penalty: \$5 000.

Expiation fee: \$315.

25 (1a) A person who owns or is responsible for the control of a racing greyhound must ensure that, at any time the racing greyhound is not confined in premises of which that person is the occupier—

30 (a) the greyhound has a muzzle securely fixed on its mouth capable of preventing it from biting any person or animal; and

35 (b) the greyhound is under the effective control of a person by means of physical restraint.

Maximum penalty: \$5 000.

Expiation fee: \$315.

(2) Section 45C(2)—delete "Subsection (1) does" and substitute:

Subsections (1) and (1a) do

(3) Section 45C(2)—after paragraph (b) insert:

or

5 (c) is on premises with the consent of the owner or occupier of the premises.

(4) Section 45C—after subsection (2) insert:

(3) In this section—

10 *racing greyhound* means a greyhound currently registered as a racing greyhound with Greyhound Racing SA, or a corresponding body in another jurisdiction.

24—Amendment of section 45D—Attack trained dogs, guard dogs and patrol dogs

Section 45D(1), penalty provision—delete "\$5 000" and substitute:

15 \$7 500

25—Amendment of section 50—Destruction and control orders

(1) Section 50(1)—after paragraph (e) insert:

(f) a Control (Wandering Dog) Order.

(2) Section 50—after subsection (6) insert:

20 (6a) A Control (Wandering Dog) Order requires—

(a) all reasonable steps to be taken to prevent the dog escaping from premises of which the person who is responsible for the control of the dog is the occupier; and

25 (b) the dog or the person or both to undertake such approved training courses as may be specified in the order.

26—Amendment of section 51—Grounds on which orders may be made

Section 51—after paragraph (e) insert:

or

(f) in the case of a Control (Wandering Dog) Order—

30 (i) the dog is persistently wandering at large; or

(ii) the dog is subject to an order made under a law of another jurisdiction that corresponds with a Control (Wandering Dog) Order.

27—Amendment of section 55—Contravention of order

35 Section 55(1), penalty provision, (c)—after "Order" insert:

or Control (Wandering Dog) Order

28—Amendment of section 56—Notification to council

- (1) Section 56(1), penalty provision, (a)—delete "\$2 500" and substitute:
\$5 000
- (2) Section 56(1), penalty provision, (b)—delete "\$1 250" and substitute:
\$2 500
- (3) Section 56(1), expiation fee provision, (a)—delete "\$315" and substitute:
\$500
- (4) Section 56(1), expiation fee provision, (a)—delete "\$210" and substitute:
\$315

29—Amendment of section 57—Notification of order to proposed new owner of dog

- (1) Section 56(1), penalty provision—delete "\$1 250" and substitute:
\$5 000
- (2) Section 56(1), expiation fee provision—delete "\$210" and substitute:
\$500

30—Amendment of section 59B—Contravention of Prohibition Order

Section 56(1), penalty provision—delete "\$5 000" and substitute:
\$10 000

31—Insertion of Part 5 Division 4

After section 59B insert:

Division 4—Recognition of interstate orders**59C—Recognition of certain interstate orders**

- (1) The Minister may, on the application of the Board or a council, or on the Minister's own initiative, recognise a prescribed interstate order.
- (2) The Minister recognises a prescribed interstate order by registering the order in accordance with any requirements set out in the regulations.
- (3) As soon as possible after registering a prescribed interstate order, the Minister must ensure that a notice is served on the person who is the subject of the order either personally or by registered post at the last known address of that person.
- (4) The notice must inform the person—
- (a) that the relevant prescribed interstate order has been registered under this section; and
 - (b) that the registration of the order does not take effect until 14 days after the notice is served on the person; and

- (c) that from the time the registration takes effect, a contravention of the order in South Australia is an offence.
- (5) The registration of a prescribed interstate order under this section takes effect 14 days after notice is served in accordance with subsection (4) on the person who is the subject of the order.
- (6) A person who is the subject of a prescribed interstate order registered under this section must comply with the order.
Maximum penalty: \$10 000.
Expiation fee: \$750.
- (7) Subsection (6) applies even if the order is varied after it is registered.
- (8) However, if a prescribed interstate order is varied after it is registered to create a new obligation on the person to whom the order relates, proceedings against the person in respect of a contravention of that obligation must not be started unless the person had notice of the obligation before the contravention occurred.
- (9) In proceedings for an alleged offence against subsection (6)—
- (a) production of a certificate apparently signed by the Minister stating that a prescribed interstate order was registered on a specified date is proof in the absence of proof to the contrary of the registration under this section of the order; and
- (b) production of a certificate apparently signed by the Minister setting out the terms of a prescribed interstate order at a particular date is proof in the absence of proof to the contrary of the terms of the order on that date.
- (10) In this section—
- corresponding law*** means a provision of a law of another State or Territory prescribed by the regulations as a corresponding law for the purposes of this section;
- prescribed interstate order*** means a court order made under a corresponding law corresponding to—
- (a) a Destruction Order;
- (b) a Control (Dangerous Dog) Order;
- (c) a Control (Menacing Dog) Order;
- (d) a Prohibition Order;
- (e) any other order, or order of a class, prescribed by the regulations;
- register*** means a register kept for the purposes of this section.

32—Amendment of section 60—Power to seize and detain dogs

Section 60(1)—after paragraph (f) insert:

- (g) if requested to do so by a member of an emergency service;

(h) in any other circumstances prescribed by the regulations.

33—Amendment of section 61—Procedure following seizure of dog

(1) Section 61(2)(a)—delete paragraph (a) and substitute:

(a) either—

5 (i) cause a notice to be displayed at the office of the council for the area in which the dog was seized (or if the dog was seized outside municipal and district council areas, at the police station nearest to where the dog was seized) containing—

10 (A) a general description of the dog; and

(B) the day and time it was seized; and

(C) contact details of a person or body to whom further enquiries can be made; or

15 (ii) cause such a notice to be published on the official website of the council for the area in which the dog was seized (or if the dog was seized outside municipal and district council areas, on the official website of SA Police).

(2) Section 61—after subsection (6) insert:

20 (7) Nothing in this section prevents a person from taking a seized or detained dog that is sick, injured or distressed to a veterinarian for assessment and treatment.

34—Amendment of section 62—Destruction or disposal of seized dog

(1) Section 62(3)(b)(i)—delete "registered veterinary surgeon" and substitute:
veterinarian

25 (2) Section 62(3)(b)(ii)—delete "registered veterinary surgeon" and substitute:
veterinarian

35—Amendment of section 63—Power to destroy cats

Section 63(1)(d)(iv)—delete "registered veterinary surgeon" and substitute:
veterinarian

36—Amendment of section 64—Power to seize and detain cats

30 Section 64(2)(a)—delete "registered veterinary surgeon" and substitute:
veterinarian

37—Amendment of section 64D—Notification to owner of dog or cat destroyed etc under Part

35 Section 64D(3), definition of *prescribed person*, paragraphs (f)—delete "registered veterinary surgeon" and substitute:
veterinarian

38—Substitution of Part 7

Part 7—delete Part 7 and substitute:

Part 7—Breeder's licences

Division 1—Preliminary

68—Meaning of *to breed* and *bred*

- 5
- (1) For the purposes of this Act, the owner of a dog or cat will be taken to have bred any puppy or kitten (as the case requires) sired or birthed by the dog or cat.
- 10
- (2) For the purposes of this Act, a person will be taken to breed, or have bred, a dog or cat if the person does any of the following:
- 15
- (a) causes or allows (whether by act or omission) 1 or more dogs or cats owned by the person, or for the control of which the person is responsible, to mate;
- (b) provides a dog or cat owned by the person, or for the control of which the person is responsible, to another person for the purpose of mating the dog or cat with another;
- 20
- (c) artificially inseminates a dog or cat, or causes a dog or cat owned by the person, or for the control of which the person is responsible, to be artificially inseminated;
- (d) provides semen or ova from a dog or cat owned by the person, or for the control of which the person is responsible to another person;
- (e) any other act or omission of a kind prescribed by the regulations.
- 25
- (3) To avoid doubt, each person who does an act or omission referred to in subsection (2) in relation to the breeding of a dog or cat will, for the purposes of this Act, be taken to have bred the dog or cat.
- (4) However, subsection (2) does not apply in relation to—
- 30
- (a) an act or omission referred to in that subsection that is done interstate or overseas; or
- (b) an act or omission of a veterinarian acting in the ordinary course of their business in relation to a dog or cat that is not owned by the veterinarian, or for the control of which the veterinarian is responsible; or
- 35
- (c) any other act or omission of a kind prescribed by the regulations.

69—Board may publish or adopt standards and guidelines

- (1) The Board may, by notice in the Gazette, publish or adopt standards and guidelines for the purposes of this Part.

- (2) The Board must cause a copy of any standards and guidelines, as in force from time to time, to be published on a website determined by the Board.

Division 2—Licensing of breeders of dogs and cats

70—Offence to breed dogs or cats unless licensed

A person must not breed a dog or cat unless the person is the holder of a breeder's licence that authorises the person to breed dogs or cats (as the case requires).

Maximum penalty: \$10 000.

Expiation fee: \$750.

71—Application for licence

- (1) An individual may apply to the Board for a licence (a *breeder's licence*) which authorises them to breed dogs or cats (or both).
- (2) An application for a breeder's licence must—
- (a) be made in a manner and form determined by the Board; and
 - (b) be accompanied by the prescribed fee; and
 - (c) contain such information and be accompanied by such records as the Board may require to determine the application.
- (3) The Board must not grant a licence to an applicant, or renew a licence on application by a licence holder, unless the Board is satisfied that—
- (a) the applicant is not prevented from holding a licence, or being registered, to breed dogs or cats under a corresponding law; and
 - (b) neither the applicant, nor a current spouse or domestic partner of the applicant, has been found guilty of a prescribed offence within the 5 years immediately preceding the application; and
 - (c) the applicant complies with any other requirements prescribed by the regulations.
- (4) Without limiting subsection (3), the Board may refuse to grant an application for any reason the Board thinks fit (including, to avoid doubt, that the Board does not consider the applicant to be a suitable person to breed dogs or cats (as the case requires)).
- (5) After determining an application under this section, the Board must—
- (a) notify the applicant in writing of the Board's decision; and
 - (b) if the Board refuses to grant the application, provide reasons for the decision.

(6) A breeder's licence is not transferrable.

(7) In this section—

domestic partner means a person who is a domestic partner within the meaning of the *Family Relationships Act 1975*, whether declared as such under that Act or not;

spouse—a person is the spouse of another if they are legally married.

71A—Terms and conditions of licence

(1) Subject to this Act, a breeder's licence has effect for a period of 3 years from the day on which it is granted, or such shorter period as may be specified in the licence.

(2) The Board must impose the following conditions on each breeder's licence:

(a) a condition requiring the holder of the breeder's licence to comply with any relevant standards or guidelines published or adopted under this Part;

(b) a condition setting out the number of fertile female dogs or cats that may be owned, or under the control of, the holder of the breeder's licence;

(c) a condition setting out the number of litters that may be bred by the holder of the breeder's licence (whether from a particular female dog or cat, during a particular period, or otherwise);

and may impose such other conditions on a breeder's licence as the Board considers appropriate.

(3) A holder of a breeder's licence must not, without reasonable excuse, contravene a condition of the breeder's licence.

Maximum penalty: \$10 000.

Expiation fee: \$750.

(4) The Board may vary or revoke a condition imposed on a breeder's licence on the application of the holder of the breeder's licence or on the Board's own initiative.

71B—Reporting obligations

(1) The holder of a breeder's licence must notify the Board if any of the following occurs:

(a) a litter is born to a female dog or cat owned by the licence holder, or for the control of which the licence holder is responsible;

(b) a fertile female dog or cat owned by the licence holder, or for the control of which the licence holder is responsible, dies, is desexed, or otherwise ceases to be a part of the licence holder's breeding program;

- (c) any other event prescribed by the regulations.
- (2) A notice under subsection (1)—
- (a) must be given in a manner and form, and within the period, determined by the Board; and
- 5 (b) must contain such information as may be required by the regulations or the Board.
- (3) The holder of a breeder's licence must not refuse or fail to comply with subsection (1).
- Maximum penalty: \$10 000.
- 10 Expiation fee: \$750.

71C—Renewal of breeders licence

- (1) The holder of a breeder's licence may apply to the Board for the renewal of the licence.
- (2) A renewal application—
- 15 (a) must, unless the Board allows otherwise, be made to the Board at least 3 months before the licence is due to expire; and
- (b) be made in a manner and form determined by the Board; and
- (c) be accompanied by the prescribed fee; and
- 20 (d) must contain such information and be accompanied by such records as the Board may require to determine the application.

71D—Suspension or cancellation of breeder's licence

- (1) The Board may, by notice in writing to the holder of a breeder's licence, suspend or cancel the breeder's licence—
- 25 (a) if the licence holder requests suspension or cancellation; or
- (b) if the Board is satisfied that the licence holder has contravened this Act or a condition of the licence; or
- (c) if the Board is satisfied that—
- 30 (i) the licence holder is prevented (however described) from holding a licence, or being registered, to breed dogs or cats under a corresponding law; or
- (ii) the licence holder is found guilty of a prescribed offence; or
- 35 (d) if the Board is satisfied that the licence holder is not, or is no longer, a suitable person to breed dogs or cats (as the case requires); or
- (e) in any other circumstances prescribed by the regulations.

- 5
- (2) Before suspending or cancelling a licence under subsection (1), the Board must—
- (a) notify the licence holder that the licence holder may, within 30 days before the licence is to be suspended or cancelled, show cause why the licence should not be suspended or cancelled; and
 - (b) consider any submission under paragraph (a).
- 10
- (3) The suspension or cancellation of a licence takes effect from the day specified in the notice, or in the case of a suspension, for the period specified in the notice.
- (4) On cancelling a person's breeder's licence, the Board may, by notice in writing, disqualify the person from holding or obtaining a breeder's licence for a specified period (not exceeding 5 years).

15

71E—Dealing with dogs and cats where breeder's licence suspended or cancelled

20

Subject to this section, any dog or cat owned by the holder of a breeder's licence that is suspended or cancelled is to be dealt with in accordance with the scheme set out in the regulations (which may, without limiting the generality of this subsection, provide that the Board, a council or an authorised person may give directions to as to how such dogs or cats are to be dealt with, and provide for the recovery of any costs associated with dealing with such dogs and cats from the licence holder).

25

71F—Register of licensed breeders

- 30
- (1) The Board must keep and maintain a register (which may be incorporated into another register kept under this Act) for the purposes of this Part.
- (2) The register must contain—
- (a) a record of each person licensed as a breeder under this Part (whether or not the licence is currently in force); and
 - (b) a record of each person whose breeder's licence has been suspended or cancelled under this Act; and
 - (c) a record of each person removed from the register under this Act or any reason,
- 35
- and may contain any other records or information as the Board thinks appropriate.

Part 7AA—Sale of dogs and cats

Division 1—Sale etc of dogs and cats

71G—Offence to sell etc dogs of prescribed breed

- 5 (1) A person who sells or gives away, or advertises for sale or to give away, a dog of a prescribed breed is guilty of an offence.
Maximum penalty: \$5 000.
- (2) Subsection (1) does not apply to the surrender of a dog of a prescribed breed to—
- 10 (a) the Royal Society for the Prevention of Cruelty to Animals (South Australia) Incorporated;
- (b) the Animal Welfare League of South Australia, Incorporated;
- (c) any other body or person specified by the regulations, or a facility operated by or on behalf of those bodies or persons.
- 15 (3) In proceedings for an offence against subsection (1), it is a defence for the defendant to prove that they did not know, and could not reasonably have been expected to have known, that the dog to which the offence relates was a dog of a prescribed breed.

71H—Offences relating to sale of certain dogs and cats

- 20 (1) A person must not sell a dog or cat unless the dog or cat has been microchipped in accordance with any requirement set out in the regulations.
Maximum penalty: \$5 000.
Expiation fee: \$315.
- 25 (2) A person must not sell a dog or cat unless the dog or cat has been desexed in accordance with any requirement set out in the regulations.
Maximum penalty: \$5 000.
Expiation fee: \$315.
- 30 (3) Subsections (1) and (2) apply—
- (a) whether or not the dog or cat is required to be microchipped or desexed or both under section 42A or 42E; and
- (b) whether or not the person is the breeder of the dog or cat.
- 35 (4) However, subsection (2) does not apply in relation to working livestock dogs.
- (5) This section does not apply to a sale of a dog or cat occurring in circumstances prescribed by the regulations for the purposes of this section.
- (6) Nothing in this section limits section 71G.

71I—Certain information to be given to buyers

(1) A person who sells a dog or cat must give to the new owner a written notice setting out—

- (a) the information required by the regulations relating to the identity of the seller of the dog or cat; and
- (b) the information required by the regulations relating to the identity of the breeder or breeders of the dog or cat; and
- (c) the information required by the regulations relating to vaccinations and other treatments given to the dog or cat; and
- (d) the information required by the regulations relating to the dog's or cat's microchip; and
- (e) any other information required by the regulations in respect of a sale of the relevant kind.

Maximum penalty: \$5 000.

Expiation fee: \$315.

(2) A person who publishes an advertisement in relation to the sale of a dog or cat must ensure that the advertisement contains—

- (a) the information required by the regulations relating to the identity of the seller of the dog or cat; and
- (b) the information required by the regulations relating to the identity of the breeder or breeders of the dog or cat; and
- (c) the information required by the regulations relating to vaccinations and other treatments given to the dog or cat; and
- (d) the information required by the regulations relating to the dog's or cat's microchip; and
- (e) any other information required by the regulations in respect of an advertisement of the relevant kind.

Maximum penalty: \$5 000.

Expiation fee: \$315.

(3) This section does not apply in relation to a sale of a dog or cat, or an advertisement, of a kind prescribed by the regulations for the purposes of this section.

(4) In proceedings for an offence against subsection (1) or (2), it is a defence for the defendant to prove that they did not know, and could not reasonably have been expected to have known, the information to which the alleged offence relates.

39—Amendment of section 72—Review of certain decisions by South Australian Civil and Administrative Tribunal

Section 72(4), definition of *reviewable decision*—after paragraph (b) insert:

- (ba) a determination of the Board to refuse an application under Part 7 Division 2;

40—Insertion of section 73

Before section 80A insert:

73—Sharing of information between Board and councils etc

- (1) This section applies to the following persons and bodies:
- (a) the Board;
 - (b) a council;
 - (c) an authorised person;
 - (d) the Department;
 - (e) a person or body to whom functions related to the administration, operation or enforcement of the *Animal Welfare Act 1985* are delegated;
 - (f) any other person or body, or person or body of a class, prescribed by the regulations.
- (2) Despite any other Act or law, a person or body to whom this section applies (the *provider*) may, in accordance with any requirements set out in the regulations, provide information and documents to another person or body to whom this section applies (the *recipient*) if the provider reasonably believes that the provision of the information or documents would assist the recipient—
- (a) to perform functions under this Act; or
 - (b) to manage any risk of harm to a dog or cat, or to dogs and cats generally (whether in this State or in another jurisdiction).
- (3) Despite any other Act or law, information or documents that do not directly or indirectly disclose the identity of any person may be provided by one person or body to whom this section applies to another without restriction.
- (4) Information or documents may be provided under this section whether or not the provider has been requested to provide the information or documents.
- (5) In this section—

Department means the administrative unit of the Public Service that is responsible for assisting a Minister in the administration of this Act.

41—Amendment of section 83—No liability for action taken under Act

Section 83—after its present contents (now to be designated as subsection (1)) insert:

- 5 (2) Without limiting a provision of the *Animal Welfare Act 1985*, for the purposes of this section, a reference to action taken lawfully under this Act includes, in the case of the operation of Part 5A, a reference to any injury or harm caused to a dog or cat in good faith and without negligence in the course of taking action under that Part.

42—Repeal of section 87

Section 87—delete section 87

10 **43—Substitution of section 88**

Section 88—delete section 88 and substitute:

88—Evidentiary provision

In proceedings for an offence against this Act, an allegation in the information that—

- 15 (a) at a specified time a specified person owned or was responsible for the control of a specified dog or cat; or
- (b) a specified dog was a dog a prescribed breed; or
- (c) a specified dog or cat was, or was not, at a specified time registered under this Act; or
- 20 (d) a specified dog or cat was, or was not, at a specified time less than a specified age; or
- (e) a specified dog or cat was, or was not, at a specified time desexed; or
- 25 (f) a specified dog or cat was, or was not, at a specified time microchipped; or
- (g) a specified person was, or was not, at a specified time the holder of a breeder's licence breeder under Part 7; or
- (h) that a specified person was at a specified time an authorised person,

30 will be accepted as proved in the absence of evidence to the contrary.

44—Substitution of section 90A

Section 90A—delete the section and substitute:

90A—Review of Act

- 35 (1) The Minister must cause a review of the operation of this Act (as amended by the *Dog and Cat Management (Miscellaneous) Amendment Act 2024*) to be conducted within 6 months after the third anniversary of the commencement of this section.

- (2) The Minister must cause a report of the review under subsection (1) to be prepared and must, within 6 sitting days after receiving a report, cause a copy of the report to be laid before both Houses of Parliament.

5 **45—Amendment of section 91—Regulations**

- (1) Heading to section 91—after "Regulations" insert":

and fee notices

- (2) Section 91(3)—after paragraph (c) insert:

(d) make provisions of a saving or transitional nature consequent on the amendment of this Act or on the making of regulations under this Act.

- (3) Section 91—after subsection (3) insert:

(3a) The Board and each council may prescribe fees for the purposes of this Act by fee notice under the *Legislation (Fees) Act 2019*.

15 **Schedule 1—Related amendments and transitional etc provisions**

Part 1—Amendment of *Criminal Law Consolidation Act 1935*

1—Amendment of section 20AA—Causing harm to, or assaulting, certain emergency workers etc

20 Section 20AA(9), definition of *prescribed emergency worker*—after paragraph (k) insert:

(ka) an authorised person within the meaning of the *Dog and Cat Management Act 1995*, or a person assisting an authorised person in the exercise of powers under that Act;

25 **Part 2—Transitional provisions**

Attachment 2

Proposed Changes to the Dog and Cat Management Act 1995 & Amendment Bill 2024

The following discussion addresses the specific areas where feedback is sort, as part of the consultation process.

Breeder Reform

Current situation

Dog and cat breeders must be registered on Dogs and Cats Online (DACO) and meet certain requirements to breed and sell animals. Breeders must also comply with the Animal Welfare Act 1985 and the South Australian Standards and Guidelines for Breeding and Trading Companion Animals 2017.

Proposed changes

The Bill proposes to introduce a robust licensing scheme where all breeders will be assessed against set criteria to obtain a breeder's license. Breeders must demonstrate that they have appropriate knowledge, facilities, and management plans to properly care for and breed animals. This means that larger breeders will need to do much more, to gain a license. The amendments will also include robust monitoring and enforcement, with new penalties for failing to comply with breeding laws.

The draft Bill proposes to introduce a new breeder licensing scheme. The below sections from the new Bill are being proposed:

Section 68—Meaning to breed and bred

This section sets out definitions of breeding for context and clarity. These definitions reflect different ownership models and circumstances where breeders may arrange a breeding match between two differently owned animals. However, these models should not allow a person to avoid breeder regulation. Vets caring for or assisting animals in breeding processes are not required to obtain a breeder's license.

Response from Administration

Administration supports the new definition for a breeder. There is a lot more detail to ensure all scenarios are captured.

Section 69—Board may publish or adopt standards and guidelines

This section sets out the Board's responsibility to publish or adopt standards and guidelines to set minimum requirements for dog and cat breeding. The South Australian Standards and Guidelines for Breeding and Trading Companion Animals 2017 are currently in review. Similar approaches in other states and territories are being considered. This will inform the changes required to provide a high standard of welfare in line with public expectations. The review is being conducted alongside the amendments to ensure changes are aligned with new requirements and best practice.

Response from Administration

Administration strongly supports the development of guidelines. Guidelines are a valuable tool to assist the enforcement of the legislation and provide clarity for breeders.

Section 70—Offence to breed dogs or cats unless licensed

This section introduces an offence and penalty for breeding dogs or cats without a licence. If an individual breeds dogs or cats without a licence or attempts to avoid the requirements, they will be operating illegally, and penalties may apply.

Response from Administration

Administration supports the penalties.

There is an expiation of \$750 and for more serious situations or repeat offenders, where council need to take the offender to court, a maximum penalty of \$10,000 is appropriate.

Section 71—Application for licence

This section sets out the process and requirements for applying for a breeder licence. The Board will determine the information requirements, develop the application form, and set licence fees. Individuals will need to provide information specified by the Board or set by regulations to obtain a breeder's licence. This includes information about their breeding property, facilities, animal management and breeding experience, and plans outlining how animals will be cared for, socialised, exercised and bred from.

All breeders, even those with one animal, will need to apply for a licence. Even animals in smaller breeding operations can be harmed by inappropriate practices and overbreeding.

When setting application requirements, the Board will consider smaller operations with 5 or less fertile females as well as larger breeders. The process will balance appropriateness of ad-hoc and smaller hobby breeding operations whilst ensuring more stringent requirements for large or commercial breeders.

Breeders who have been banned from holding a breeder's licence in another state or territory or convicted of specific offences (including animal welfare offences) will be ineligible for holding a breeder's licence.

Breeder licensing fees will fund breeder licensing administration, auditing and enforcement.

Working together, the Board and councils will ensure breeders comply with local by-laws, such as land use and limits on the number of animals kept on a property. Animal welfare laws remain governed by the Animal Welfare Act 1985.

Response from Administration

Administration supports the introduction of the licensing scheme to manage breeders.

This gives administration and the Dog and Cat Management Board the ability to have tighter control over breeders to prevent puppy factories.

It places measurable requirements regarding breeder responsibility to plan and advise the socialisation of their dogs and litters, which can prevent reactive dogs in our community, therefore reducing the risk to the community, other animals and will provide preventative measures for reactive dogs attacking or behaving unsociably.

A recent workshop held with a Board approved behavioralist and veterinarian attended by our authorised officers for bite prevention explained the importance of puppy socialisation before they are introduced to their adoptive family i.e. with the breeder. This can have a detrimental effect on their disposition and behaviour in their homes and wider community.

Section 71A—Terms and conditions of licence

In granting a licence, the Board will specify terms and conditions that the breeder must comply with. It will be an offence to breach licence conditions, and depending on the nature of the offence, licences can be revoked. Alternative arrangements may be made for breeding animals and penalties may apply (see 71E). The following mandatory terms and conditions are included in the draft Bill:

- A requirement to comply with the Standards and Guidelines
- A limit on the number of fertile females owned by the breeder. This limit will be set based on the information provided as part of the application, such as facilities and care arrangements a breeder has in place.
- A limit on the number of litters from any one animal to prevent overbreeding from an individual animal.

Licences will be valid for a maximum of three years. The Board may impose other conditions and vary conditions if required.

Response from Administration

Administration supports the new terms and conditions imposed on breeders.

Section 71B—Reporting obligations

Licensed breeders will be required to report:

- Every litter, including details of the mother.
- Changes to animals in a breeding program, such as a fertile female dog or cat is desexed, sold, removed from the breeding program, or dies.
- Other matters required by regulations. Failure to fulfil reporting obligations is an offence and penalties may apply.

Response from Administration

Reporting will ensure officers are well informed and administration supports this addition.

Section 71C—Renewal of breeders licence

Licensed breeders must apply to renew their breeders licence. The Board will establish a process to facilitate this.

Response from Administration

Administration supports a renewal process. This ensures information is accurate and current

Section 71D—Suspension or cancellation of breeder’s licence

This is an important enforcement mechanism, allowing a breeder’s licence to be suspended or cancelled if a breeder no longer meets the licence requirements, or breaches the terms and conditions. Breeders may also be disqualified from breeding for up to 5 years. While most breeders provide good care to their animals, poorly performing or recalcitrant breeders must not be able to operate. Where the behaviour is a serious offence under the Animal Welfare Act a breeder may also be liable for prosecution.

Response from Administration

The threat of suspension or cancellation can sometimes be a more powerful tool to achieve compliance than fines and administration supports the ability to do this.

Section 71E—Dealing with dogs and cats where breeder’s licence suspended or cancelled

This section is to ensure animals are dealt with safely and humanely in circumstances where enforcement is required.

Response from Administration

This section is essential for facilities that are shut down. The costs for rehoming these animals can come from the Dog and Cat Management Funds (derived from registrations). However, the Council has concerns if the license holder disappears prior to the shutdown, will council also be responsible for the costs of rehoming.

Section 71F—Register of licensed breeders

This section supports the existing public register of breeders so purchasers of puppies and kittens can check breeders are appropriately licensed.

Response from Administration

Administration supports this section.

Sale of dogs and cats

Sales requirements are also updated to reflect the new licensing model.

Response from Administration

Administration supports this section.

Section 71G—Offence to sell etc dogs of prescribed breed

This section reflects the current offence to sell or give away dogs of a prescribed breed.

Response from Administration

Administration supports this section.

Section 71H—Offences relating to sale of certain dogs and cats

This section reflects the current requirements for dogs and cats to be microchipped, and if required - desexed, before sale.

Response from Administration

Administration supports this section.

Section 71I—Certain information to be given to buyers

This section reflects the current requirements for specific information which must appear in advertisements and given to buyers as part of sale.

Response from Administration

Administration supports this section.

Dog Attacks

Current legislation

Under the Act, it is an offence for a dog to attack or harass a bird, another animal or person but the penalties are small. Local councils investigate and manage all dog attacks and have the power to issue a fine or prosecute owners. Councils may also impose control or destruction orders depending on the nature or severity of the attack. A Prohibition Order can also be sought in extreme cases, preventing a person from owning or being in the care and control of a dog. Current penalties include:

- Where a person sets a dog to attack a person or another animal, the maximum penalty is \$20000 or imprisonment for 4 years, where the offence involves a dangerous dog. The maximum penalty is \$10 000 or imprisonment for 2 years where the dog is not previously identified as dangerous.
- The maximum penalty for an owner of a dog that attacks, harasses or chases a person or animal is \$2 500. This increases for the owner of a dangerous dog to \$5 000 for a first offence and \$10 000 for a subsequent offence.
- Similarly, for a dog wandering at large the maximum penalty is \$2 500, with a penalty of \$5000 for a first offence involving a dangerous dog and \$10 000 for a subsequent offence. A dangerous dog is defined in the Act as a dog with a Dangerous Dog Control Order placed on it. Higher penalties also apply to offences by dogs of prescribed breeds – as set out in the Act.

Proposed Changes

The following changes are proposed:

- Increase the maximum penalty where an owner sets their dog to attack another person or animal to \$100 000 or imprisonment for 4 years (if a dangerous dog) or \$50,000 or two years imprisonment otherwise. Further criminal law provisions may be applied if appropriate to these circumstances.

- Increase the maximum penalty for a dog attack by a dangerous dog causing serious injury to \$50 000 and \$25 000 for a dog not previously identified as dangerous.
- Increase the maximum penalty for a dog chasing, harassing, or attacking and causing injury (other than a serious injury) to \$25 000 if committed by a dangerous dog or \$10 000 for a dog not previously identified as dangerous.
- Increase the current maximum penalty for the owner of a dog wandering at large (often a precursor to an attack occurring) to \$5 000, or \$10 000 where the dog is a dangerous dog.

Response from Administration

Administration supports the harsher penalties.

This reminds all dog owners to be responsible dog owners. The increase of penalties is crucial because in some cases where owners have appealed a Euthanasia Order, the Tribunal, the Order is downgraded and the dog is back into the community with the conditions of the Order determined by the Tribunal.

Whilst Administration recognise the process and the opportunity and rights owners have, this ensures that if the owner is irresponsible and the dog re-offends – higher penalties can apply. Therefore, there needs to be harsher penalties for the owner.

Miscellaneous amendments

During the 2022 Act review, stakeholders identified a number of minor issues within the Act either caused confusion, were no longer relevant or present a barrier for action.

4—Interpretation The Act sets out a number of terms and their interpretation.

Several definition changes are proposed to clarify ambiguity and add new definitions as required.

Response from Administration

Administration supports these changes.

4—Interpretation Attack trained dog

Amend the definition of an attack trained dog to accommodate the various types of attack training. The amendment will place additional obligations on the owners of these dogs.

Response from Administration

Administration supports these changes.

Administration also recommends with review of the change – 20 – Centralised registration and management system, that the Act reflects that Dogs and Cats Online is the Statewide Register for registration and is effectively where the onus of the owner is to update the “Registrar” and “Register” within their council area.

There has been confusion for owners that there are separate registers.

12—Composition of the Board

Amend to reduce Board members from 9 to 7 which is the contemporary number for this type of Board.

Response from Administration

Administration supports these changes.

20—Centralised registration and management system

Add a new section that recognises the statewide register (Dogs and Cats Online) which was introduced in 2018.

Response from Administration

Administration supports these changes, and this should also reflect with definitions as the “Register” and the obligation placed on owners under the Act of updating the Register and Registrar with regards to any of their dog or cat status e.g. temporary address, rehoming etc.

24—Annual report (of the Board)

Amend the publishing date to 31 October to align with other reporting timeframes.

Response from Administration

Administration supports these changes.

25—Dog and Cat Management Fund

Allows for the Dog and Cat Management Funds to be applied to facilities for the detention of dogs and cats. This will allow for animals to be cared for using funds raised by the board.

Response from Administration

Administration supports these changes.

26—Plans of management relating to dogs and cats

The proposed changes allow councils to incorporate their dog and cat management planning with other operational planning to simplify processes and improve clarity for the community.

Response from Administration

Administration supports these changes.

Currently, Council need to develop a standalone plan. This presents an opportunity to incorporate the plan and any other plans to provide a more holistic view on animal management and the effect they have on the wellbeing of the community.

34, 35 & 37—Registration procedure for business involving dogs

This is proposed to be removed given the introduction of mandatory microchipping and recording in Dogs and Cats Online. Every dog now has its own unique record so when dogs move around within the state, there is no need to re-register them. This change will require all dogs to be individually registered with a dog registration disc issued and the appropriate registration fee payable. Removing business registration also prevents unfair registration fee disparity for businesses registered in one council area, where dogs are kept in another council area.

Response from Administration

Administration supports these changes.

38—Transfer ownership of a dog

Remove clause stating certificates and discs should be passed on from the current owner to the new owner. This is no longer necessary as the state-wide register (Dogs and Cats Online) allows for paperless transfers and paper registration certificates no longer exist.

Response from Administration

Administration supports these changes.

45A—Miscellaneous duties relating to dogs

Add a new subclause penalty for dog owners who do not remove their dog's faeces from a private place.

Response from Administration

Offences of this nature have occurred and currently council are unable to take enforcement action. Council receives many complaints regarding irresponsible owners in shared spaces, verges and the beach. Therefore, administration support these changes.

45B—Dogs of prescribed breed

Remove of subclause 4, which states it is an offence to sell or give away a prescribed breed, which is addressed via breeder licence offences.

Response from Administration

Administration supports these changes.

45C—Greyhounds

Changes to remove the need for pet/retired racing greyhounds to wear a muzzle when in public, which is consistent with many other states. Greyhounds must still always be physically restrained off property and racing greyhounds must wear a muzzle and be restrained.

Response from Administration

Administration has no opposition to this given this has occurred interstate.

In addition, there are other breeds which are not required to wear a muzzle who have the breed traits of hunting and retrieving.

There is no evidence to suggest that this will pose a problem at this stage. Other South Australian Councils have also held trials of Greyhound Off-leash catch ups in a designated area that were highly successful and taken up by owners who had both Green Collar Tested Dogs and also greyhounds wearing muzzles.

The Dog and Cat Management Board gave exemptions for certain days, registration of owners and dogs and locations with parameters put in place.

50 & 51—Destruction and control orders & Grounds on which orders may be made

Adding a subclause introducing a new 'Wandering Dog' order to manage dogs which continually escape. The new order will stipulate reasonable steps be taken by the owner to prevent the dog escaping and attend training where appropriate. Section 4-Interpretation will also be updated to reflect the definition of orders.

Response from Administration

This additional Wandering Dog Order will support officers and ensure that repeat escaping/wandering dogs will have requirements to mitigate the likelihood of their dogs wandering that officers can enforce.

This mitigates community safety risk and the wandering animal's welfare and safety. Therefore, administration support these changes.

59C—Recognition of certain interstate orders

There is the addition of a clause which allows the Minister (on application) to recognise specific interstate orders, such as a dangerous dog order, or a prohibition order. This amendment aims to manage the risk identified in another jurisdiction, without having to wait for an attack or incident to occur in South Australia.

Response from Administration

Administration supports these changes. Our council has transferred dogs with Orders and has had dogs transfer interstate with same.

This will assist officers and the safety of the community.

60—Power to seize and detain dogs

Add a subclause to allow council officers to collect and detain animals in emergency situations. Emergency services, such as police and ambulance officers, seek council assistance when a person is no longer providing care for an animal. These new subclauses are needed for councils to have a clear process for seizing and handling these animals.

Response from Administration

Administration supports these changes. With the rough sleeping situation in South Australia post Covid in particular, mental health crisis in the community, officers are being asked to seize and detain dogs more regularly.

There is some administration work to be considered with regards to the Form 24 and Form 28 to include these circumstances.

There is also the exploration of clear determination of how long Council handle these animals and how they are housed and for how long.

Circumstances vary from people being hospitalised, incarcerated or in some cases, the owner being deceased.

61—Notice of seizure of dog

When dogs are seized, councils must return the dog to the owner, and display public notices with the dog's details in council offices or police stations if detained. This amendment contemporises the permissible actions by allowing councils to post these notices online to help owners find their missing animals.

Response from Administration

Administration supports these changes. This is much more effective for officers and enables a much wider audience and likelihood of a fast reuniting of animal with its owner.

This has been proven through Lost Dogs of Adelaide and our Council social media platforms time and time again as a secondary mode of advising our community when a dog has been found.

72—Review of certain decisions by South Australian Civil and Administrative Tribunal

Amend to include decisions of the Board to refuse a breeder licence application.

Response from Administration

Administration supports these changes.

73—Sharing of information between Board and councils etc

Amend to allow the authorities governing dog and cat management matters to share information, particularly in situations where there is a risk of harm to animals.

Response from Administration

This is essential for officers and the welfare of the animals.

Administration supports these changes.

83—No liability for action taken under the Act

Clarifying liability protection for lawful actions under Part 5A-Destruction, seizure and detention of dogs and cats.

Response from Administration

Administration supports these changes.

90A—Review of Act

Amend to have the Act reviewed again in 3 years.

Response from Administration

Administration supports these changes.

91—Regulations: Amend to include fee notices, pursuant to the Legislation (Fees) Act 2019.

This will allow regulation making powers for transitional provisions and support the new breeder licensing scheme being introduced.

Response from Administration

Administration supports these changes.

Contemporising amendments

The following small changes are also proposed to bring the legislation up to date.

- Changing reference of 'justice' to 'magistrate'
- Changing reference of 'veterinary surgeon' to 'veterinarian'
- Updated evidentiary provision
- Removing provision about service of documents as this is covered by Legislation Interpretation Act 2021
- Updating the offence of abusing an authorised person to the Criminal Law Consolidation Act.

Response from Administration

Administration supports these changes.

Item No: 15.7

Subject: **COUNCIL FINANCIAL HARDSHIP POLICY AND PROCEDURE**

Summary

In response to the increasing financial challenges faced by some members of the community, a revised Financial Hardship Policy and an Organisational Financial Hardship Procedure have been prepared. These documents aim to provide support and relief to those experiencing financial or personal difficulties.

Recommendation

That Council:

- 1. adopts the reviewed Council Financial Hardship Policy; and**
 - 2. notes the organisational Financial Hardship Procedure.**
-

Background

Council creates and maintains a network of policies to set strategic direction and support effective decision making. Council's policies play an important role in communicating Council's intention and obligations and in setting our roles and responsibilities in decision making.

Recent media reports and community feedback has highlighted a rise in financial hardship, with some households struggling to meet basic needs due to economic downturns and unexpected expenses. Council recognises that ratepayers are increasingly facing payment difficulties as cost of living pressures such as electricity, health and transport costs continue to rise.

In these times our community will value compassion and support. As such Council is keen to ensure that applications for hardship support can be addressed in a fair, equitable, effective and, importantly, a consistent manner.

To meet this need, amended Financial Hardship Policy and Procedure documents have been developed to provide direction to council officers in supporting ratepayers who are experiencing difficulty paying their rates.

Report

Council Financial Hardship Policy and Procedure

The Financial Hardship Policy and Procedure have been key in developing appropriate assistance and support options for ratepayers experiencing financial difficulties and longer-term hardship.

Refer Attachments 1 and 2

This policy reinforces the commitment of the Council to assist ratepayers and debtors experiencing financial hardship, with the aim of recovering council rates and charges in a fair and financially responsible manner.

The policy states that ratepayers should:

- be treated in a fair, equitable and respectful manner.
- be offered mutually negotiated and agreed payment plans, or extension of time to pay, that address arrears and ongoing rates charges.
- have capacity to pay considered.
- have debts to be paid within fair and reasonable timeframes.
- receive empathetic, confidential, and consistent assistance.
- be offered referral to financial counselling and other services where required.
- be protected from legal action and additional costs while meeting their obligations.

The policy defines financial hardship as someone who is identified by themselves, by Council, by an accredited financial counsellor, or by a welfare agency, as having the intention, but not the financial capacity, to make required payments in accordance with Council's payment terms.

The aim of this policy and procedure is to then ensure consistent application of assistance for ratepayers seeking relief from rates and charges due to hardship or extenuating circumstances. Relief and assistance may be in the form of negotiated flexible repayment plans, referring the ratepayer to see an accredited financial counsellor, or postponement/remission of rates.

Council will continue to provide assistance to those in financial hardship while seeking to minimise impact on the funding of its operations or its future financial viability to meet long-term community needs.

A Financial Hardship Procedure document has also been prepared to support the Hardship Policy and outline the options available for ratepayers seeking relief and assistance from rates and charges.

Refer Attachment 2

Budget

Not applicable

Life Cycle Costs

Not applicable

Strategic Plan

The Council's aspiration for 2050 and beyond includes fostering an inclusive and thriving environment in South Australia's premier sustainable urban centre, where community well-being is supported and embraced by all.

Council Policy

Not applicable

Statutory Provisions

Local Government Act 1999

Written By: Manager, Finance

General Manager: Strategy and Corporate, Ms S Wachtel

Attachment 1

Financial Hardship

Council Policy

1. Purpose

This policy articulates Council's commitment to assist ratepayers and debtors experiencing financial hardship, with the aim of recovering council rates and charges in a compassionate, fair and financially responsible manner.

2. Scope

This policy applies to assistance for ratepayers seeking relief from rates and charges due to hardship or extenuating circumstances.

A ratepayer experiencing financial hardship is someone who is identified by themselves, by Council, by an accredited financial counsellor, or by a welfare agency, as having the intention, but not the financial capacity, to make required payments in accordance with Council's payment terms. Hardship does not include circumstances where a ratepayer chooses not to meet a liability for an unpaid debt that they have the means to pay.

3. Roles and Responsibilities

Council	Adoption of the policy principles by which financial hardship provisions will be provided and applied.
Chief Executive Officer	Ensure appropriate implementation of the Hardship Policy.
Manager Finance	To oversee the consistent application of the Hardship Policy.
Rates Specialist Finance Officer – Rates & Payroll	To apply consistent delivery of the Hardship Policy to ratepayers.
Customer Experience Team	To refer ratepayers experiencing financial hardship to the Rates Team where required.

4. Policy Statement

4.1 Council is committed to

- Assisting ratepayers who are experiencing financial hardship, and may do so in a responsive or proactive manner as required
- Providing mechanisms that enable people to feel comfortable approaching Council about outstanding debts and current financial hardship circumstances
- Assuring ratepayers they will be treated in a compassionate, consistent, equitable and confidential manner
- Ensuring the policy and procedure relating to financial hardship is fair to all ratepayers
- Ensuring Payment arrangements are within fair and reasonable timeframes
- Ensuring Council's debt collection practices are sensitive, responsive to financial hardship issues and used only as a last resort, and
- Demonstrating a constructive culture and core values when making decisions and interacting with ratepayers.

- 4.2 Ratepayers have the right to:
- be treated respectfully, empathetically and have their circumstances kept confidential
 - receive consistent information about available assistance
 - be offered referral to financial counselling and other services where required and/or seek assistance of a free accredited financial counselling services
 - have their capacity to pay fairly considered
 - be offered mutually negotiated and agreed payment plans or extension of time to pay, that address arrears and ongoing rates charges
 - receive written confirmation of the agreed payment arrangement if requested
 - renegotiate their payment arrangement if there is a change in their circumstances
 - be protected from legal action and additional debt recovery costs, whilst they continue to make payments according to an agreed payment arrangement.
- 4.3 Ratepayers are respectfully requested to treat Council officers respectfully and provide the information that staff require to effectively assess the situation so that appropriately supportive arrangements can be negotiated. Information provided will be treated as confidential and will be handled securely to protect privacy and the integrity of personal data.
- 4.4 Ratepayers that have agreed to financial hardship arrangements are required to:
- make the agreed scheduled payments (where relevant)
 - update the Council on any changes to their contact information
 - advise the Council of any changes to their circumstances
 - advise Council if the reasons of hardship assistance are no longer applicable
 - not make false or misleading statements in application of assistance
 - understand that should they cease to make payments according to the agreed payment arrangement or fail to contact, or respond to, Council for a period of greater than 60 days, they will be removed from hardship assistance and be returned to Council's standard collection cycles. Debt recovery actions may then be undertaken.
- 4.5 In receiving an application for financial relief, Council will consider the following:
- Whether the payment of rates will cause hardship having regard to the ratepayer's individual circumstances
 - The nature of the hardship, whether it is temporary due to unusual personal or economic circumstances, or hardship caused by permanent changes in life circumstances and/or financial situation, and the most appropriate measures to support the ratepayer
 - The additional support that could be provided to the ratepayer, including encouraging financial counselling and other support services, and
 - The extent the assistance does not have an unfair impact on other ratepayers.
- 4.6 Relief and assistance may be in the form of negotiated flexible repayment plans, referring the ratepayer to see an accredited financial counsellor, or postponement/remission of rates (refer to the Financial Hardship Procedure for further detail).
- 4.7 Council may consider waiving overdue fines and interest in whole or in part where ratepayers meet payment plan obligations.
- 4.8 Specific assistance for Seniors is available and includes the ability to pay a minimum of \$500 per year toward their Council rates plus the State Government Regional Landscape Levy, with payment of any remaining balance of general rates postponed for an indefinite period, until their property is sold or eligibility ceases. Payment options include either one lump sum of \$500 plus the Regional Landscape Levy, or quarterly payments of \$125 plus the Regional Landscape Levy. Interest is applied monthly to the total postponed rates amount based on the annual Cash Advance rate plus 1%, compounded until the postponed amount is paid.

- 4.9 Hardship assistance is provided at Council’s discretion and where ratepayers fail to fulfil their obligations, Council may:
- request future payments by either Centrepay or direct debit deductions
 - decline to enter into further payment arrangements, and/or
 - recommence any legal proceedings for the recovery of the debt.

Applications for Hardship Assistance

- 4.10 Applications for hardship assistance may be made by:
- by an accredited financial counsellor on behalf of the ratepayer
 - by the ratepayer, directly with Council’s Rates team.
- 4.11 Depending on the extent of the ratepayer financial circumstances, Council may request that the ratepayer attend an appointment with a free accredited financial counsellor. Applicants attending financial counselling are required to complete an:
- authority to act form for an accredited financial counsellor
 - income and expenditure statement.
- 4.12 Ratepayers seeking assistance direct with the rates team are required to undertake an assessment process to determine assistance required.
- 4.13 Further information and hardship application forms are available on www.holdfast.sa.gov.au, by telephoning 8299 9999 and requesting a hard copy be posted, or by visiting the Civic Centre at 24 Jetty Road, Brighton.

5 Definitions

Key term or acronym	Definition
Accredited financial counsellor	Means in South Australia, a person who holds a Diploma of Community Services (Financial Counselling), and who has worked at least 12 months as a financial counsellor under the supervision of the South Australian Financial Counsellors Association.
Debt	Means any money that is owed to Council.
Financial hardship	Means a circumstance of experiencing a lack of financial means on an ongoing or temporary basis but does not include circumstances where a person chooses not to meet a liability for an unpaid debt.
Hardship	Means financial hardship determined in accordance with this policy as an ongoing difficulty in making payments.

6 Administration Use Only

Reference Number:	Document Set ID: 4861468
Strategic Alignment:	Our Holdfast 2050+
Strategic Risk:	The City of Holdfast Bay has a LOW appetite for short-term financial risk that adversely impacts financial cash flow.
Responsible Officer(s):	Manager Finance Rates Specialist Finance Officer – Rates & Payroll
First Issued / Approved:	09/06/2020
Minutes Date and Council Resolution Number:	TBC

Last Reviewed:	14/06/2022, Xx/06/2024
Next Review Date:	Xx/06/2027
Applicable Legislation:	<p><i>Local Government Act 1999:</i></p> <ul style="list-style-type: none"> • Section 177 - advises that rates imposed on land are a charge on the land • Section 178 -advises that liability for the rates charged on the land is the principal ratepayer (owner) • Section 182 - advises of Council’s power to grant relief of rates due to hardship or extenuating circumstances by way of remission or postponement of rates. • Section 182A - advises of Seniors Rates Postponement eligibility. • Section 183 - determines the priority of which payments are to be allocated to ratepayer’s debt. • Section 184 - advises Council may sell the land if rates has been in arrears for three years or more.
Related Policies:	Council Rates Policy
Other Reference Documents:	Organisational Financial Hardship Procedure

Attachment 2

Financial Hardship

Organisational Procedure

1. Purpose

This procedure supports the Hardship Policy and outlines options for ratepayers seeking relief and assistance from rates and charges due to financial hardship or extenuating circumstances.

2. Scope

This procedure applies to staff receiving requests for financial hardship assistance, assessing applications, entering into agreements relating to financial hardship and relevant decision-makers.

3. Roles and Responsibilities

Manager Finance	To oversee the consistent application of the Hardship Policy and Procedure.
Rates Specialist Finance Officer – Rates & Payroll	To apply consistent delivery of the Hardship Policy and procedure to ratepayers.
Customer Experience Employees	To refer ratepayers experiencing financial hardship to the Rates Team where required.

Applications for Hardship Assistance

Applications for hardship assistance may be made by:

- by an accredited financial counsellor on behalf of the ratepayer
- by the ratepayer direct with the rates team.

Depending on the extent of the ratepayer financial circumstances, Council may request that the ratepayer attend an appointment with a free accredited financial counsellor. Applicants attending financial counselling are required to complete an:

- authority to act form for an accredited financial counsellor
- income and expenditure statement.

Ratepayers seeking assistance direct with the rates team are required to undertake an assessment process to determine assistance required.

Hardship application forms are available on www.holdfast.sa.gov.au, by telephoning 8299 9999 and requesting a hard copy be posted, or by visiting the Civic Centre at 24 Jetty Road, Brighton.

4. Procedure

- 4.1. Advising of Council's Commitments, and the Rights and Obligations of Ratepayers as defined in the Financial Hardship Policy, ascertain the ratepayers' circumstances in a respectful and empathetic manner, ensuring their confidentiality is maintained.

- 4.2. Note that ratepayers may have different levels of need for assistance depending on their circumstances.
- 4.2.1. Ratepayers experiencing ongoing hardship due to low or fixed incomes (or example, various types of pensions) may require ongoing assistance.
- 4.2.2. Ratepayers experiencing temporary hardship may require short term assistance due to short-term changes in circumstances, such as loss or change in income due to unemployment or reduced employment, separation, divorce or other family crisis, serious illness, injury, or bereavement in the family, unexpected accident, incident, unexpected bills, or other temporary circumstances.
- 4.3. Consider hardship indicators such as receiving Centrelink income or low income, payment history, previous recovery action, or previous assistance received. Proactive contact with a ratepayer to provide appropriate assistance may be appropriate where there are strong indicators of hardship.
- 4.4. Assess the application for financial hardship against the criteria in Council's Financial Hardship Policy, and negotiate a recommended course of action with the ratepayer.
- 4.5. Where financial hardship is identified (whether through self-nomination, referral by a third party or proactive contact), inform the ratepayer of relevant assistance available, which may include:
- 4.5.1. A payment plan with fair and reasonable timeframes, that takes into account:
- capacity to pay and current financial situation
 - any arrears owing by the ratepayer
 - the ratepayer's likely ongoing rates charges
 - mutually agreed amount which addresses both arrears and ongoing charges where possible
 - a frequency agreed with the ratepayer (e.g. weekly, fortnightly, monthly)
 - extension of time to pay where agreed
 - availability of Centrelink's Centrepay service and/or whether direct debits should be established
 - referral to an accredited financial counsellor
 - confidential case management
 - protection from debt recovery.
- 4.5.2. A proposal to waive overdue fines and/or interest, in whole or in part.
- 4.4.3. Where applicants satisfy the requirements for rate relief under section 182 of the *Local Government Act 1999* due to hardship or extenuating circumstances the Council may grant relief in the form of postponement or remission of rates in whole or in part.
- 4.4.4. Under section 182A of the *Local Government Act 1999*, postponements of rates can be applied where the ratepayer meets eligibility criteria:
- the ratepayer holds, or qualifies to hold a current State Seniors Card issued by the state government
 - the person is, or is the spouse of, of the prescribed ratepayer
 - the rates are payable on land that is the principal place of residence of the prescribed ratepayer
 - the land is owned by the prescribed ratepayer or his/her spouse
 - no other person has an interest (as owner) in the land.
- 4.6. Ratepayers applying for postponement of rates for seniors should be encouraged to discuss their application with an accredited financial counsellor.

- 4.7. Where a Ratepayers has agreed to financial hardship arrangements ensure that they understand their obligations, including:
- making the agreed scheduled payments
 - updating the Council on any changes to contact information including correct postal address, phone numbers and email address
 - advising the Council of any changes to their circumstances
 - advising Council if the reasons of hardship assistance are no longer applicable
 - maintaining contact with the rates team
 - not making false or misleading statements in application of assistance, and
 - understanding that they will be removed from hardship assistance and be returned to Council's standard collection cycles, should they cease to make payments according to the agreed payment arrangement or fail to contact, or respond to, Council for a period of greater than 60 days. Debt recovery may recommence, which may include legal action.
- 4.8. If requested, provide written confirmation of the agreed arrangements.
- 4.9. If a ratepayer has been removed from hardship assistance due to failure of the ratepayer to meet their obligations, commence appropriate actions for the recovery of the debt.

5. Definitions

Key term or acronym	Definition
Accredited financial counsellor	Means in South Australia, a person who holds a Diploma of Community Services (Financial Counselling), and who has worked at least 12 months as a financial counsellor under the supervision of the South Australian Financial Counsellors Association.
Debt	Means any money that is owed to Council.
Financial counsellor	Means accredited financial counsellor.
Financial hardship	Means a circumstance of experiencing a lack of financial means on an ongoing or temporary basis but does not include circumstances where a person chooses not to meet a liability for an unpaid debt.
Hardship	Means financial hardship determined in accordance with this policy as an ongoing difficulty in making payments.
Hardship program	Means an agreement between Council and a hardship debtor for payment of debt.

6. Administration Use Only

Reference Number:	Document Set ID: 4861583
Strategic Alignment:	Our Holdfast 2050+
Strategic Risk:	
Responsible Officer(s):	
First Issued / Approved:	
Last Reviewed:	
Next Review Date:	
Applicable Legislation:	
Related Policies:	Council Financial Hardship Policy
Other Reference Documents:	

Item No: 15.8

Subject: REVIEW OF ITEMS HELD IN CONFIDENCE

Summary

An extensive review of all items held in confidence is being undertaken, in stages, under section 90(3) of the *Local Government Act 1999*.

The Confidential Items Review considers the nature of the information contained within the confidential items, the grounds on which it was originally held in confidence and the length of time the information can be kept confidential. Each item is reviewed individually, resulting in a determination as to whether the confidentiality order for each item is still current under the Act.

The purpose of this report is to present to Council a summary of standing confidential orders, as well as recommended actions (release/retain confidentiality) for review and decision.

This report recommends that 48 Confidential Items (reports and/or attachments and/or minutes) be released from confidence and 11 Confidential Items reviewed at this time should be retained in confidence.

Recommendation

That Council approves:

- 1. the Confidential Items presented as Attachment 1 to this report be released from confidence; and**
 - 2. the Confidential Items presented as Attachment 2 to this report be retained in confidence and included in future stages of the Confidential Items Review.**
-

Background

Underpinning Council's commitment to transparent decision making is the principle that unless there is good reason, as defined by section 90(3) of the *Local Government Act 1999*, all of the material presented to, and discussed at Council as well as its decisions, should be publicly available.

It is recognised that Council will occasionally have cause to retain some items in confidence. It is also best practice that these decisions be reviewed regularly to determine the earliest opportunity to release information to the public, aiming to keep as few matters in confidence as possible.

Report

Civic Governance has completed an extensive review of 59 Confidential Items (including reports, attachments and minutes), liaising with relevant Managers, General Managers and the Chief Executive Officer. The Chief Executive Officer has delegated authority to release certain confidential items.

A summary of the 48 Confidential Items recommended for release by Council resolution is provided for Members' information.

Refer Attachment 1

A summary of the 11 Confidential Items recommended to be retained in confidence and included in future stages of the extensive Confidential Items review is provided for Members' information.

Refer Attachment 2

Budget

Not applicable

Life Cycle Costs

Not applicable

Strategic Plan

Statutory compliance

Council Policy

Not applicable

Statutory Provisions

Section 90 (3) *Local Government Act 1999*
Section 91 (9)(a) *Local Government Act 1999*

Written By: Executive Support Officer

Chief Executive Officer: Mr R Bria

Attachment 1

Attachment 1 – Release of Confidential Items

Meeting Date	Council or Committee of Council	Report Title	Report No.	Grounds	Documents to be Released	Recommendation
12/12/2017	Council	Minutes - Alwyndor Management Committee - 21 November 2017	444/17	(b) Commercial advantage	Attachment	Release attachment
23/01/2018	Council	Minutes - Alwyndor Management Committee - 19 December 2017	10/18	(b) Commercial advantage	Attachment	Release attachment
13/02/2018	Council	Urgent Business - Alwyndor Aged Care Organisational Review	17.2	(a) Personal affairs	Minutes	Release minutes
27/03/2018	Council	Urgent Business - Alwyndor Aged Care	16.3	(a) Personal Affairs	Minutes	Release minutes
12/06/2018	Council	Confidential Minutes - Alwyndor Management Committee - 15 May 2018	192/18	(d) Commercial Advantage not a trade secret	Attachment 2	Release attachment 2
10/07/2018	Council	Confidential Minutes - Alwyndor Management Committee - 19 June 2019	233/18	(d) Commercial Advantage not a trade secret	Attachment 2	Release attachment 2
14/08/2018	Council	Confidential Minutes - Alwyndor Management Committee - 17 July 2018	264/18	(d) Commercial Advantage not a trade secret	Attachment 2	Release attachment 2
11/09/2018	Council	Minutes - Alwyndor Management Committee - 21 August 2018	312/18	(d) Commercial Advantage not a trade secret	Attachment 2	Release attachment 2
9/10/2018	Council	Confidential Minutes - Alwyndor Management Committee - 18 September 2018	336/18	(d) Commercial Advantage not a trade secret	Attachment 2	Release attachment 2

Attachment 1 – Release of Confidential Items

Meeting Date	Council or Committee of Council	Report Title	Report No.	Grounds	Documents to be Released	Recommendation
11/12/2018	Council	Alwyndor Management Committee - Draft Minutes - 16 October & 20 November Special Meeting	371/18	(d) Commercial Advantage not a trade secret	Attachment 2 and 3	Release Attachment 2 and 3
29/01/2019	Council	Confidential Minutes - Alwyndor Management Committee - 18 December 2018	22/19	(b) Commercial Advantage	Attachment 2	Release Attachment 2
12/02/2019	Council	Draft Minutes – Alwyndor Management Committee – 17 January 2019	49/19	(d) Commercial Advantage not a trade secret	Attachment 2	Release Attachment 2
12/03/2019	Council	Draft Alwyndor Management Committee Minutes – 21 February 2019	94/19	(b) Commercial Advantage	Attachment 2	Release Attachment 2
9/07/2019	Council	Confidential Draft Minutes – Alwyndor Management Committee – 20 June 2019	271/19	(b) Commercial Advantage	Attachment 2	Release Attachment 2
8/10/2019	Council	Draft Minutes – Alwyndor Management Committee – 15 August and 19 September	378/19	(b) Commercial Advantage	Attachment	Release Attachment
11/02/2020	Audit	Minutes - Special Audit Committee - 4 December 2019	32/20	(d) Commercial Advantage not a trade secret	Attachment 2	Release Attachment 2
10/08/2021	Council	Event Activation	260/21	(j) divulge information provided on a confidential basis to a public authority or official.	Report and Minutes	Release report and minutes
26/10/2021	Council	Draft Minutes - Alwyndor Management Committee – 30 September 2021	361/21	(b) Commercial advantage	Attachment 2	Release Attachment 2

Attachment 1 – Release of Confidential Items

Meeting Date	Council or Committee of Council	Report Title	Report No.	Grounds	Documents to be Released	Recommendation
12/04/2022	Council	Draft Minutes - Alwyndor Management Committee Special Meeting - 21 March 2022	101/22	(b) Commercial advantage	Attachment 1	Release Attachment 1
14/06/2022	Executive	Minutes - Executive Committee - 17 May 2022	169/22	(e) Security of council, members or employees or property	Report, attachments and minutes	Release report, attachments and minutes
14/06/2022	Audit	Confidential Minutes - Audit Committee - 1 June 2022	207/22	(d) Commercial advantage not a trade secret	Attachment 1	Release Attachment 1.
14/06/2022	Council	Kauri Community and Sporting Complex - Management Agreement and Lease to Seacliff Sports Club	198/22	(b) Commercial advantage (d) Commercial advantage not a trade secret	Report and Attachment 2	Release report, attachments and minutes as at 1 July 2024
14/06/2022	Audit	Minutes - Audit Committee – 1 June 2022	207/22	(d) Commercial advantage not a trade secret	Attachment 1	Release Attachment 1
12/07/2022	Council	Proposed Sale of Land	238/22	(b) Commercial advantage (d) Commercial advantage not a trade secret	Report, attachments and minutes	Release report, attachments and minutes as at 1 July 2024
26/07/2022	Council	Tramside Kiosk Lease	302/22	(b) Commercial advantage (d) Commercial advantage not a trade secret	Report and minutes	Release report, attachments and minutes as at 1 July 2024
9/08/2022	Council	Somerton Surf Lifesaving Club Restaurant and Function Centre Sub-Lease	303/22	(b) Commercial advantage (d) Commercial advantage not a trade secret	Report, attachments and minutes	Release report, attachments and minutes as at 1 August 2024

Attachment 1 – Release of Confidential Items

Meeting Date	Council or Committee of Council	Report Title	Report No.	Grounds	Documents to be Released	Recommendation
23/08/2022	Council	Kingston Park Agreement to Lease	329/22	(b) Commercial advantage (d) Commercial advantage not a trade secret	Report, attachments and minutes	Release report, attachments and minutes as at 1 August 2024
28/02/2023	Council	Glenelg Football Club - Naming Rights Agreement	70/23	(b) Commercial advantage (d) Commercial advantage not a trade secret	Report and Minutes	Release report, attachments and minutes
14/03/2023	Alwyndor	Minutes - Alwyndor Management Committee - 15 December 2022	78/23	(b) Commercial Advantage	Attachment 2	Release Attachment 2
26/04/2023	Council	Minutes - Alwyndor Management Committee - 13 and 23 February 2023	131/23	(b) Commercial Advantage	Attachments 1 and 2	Release Attachments 1 and 2
13/06/2023	Council	Confidential Minutes - Executive Committee Meeting - 6 June 2023	195/23	(a) Personal Affairs	Attachment 2	Release Attachment 2
13/06/2023	Council	Reappointment to the Alwyndor Management Committee	200/23	(a) Personal Affairs	Report	Release Report
13/06/2023	Council	Confidential - Minutes - Alwyndor Management Committee - 30 March 2023	182/23	(b) Commercial Advantage	Reports and Attachments	Release report and attachments
27/06/2023	Council	Electrical Vehicle Charging	211/23	(d) Commercial Advantage not a trade secret	Report	Release redacted report
11/07/2023	Council	Confidential - Minutes - Alwyndor Management Committee - 11 May 2023	229/23	(b) Commercial Advantage	Attachment 2	Release Attachment 2

Attachment 1 – Release of Confidential Items

Meeting Date	Council or Committee of Council	Report Title	Report No.	Grounds	Documents to be Released	Recommendation
25/07/2023	Council	Hoarding Fee Relief	239/23	(b) Commercial advantage (d) Commercial advantage not a trade secret	Report and Attachments	Release report, attachments and minutes as at 1 July 2024
25/07/2023	Council	Confidential Draft Minutes - Alwyndor Management Committee - 29 June 2023	247/23	(b) Commercial Advantage	Minutes	Release Minutes
8/08/2023	Council	Event Activation	248/23	(d) Commercial Advantage not a trade secret	Report and Minutes	Release report and minutes
8/08/2023	Council	Kauri Community and Sporting Complex - Lease to Seacliff Sports Club	253/23	(b) Commercial Advantage (d) Commercial Advantage not a trade secret	Report and Attachments	Release report and attachments
16/08/2023	Audit	Internal Audit Program Report	261/23	(e) Security of council, members or employees or property	Attachment 4B	Release attachment 4B with redactions
16/08/2023	Audit	Loan Receivables	267/23	(d) Commercial Advantage not a trade secret	Report, Attachments and Minutes	Release report, attachments and minutes
16/08/2023	Audit	Alwyndor Investment Portfolio - Annual Review of Investment Performance	269/23	(d) Commercial Advantage not a trade secret	Report, Attachments and Minutes	Release report, attachments and minutes
27/03/2024	Audit	Procurement Policy Exemption	79/24	(b) Commercial Advantage (d) Commercial Advantage not a trade secret	Report, Attachments and Minutes	Release report, attachments and minutes

Attachment 2

Attachment 2 – Retain of Confidential Items

Meeting Date	Council or Committee of Council	Report Title	Report No.	Grounds	Documents to be Retained	Recommendation
10/07/2012	Council	Authority to Sign a Deed to Resolve an Appeal in the Supreme Court of South Australia (Report No: 241/12)	241/12	(i) Litigation	Report minutes attachments	Retain in confidence for a further 12 months
8/05/2018	Council	Confidential Minutes - Alwyndor Management Committee - 17 April 2018	157/18	(d) Commercial Advantage not a trade secret	Attachment 2	Retain in confidence for a further 12 months
13/08/2019	Council	Synthetic Turf on Verges (Report No: 310/19)	310/19	(h) Legal advice	Report, minutes and attachments	Retain in confidence for a further 12 months
9/11/2021	Council	Request to remove significant tree in front of 10a Augusta St, Glenelg (Adjourned)	347/21	(i) Litigation	Report, attachments and minutes	Retain in confidence for a further 12 months
14/12/2021	Council	Adjourned Report - Request to Remove Significant Tree in Front of 10a Augusta Street, Glenelg	407/21	(i) Litigation	Report and Attachments	Retain in confidence for a further 12 months
9/08/2022	Council	Glenelg Town Hall – Commercial Area – Summer Pop Up	315/22	(b) Commercial Advantage	Reports and minutes	Retain in confidence for a further 12 months
23/08/2022	Council	Glenelg Foreshore Amusement Device	318/22	(k) Supply of goods and services	Report and minutes	Retain in confidence for a further 12 months

Attachment 2 – Retain of Confidential Items

Meeting Date	Council or Committee of Council	Report Title	Report No.	Grounds	Documents to be Retained	Recommendation
23/08/2022	Council	Glenelg Football Club - New Lease and Licence	357/22	(b) Commercial Advantage (d) Commercial Advantage not a trade secret	Report, attachments and minutes	Retain in confidence for a further 12 months
11/04/2023	Executive	Performance Review Process - Chief Executive Officer	116/23	(a) Personal Affairs	Report and attachment	Retain in confidence for a further 12 months
6/06/2023	Executive	2022/23 Performance Review - Chief Executive Officer	175/23	(a) Personal Affairs	Report, Attachment and Minutes	Retain in confidence for a further 12 months.
6/06/2023	Executive	Performance Review Process - Chief Executive Officer	192/23	(a) Personal Affairs	Report, Attachment and Minutes	Retain in confidence for a further 12 months.
25/07/2023	Executive	Performance Review – Chief Executive Officer	245/23	(a) Personal Affairs	Report, Attachment and Minutes	Retain in confidence for a further 12 months
25/07/2023	Council	Confidential Minutes - Executive Committee Meeting - 27 June 2023	236/23	(a) Personal Affairs	Attachment 2	Retain in confidence for a further 12 months
8/08/2023	Council	Glenelg Foreshore Activation	240/23	(d) Commercial Advantage not a trade secret	Report and Minutes	Retain in confidence for a further 12 months

Attachment 2 – Retain of Confidential Items

Meeting Date	Council or Committee of Council	Report Title	Report No.	Grounds	Documents to be Retained	Recommendation
12/09/2023	Council	Minutes - Alwyndor Management Committee – 27 July 2023	282/23	(d) Commercial Advantage not a trade secret	Attachment 2	Retain in confidence for a further 12 months