DRAFT

2025–26 Annual Business Plan



CITY OF HOLDFAST BAY

OUR PLAN FOR OUR PLACE

Share your view on our Draft 2025–26 Annual Business Plan

The City of Holdfast Bay's Annual Business Plan outlines Council's priorities and program of works for the next 12 months. It allocates funding for key projects and services and shows how your rates are invested.

We welcome your feedback on this draft version, which Council will consider before the 2025–26 Annual Business Plan is finalised in July 2025.

You can access additional copies of the Draft 2025–26 Annual Business Plan from Thursday 29 May at:

- yourholdfast.com/ABP25-26
- Brighton Civic Centre, 24 Jetty Road, Brighton.

Feedback must be received by 5pm Friday 20 June 2025 to be considered by Council. You can provide comments by:

- visiting yourholdfast.com/ABP25-26
- writing to: Draft Annual Business Plan, PO Box 19, Brighton SA 5048
- emailing abp@holdfast.sa.gov.au
- telephoning 8229 9999 during office hours
- making a verbal submission (deputation) to Council at its meeting on Tuesday 10 June 2025 (commences 7pm, Glenelg Town Hall, Moseley Square, Glenelg).
  Please provide notice via abp@holdfast.sa.gov.au, or drop a written notice into the Brighton Civic Centre by 5pm Friday 6 June 2025 if you wish to make a deputation.

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 am pleased to present the Draft 2025–26 Annual Business Plan which outlines our program of works and budget for the upcoming financial year.

I feel very lucky to live and work in such a beautiful and vibrant area and be able to enjoy all that our city has to offer: a great coastline, beautiful parks and reserves, community and sports facilities that are the envy of many, and fantastic shopping, entertainment and tourism precincts.

Our commitment to infrastructure improvements is a significant feature of this draft plan which is important as Council owns and maintains assets worth more than $889 million. In 2025–26, we have allocated more than $12 million for the renewal and improvement of many of these assets.

This includes renewal and improvement work on 18 buildings, including civic facilities, sporting clubs and community centres. These buildings provide spaces for people to join with others in activities that improve their wellbeing and build community spirit. The works include roofing replacement, exterior repairs, lift replacement, air conditioning replacement, disability access improvements, toilet replacement and bathroom repairs.

Our parks and reserves allow people to enjoy the outdoors, take part in casual and organised recreation, or just relax and enjoy fantastic green spaces. In the upcoming year, improvements to our open spaces will include the replacement of two playgrounds – at Partridge House, Glenelg and Wattle Reserve, Hove – and a host of irrigation main works, irrigation replacements and works on the Edith Butler boardwalk at Wigley Reserve.

Less noticeable but vitally important is stormwater infrastructure. This infrastructure reduces the risk of flooding and damage to property, lessens the impact on the environment, improves the health of our waterways and can help reduce urban temperatures.

Over the past five years, Council has spent $11.1 million on improving underground drainage, water quality devices like gross pollutant traps and associated kerbs and drains.

In the 2025–26 financial year, Council will spend $1.18 million to deliver more of the Stormwater Management Plan for the catchment between Glenelg and Marino. This will include places like Gilbertson Gully, Byre Avenue at Somerton Park and High Street at South Brighton.

Our roads, footpaths and cycleways are vital for the safe and efficient movement of people and goods. With more 180 kilometres of transport infrastructure across Holdfast Bay, Council will spend $4.6 million in renewals and improvements in the coming year.

This work includes road and kerb renewal works, including resealing, pavement works, car parks, parking bays and roundabouts. This year, we have a specific allocation of $370,000 for additional repairs to existing kerbs and footpaths.

Council's major commitment, the Transforming Jetty Road Glenelg project, is well underway and the City zone – the section between Brighton Road and Partridge / Gordon streets – is largely completed.

Juperana stone pavers are now laid on the footpaths after significant upgrades to the stormwater network late last year, which extended the stormwater system's life by another 100 years. New water tables, kerbs and parking bays have also been installed.

Extensive community consultation on the draft concept designs for the remainder of Jetty Road was conducted in March–April this year, and we received feedback from more than 1000 people through our online survey and written submissions.

Thank you to everyone who took the time to share their feedback with us in what was the biggest response in recent years to a Holdfast Bay consultation.

All the data will soon be considered by Council, and this will shape the work to be undertaken in 2025–26 and 2026–27.

This year, as part of the community consultation process on the draft Annual Business Plan, we are asking for the community to indicate their level of support for six proposed projects that are together worth more than $589,000.

The six projects are:

- Adelphi Terrace Pedestrian Crossings - $120,000
- Jetty Road, Brighton street improvements (design and consultation) - $50,000
- Paringa Primary Active Transport Stage 2 - $50,000
- Bowker Oval disability access pathway - $40,000
- Cemetery upgrades - $256,000
- Fairy Lights Jetty Road, Brighton - $73,280

More details on each of the proposed community projects can be found further on in this draft plan.

We are also asking the community to provide feedback Council's Draft Long Term Financial Plan 2025–26 to 2034–35, which details our approach to financial management.

The Draft Long Term Financial Plan 2025–26 to 2034–35 shows 10 years of projections and demonstrates in detail how Council delivers on its priorities while managing debt over the long term.

Council has a continued commitment to reducing total debt over 10 years. However, I would like to point out an interesting variance in Draft Long Term Financial Plan 2025–26 to 2034–35 that should be considered.

Although total new debt remains the same compared to previous projections, it will peak earlier in 2025–26 and then reduce more quickly. The earlier peak is due to the Transforming Jetty Road Glenelg construction timeline being brought forward.

Council also receives detailed monthly financial reports, including its current debt management position. All these statements are publicly available on Council's website at holdfast.sa.gov.au/council-meetings

Full details of Council's debt position can be found in the Draft Long Term Financial Plan 2025–26 to 2034–35.

To fund Council's full program of works, services, programs and renewals, the provisional rate increase for the 2025–26 financial year is 4.95%.

This equates to about $95 for the average household.

The proposed rate increase of 4.95% comprises of:

- 2.5% (which aligns with Adelaide CPI at December 2024) to allow Council to deliver on its current program of services, renewal works and community activities and events
- 2.3% for Transforming Jetty Road, Glenelg (year 2 of 3)
- 0.15% to fund and deliver up to six community projects previously listed

As the six community projects are new initiatives for this coming financial year, we are seeking the community's level of support for the projects and the 0.15% increase in rates that would be required to fund and deliver them.

Taking that all into account, I am very pleased that the City of Holdfast Bay's rates continue to be below the metropolitan Adelaide average.

We acknowledge that some community members are not supportive of the funding model for the Transforming Jetty Road Glenelg project, which required a rate increase over three years.

Last year Elected Members carefully considered all the feedback from the community and stakeholders and made the decision in the best interests of the community and believe it will result in a modern, safe and vibrant coastal shopping, dining and entertainment precinct which will cater to the needs of residents, businesses and visitors for decades to come.

Over the last year, we've heard that we need to be more direct in how we share information with the community. We want to ensure that everyone in our community can learn about Council's proposed programs, services and budget, and participate in our planning process. One of the actions we have taken is that a summary of this Draft Annual Business Plan will be delivered to all households across the city to invite our community to provide their feedback and help shape our plan for the year ahead.

We look forward to your feedback.



Amanda Wilson
Mayor
City of Holdfast Bay

Our City

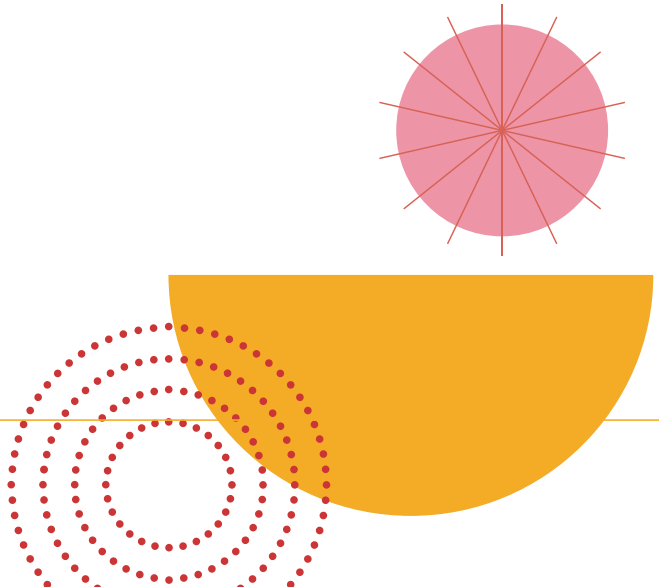
Kaurna people lived sustainably and nurtured the land and waters for some 60,000 years as one of the world's longest living cultures.

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

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

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

The City of Holdfast Bay was formed in 1997 through the amalgamation of the City Councils of Glenelg and Brighton. Located just 11 kilometres from the Adelaide city centre and five minutes from Adelaide Airport, our City is now home to 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

(2021)
37,543
52.3% females
47.7% males

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



HIGH
- Average Income
- Education
- Housing Mortgages



LOW
- Unemployment for those in the workforce, but the age group with the greatest number is not in the labour force.

MEDIAN AGE

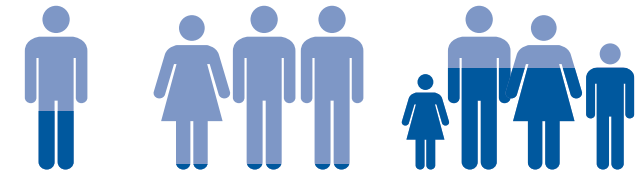
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MOST COMMON AGE GROUP



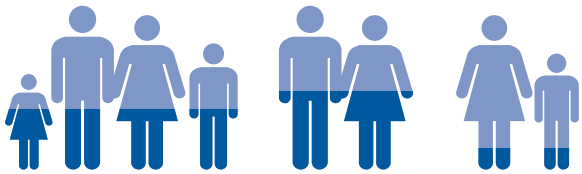
60–69yrs
5,633 people (15%)
Older population

HOUSEHOLD TYPES



Lone person households	Group households	Family households
34%	3%	60%

OF THE 60% FAMILY HOUSEHOLDS



Couples with children	Couples without children	One parent families
37%	48%	13%

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





511 people visit the libraries



30 trips on the Community Wellbeing bus

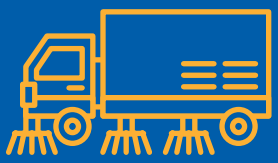


60 separate cleaning services are conducted at council buildings



Each of our **31** public toilet facilities are cleaned – with some cleaned 5 times per day

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





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





4 Development Applications processed

3,242 page views on our website



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

7,200 bins lifts for residential and business waste collection





25 linear metres of roads resealed



18 linear metres of kerb replaced



3 trees planted



24sq metres of footpaths repaired



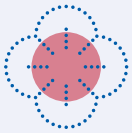
33 requests completed by our Field Services team

Our Vision

In January 2025 Council revised its Strategic Plan titled *Our Holdfast 2050+*. This revised Plan has maintained the vision and general framework of the original *Our Holdfast 2050+*. The vision 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. Details of the revised objectives and measures in each of the focus areas appears later in this Plan.

Quality of Life in Holdfast Bay

Survey Results

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

8.55

Overall rating of Holdfast Bay as a place to live

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

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

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

Community Projects



Transforming Jetty Road Glenelg

The Transforming Jetty Road Glenelg project will deliver a modern, safe, and vibrant coastal shopping, dining, and entertainment precinct. It will cater to the needs of local residents while offering visitors to the Bay a world-class tourism and events destination.

In 2024–25, the focus of work was the City zone of Jetty Road (the area between Brighton Road and Partridge / Gordon streets). This has included improved stormwater, installation of new continuous paved footpaths, increased greenery and a new entry statement.

At the same time, extensive consultation on the design options for the Transition and Coastal zones (the section of Jetty Road west of the Partridge / Gordon streets intersection to Colley Terrace and fringes of Moseley Square). The final design for these zones will be considered by Council before the commencement of works.

In 2025–26, work will be finalised on the City zone, and new works will commence in the Transition and Coastal zones. The new construction is programmed to align with the Department of Infrastructure and Transport's Tram Grade Separation Project (TGSP). This is estimated to commence in the second half of 2025 and requires the temporary cessation of tram services between the City and Glenelg until late 2025. To minimise disruption in the precinct, the Transforming Jetty Road Glenelg project aims to undertake construction on the roadway during the tram line's temporary closure. Construction will continue after completion of the TGSP. The final construction program for Transforming Jetty Road Glenelg will be shared with the community once the design has been finalised

The Transforming Jetty Road project will be funded with $10 million secured from the Australian Government and $30 million from Council over three years. Council is still seeking State Government funding.

Council will fund the $30 million through a loan from the Local Government Finance Authority. An independent review of the funding model confirmed that Council can afford to fund the project.

Community Projects

Adelphi Terrace pedestrian crossings $120,000

This project will improve pedestrian safety when crossing the road and improve bus stop disability access. It includes the installation of two mid-road pedestrian refuges and an upgrade to bus stop 19 on Adelphi Terrace Glenelg North. Pedestrian refuge islands typically provide a traffic calming effect, as vehicles must deviate around the islands, further enhancing community safety.

This project includes two crossing locations:

- South Location – Between St Annes Terrace and King Street pedestrian crossing with refuge island; ensuring the western bus stop is compliant and remains within parking lane; includes connection to Patawalonga shared use path; location determined based on physical parameters.
- North Location – Patawilya Reserve pedestrian crossing with refuge island connection to Patawalonga shared use path. Removal of existing crossing point at MacFarlane Street.

Paringa Park Primary School active transport stage two $50,000

This project will enable children to travel safely to and from school. This is the second stage of improvements to paths targeted for school children. This project includes the replacement of further existing pathway and kerb-ramp infrastructure to current standards, including relocation where required to promote safe access for path users.

Jetty Road, Brighton traffic improvements, design and consultation $50,000

This project will investigate and consult the community to develop design options to improve the street. This will allow residents, traders and visitors to help define the desired future character of the street. It will also provide the chance to design for improved accessibility and connection to the coastline.

Jetty Road Brighton is due for road renewal and kerb repairs in the next two years. This project will identify the extent of any improvements through investigation, design, and community consultation. Improvements may include safety, intersections, pedestrian crossings, disability access and parking to coordinate with renewal works.

This will deliver a plan that can be used to attract grant funding and guide future Council budget allocations for the planned improvements.

Bowker Oval disability access pathway $40,000

This project seeks to address an issue where some members of the community may be excluded from using the space. Currently there is no way for a person living with a disability or mobility issues to access the Community Garden, BBQ and picnic table, or the play space. Current access is limited and includes traversing the grass or using a concrete spoon drain that is non-compliant.

The project will create a Disability Discrimination Act (DDA) compliant pathway from both the North and South carpark so that the community, particularly people living with a disability or mobility issues, can access these community facilities.

Asset Renewal

North Brighton and St Judes cemetery upgrades $256,000

The project includes path improvements and tree planting along with new and refreshed garden beds. It will preserve North Brighton and St Jude's cemeteries' historical importance while improving their usability and appearance for the broader community. Additional works will require funding in future Council budgets.

It will improve the overall tidiness and amenity of these spaces. It will increase tree canopy, update internal roads, improve landscaping and increase seating. It will also improve signage, particularly around heritage areas such as the Mawson grave at St Judes.

Fairy Lights Jetty Road, Brighton $73,280

To beautify Jetty Road and attract visitors and residents, temporary fairy lights have been on trial for several months. This project will make this more permanent through the installation of underground electrical infrastructure and the purchase of the street tree fairy lights. This project seeks to continue the beautification of the area with lighting that can be themed to times of the year. In this way, it is intended to promote tourism and visitor attraction. The project covers the installation of supporting electrical infrastructure and the purchase of the commercial-grade fairy lights in street trees along parts of Jetty Road, Brighton.

Council owns and maintains a diverse asset portfolio worth over $800 million. These assets have been categorised into five asset groups. Renewal work on these asset classes for 2025–26 totals $12.29 million and includes:

Buildings ($2.97 million)

Work will be undertaken on 18 buildings and includes roofing replacement, exterior repairs, lift replacement, air conditioner replacement, toilet replacement and bathroom repairs. This includes:

- lift replacements at Glenelg Library and Somerton Surf Life Saving Club
- toilet replacement at Wattle Reserve.

Open Space ($2.11 million)

Works will be undertaken throughout the council area, including:

- replacement of two playgrounds at Partridge House and Wattle Reserve
- irrigation main works and irrigation area replacements
- works on Edith Butler boardwalk.

Plant and Equipment ($2.14 million)

Replacement of 18 items, including a road sweeper, footpath sweeper, water truck and loader.

Stormwater ($0.19 million)

Renewal of existing infrastructure and projects to deliver the Stormwater Management Plan, including in Gilbertson Gully, Byre Avenue Somerton Park and High Street South Brighton.

Transport ($4.88 million)

Ongoing road and kerb renewal works, including road reseals, road pavement works, car-parks, parking bays and roundabouts. It includes a new budget of $370,000 for reactive kerb works and footpath defect repairs.

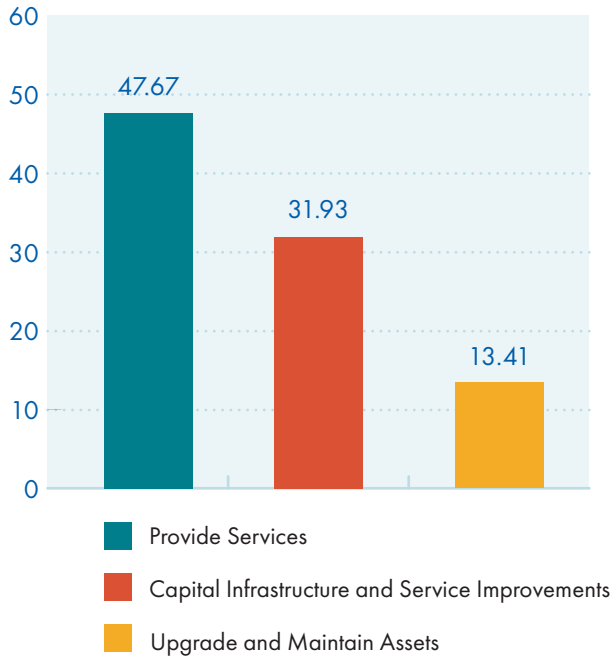
Financial Overview

Projections for the 2025–26 financial year indicate that council will be working with a municipal operating surplus of $931,960. For the same period, Alwyndor is projected to work with an operating surplus of $651,284.

In the 2025–26 financial year, we will invest $93.01 million in municipal operations (excluding Alwyndor) to provide services, implement programs and build and maintain essential assets. Our main areas of investment include:

- $47.65 million to provide services to our community
- $31.61 million for new capital infrastructure and service improvements
- $13.41 million to upgrade and maintain community assets.

2025–26 MAIN AREAS OF INVESTMENT (MILLIONS)

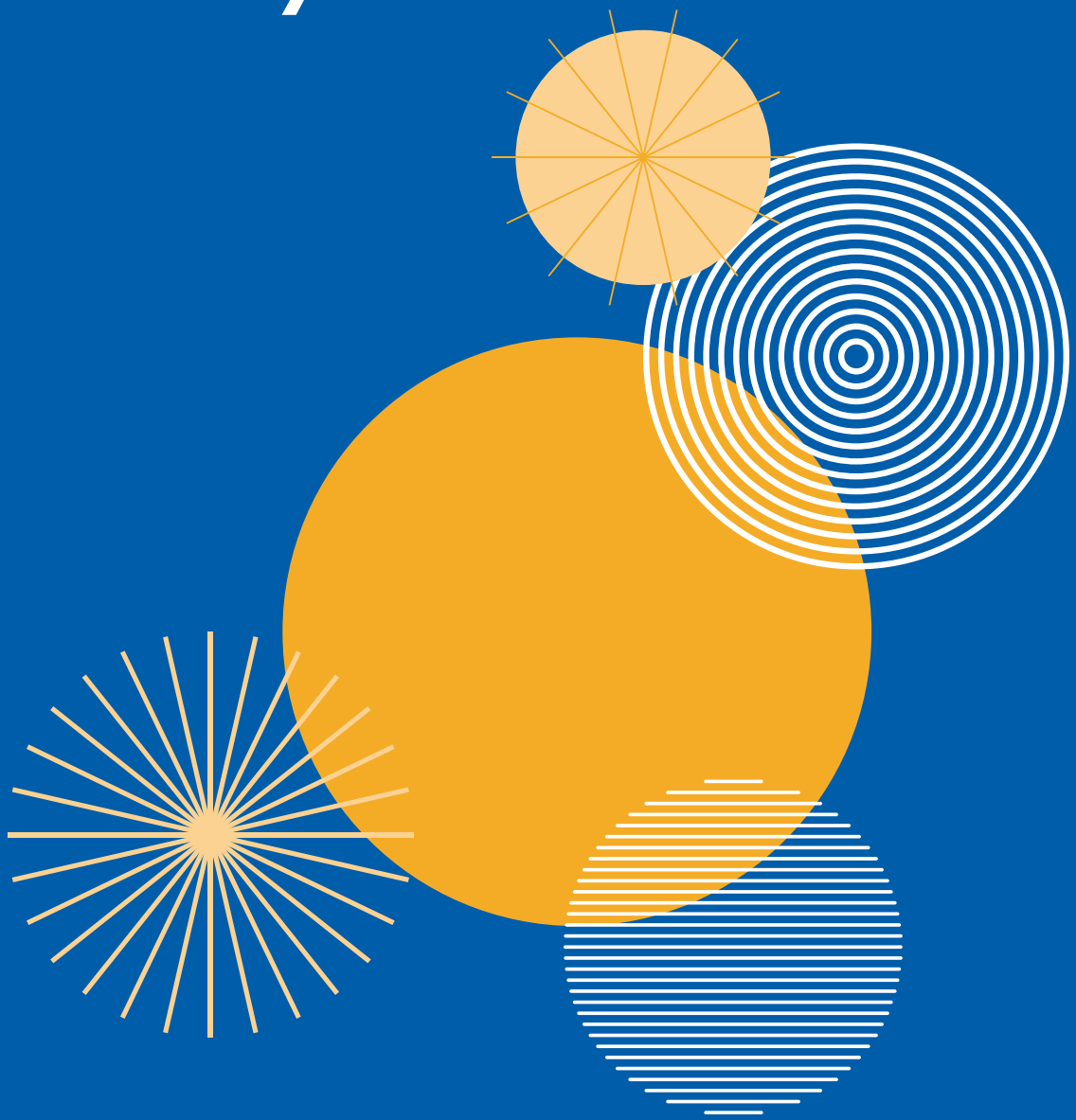


Debt Management

Council's Draft Long Term Financial Plan 2025–26 to 2034–35 sets our financial direction over the medium and long term and includes a debt management projection summary. This shows a commitment to reducing debt.

To monitor this, Council receives detailed monthly financial reports, including its current debt management position. These monthly financial statements are available in the Council agenda papers, which are publicly available at holdfast.sa.gov.au/council-meetings.

Municipal Financial Summary

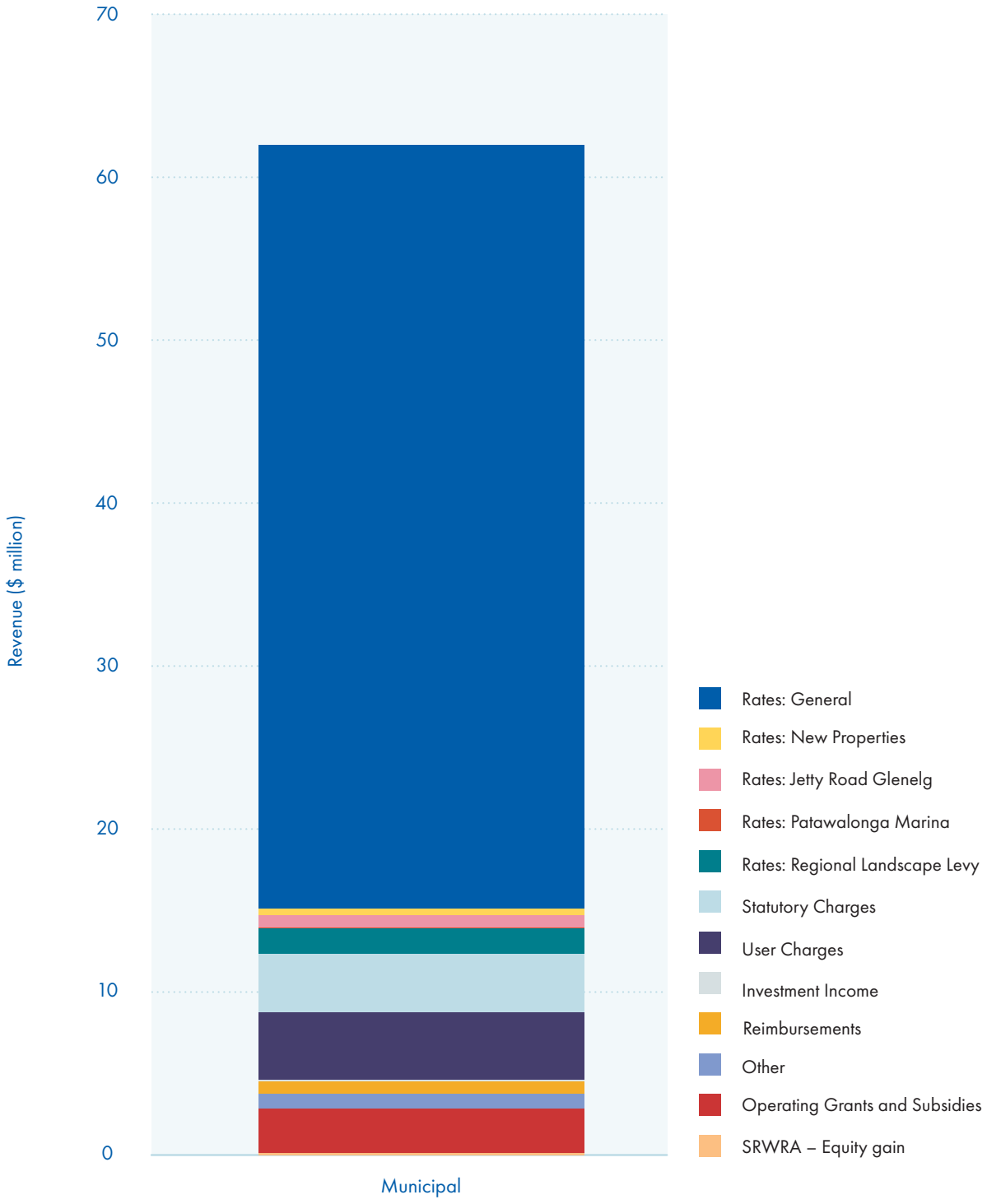


2025–26 Municipal Operating Revenue: $62.22 million

Council receives $62.22 million (excluding Alwyndor) to provide services and infrastructure to the community.

Rate Revenue	Million
Rates: General	$46.81
Rates: New Properties	$0.40
Rates: Jetty Road Glenelg	$0.72
Rates: Patawalonga Marina	$0.09
Rates: Regional Landscape Levy	$1.55
Total Rate Revenue	**$49.57**
Operational Revenue	
Statutory Charges	$3.58
User Charges (including but not limited to revenue from commercial operations)	$4.16
Investment Income	$0.07
Reimbursements	$0.78
Other	$1.17
Total Operational Revenue	**$9.76**
External Revenue	
Operating Grants and Subsidies	$2.74
SRWRA – Equity gain	$0.15
Total External Revenue	**$2.89**
Total Municipal Revenue	**$62.22**

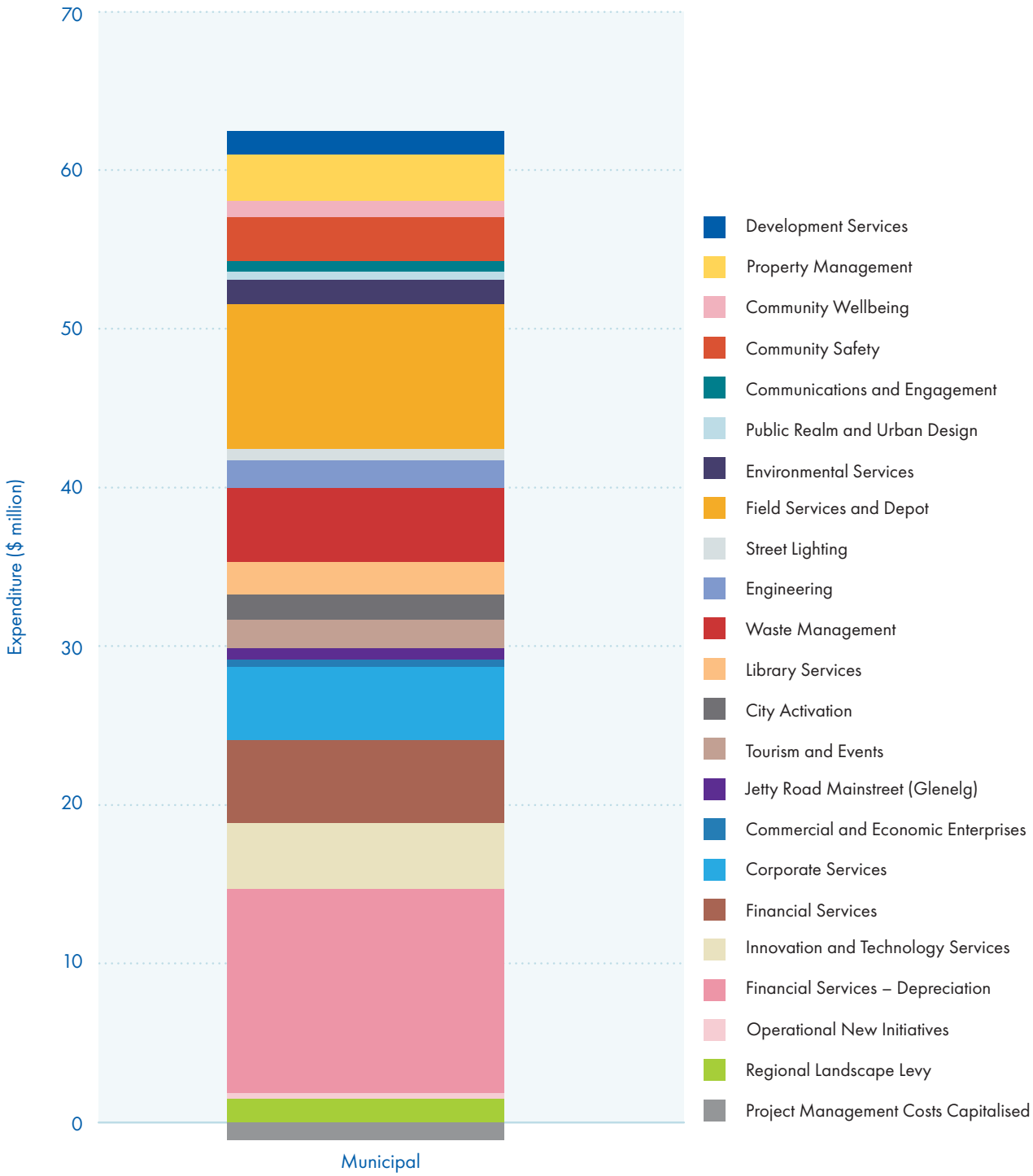
Municipal Operational Revenue



2025–26 Municipal Operating Expenditure: $61.29 million

Services	Million
Development Services	$1.40
Property Management	$2.89
Community Wellbeing	$1.03
Community Safety	$2.79
Communications and Engagement	$0.66
Public Realm and Urban Design	$0.51
Environmental Services	$1.56
Field Services and Depot	$9.10
Street Lighting	$0.72
Engineering	$1.73
Waste Management	$4.70
Library Services	$2.01
City Activation	$1.64
Tourism and Events	$1.75
Jetty Road Mainstreet (Glenelg)	$0.74
Commercial and Economic Enterprises	$0.44
Corporate Services	$4.60
Financial Services	$5.27
Innovation and Technology Services	$4.11
Total Expenditure on Services	**$47.65**
Other Operational Expenditure	
Financial Services – Depreciation	$12.90
Operational New Initiatives	$0.33
Regional Landscape Levy	$1.53
Project Management Costs Capitalised	-$1.12
Total Expenditure on Other Operational	**$13.64**
Total Municipal Operational Expenditure	**$61.29**

Municipal Operational Expenditure

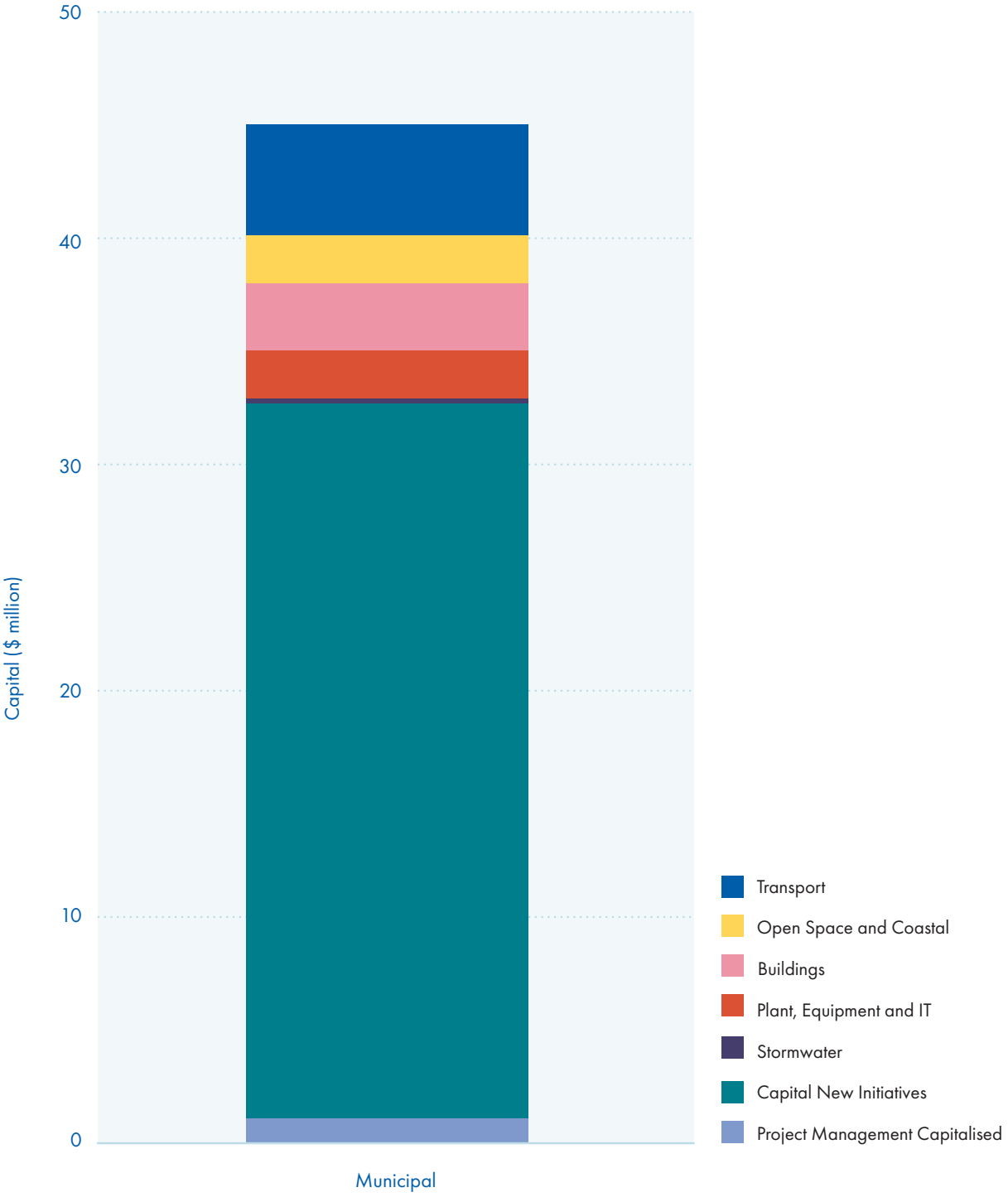


2025–26 Municipal Capital Program: $45.02 million

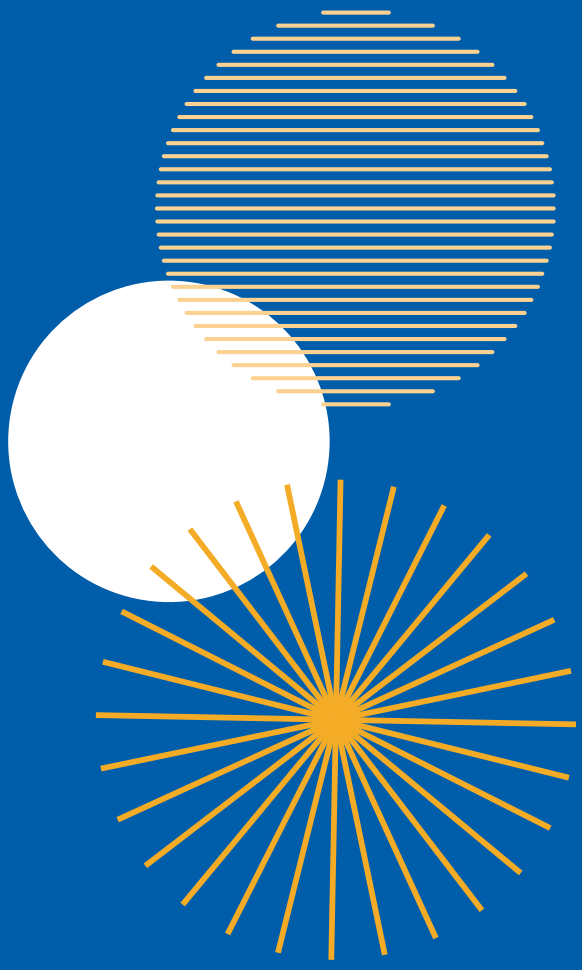
Council will spend $45.02 million (excluding Alwyndor) on a capital program to update and maintain community assets in 2025–26.

Municipal Capital Program	Million
Transport	$4.88
Open Space and Coastal	$2.11
Buildings	$2.97
Plant, Equipment & IT	$2.14
Stormwater (a further $1m provided under New Initiatives)	$0.19
Capital New Initiatives	$31.61
Project Management Capitalised	$1.12
Total Municipal Capital Expenditure	**$45.02**

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.
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). This shares the costs fairly between current and future services. Insufficient funding would shift the cost 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 aim to keep our debt as low as practicable. We borrow funds to invest in new long-term assets or to replace and renew existing assets and thereby spread that cost over the longer term, consistent with the typical long lives of assets.

Significant Influences

As a part of the review of Council's Strategic Plan *Our Holdfast 2050+* in late 2024, global, national and local trends were assessed. This section uses that information with some timely updates to set the scene for this Annual Business Plan. It also considers these broad trends in the local context and seeks to understand how they might impact the City of Holdfast Bay.

In addition, the 2025–26 broader operating environment for the City of Holdfast Bay outlines critical considerations for council.

Global, National and Local Trends

Many bodies seek to understand the things that are influencing change into the foreseeable future (CSIRO, 2022; PWC, 2022; World Economic Forum, 2024). There is some consensus amongst these about the major trends that are likely to impact over time.

PWC captures this consensus with its description of five mega-trends. These are:

1. Climate change
2. Technological disruption
3. Demographic shifts
4. Fracturing world
5. Social instability (PWC, 2022)

The following commentary seeks to understand each of these mega-trends and how they may impact on the City of Holdfast Bay.

Climate Change

> While humanity is trying to figure out ways to reduce carbon emissions, greenhouse gas levels in the atmosphere are worsening, global temperatures are rising, and extreme weather events are becoming more frequent and more severe.
>
> (PWC, 2022, p. 4)

There is a growing consensus that climate change is the world's most concerning trend given 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.

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) Supply chain disruptions, loss of housing, increases in the cost of living and resource scarcity have implications for both individuals and organisations. (PWC, 2022) The increasing frequency and severity of extreme weather events affect the ability of the insurance industry to provide future policies with an accurate enough pricing of risks that customers can afford.

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. (City of Holdfast Bay, 2023)

Sea levels along the South Australian coast have risen by an average rate of 2 mm per year from 1966 to 2022. The rate of sea level rise is increasing and from 1993 to 2022 was between 3 mm and 5 mm 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)

Climate Change, the Local Context – Impacts for City of Holdfast Bay

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 the City of Holdfast Bay is at the forefront of these efforts.

The City of Holdfast Bay continues to be a leader in environmental stewardship. We have achieved 100% renewable electricity use by council and with our community have 70% 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.

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
- South Australia's carbon dioxide equivalent emissions (MtCO2-e) have reduced by 42% since 2005. (Environment Protection Authority, 2023, p. 32).

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).

Significant Influences

Technological Disruption

Transformative technology changes how we function in the world and how we understand humanity. It enables huge value creation, but harmful consequences are – and will increasingly be – difficult to mitigate.

(PWC, 2022, p. 8)

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)

It is well documented that a range of new advancements in technology are, and will, have transformative impacts. Increasing automation through robotics, increasing e-commerce and leaps in energy storage are already causing disruption. Governments and industry are now investing in the promise of quantum computing. Quantum computers represent a completely new approach to computing. They have the potential to solve very complex statistical problems that are beyond the limits of today's computers.

While the full potential of quantum computing is yet to emerge, there is significant interest and investment in developing possible use cases for its application.

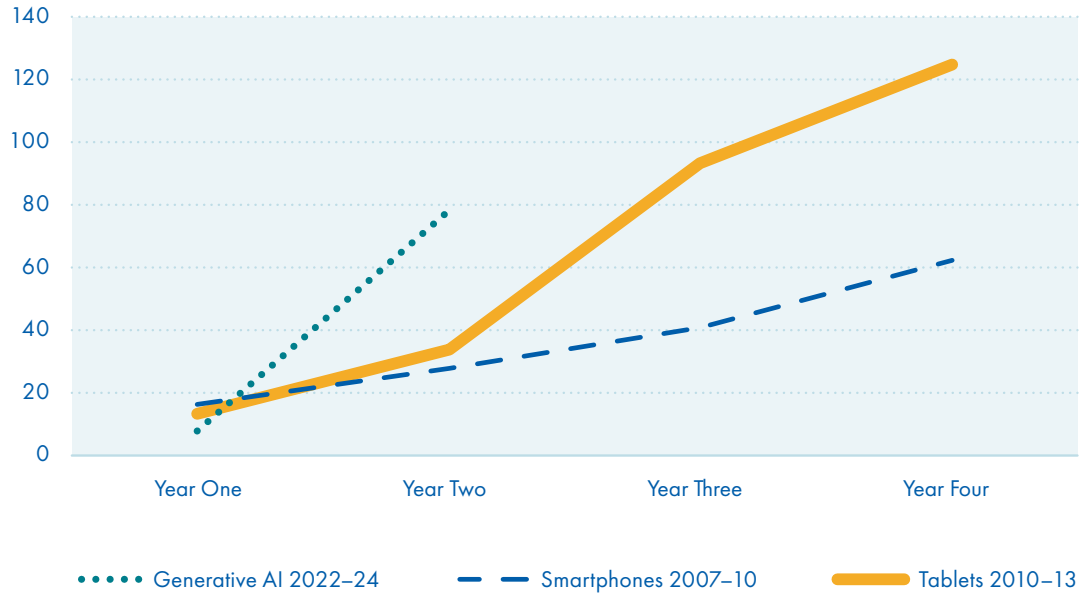
Most notably in recent years is the growth of the everyday application of Artificial Intelligence (AI). Generative AI has seen extraordinary growth in use. In the United States 77.8 million people used ChatGPT in the first two years after its release in November 2022. This is more than double the adoption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

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).

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



(Insider Intelligence , 2023)

Technological Disruption, the Local Context – Impacts for City of Holdfast Bay

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.

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.

Significant Influences

Demographic Shifts

The median age in all countries around the globe is increasing, but at different rates and from a different starting position. This demographic change is causing some countries' social systems to break down and a lack of workers in critical areas, whereas other countries face skyrocketing unemployment and under-employment, weakening economies from emigrating citizens, and strain on social safety nets.

(PWC, 2022, p. 12)

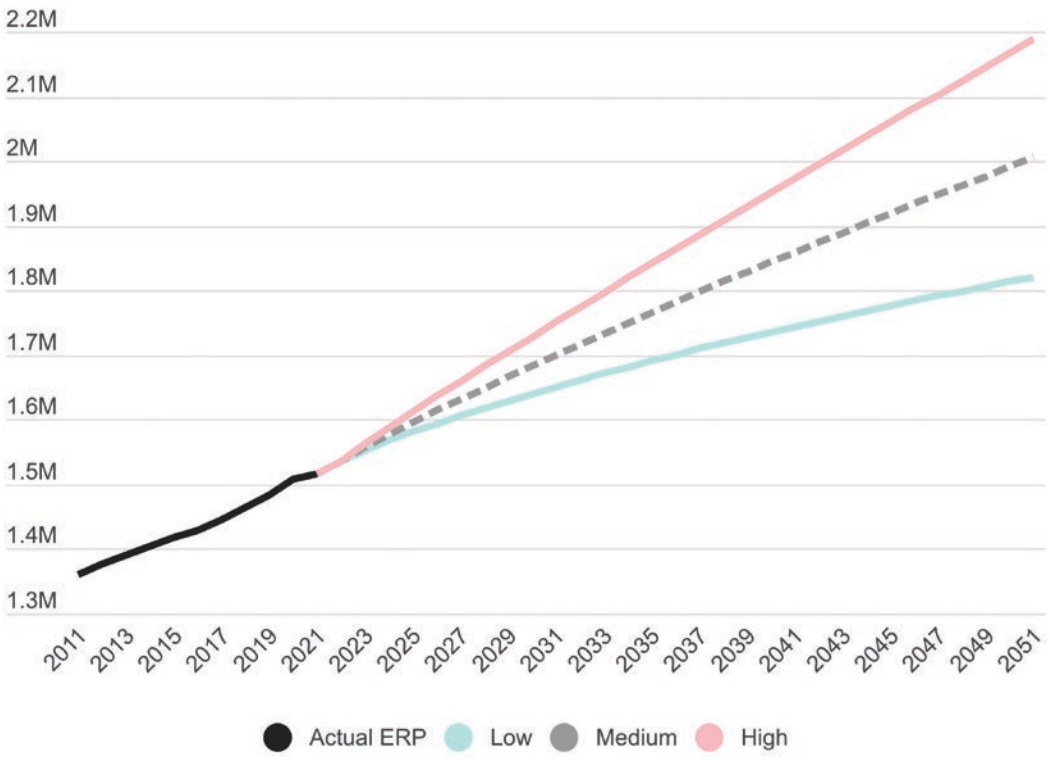
The proportion of the Australian population that is aged 65 years or over is expected to increase from 16% in 2019–20 to 23% by 2060–61. Consequentially, the ratio of working-age people to non-working-age people is predicted to decline over the next 40 years, decreasing from 4.0 to 2.7 over this period. (CSIRO, 2022, p. 21)

For metropolitan Adelaide, population growth is largely driven by housing supply and employment opportunities. The Department for Housing and Urban Development have made population projections for metropolitan Adelaide based on current Estimated Resident Population (ERP) and factoring in low, medium and high growth scenarios.

- In 2021 the population of metropolitan Adelaide was 1.52 million and accounted for 84% of the total population of South Australia. By 2051 this share is projected to increase to around 86%.
- For the medium projection, the population increases by 489,900 to 2.01 million by 2051. The annual growth rate peaks in 2021–31 at 1.22% and then declines to around 0.8% in 2041–51.
- For the high projection, the population increases by 672,400 to 2.19 million by 2051. The annual growth rate peaks in 2021–31 at 1.55% and then declines to around 1.1% in 2041–51.
- For the low projection, the population increases by 304,500 to 1.82 million by 2051. The annual growth rate peaks in 2021–2031 at 0.89% before decreasing to 0.44% in 2041–51. (PlanSA, 2024)

This is represented in the following graph.

POPULATION PROJECTIONS FOR METROPOLITAN ADELAIDE BASED ON CURRENT ESTIMATED RESIDENT POPULATION (ERP)

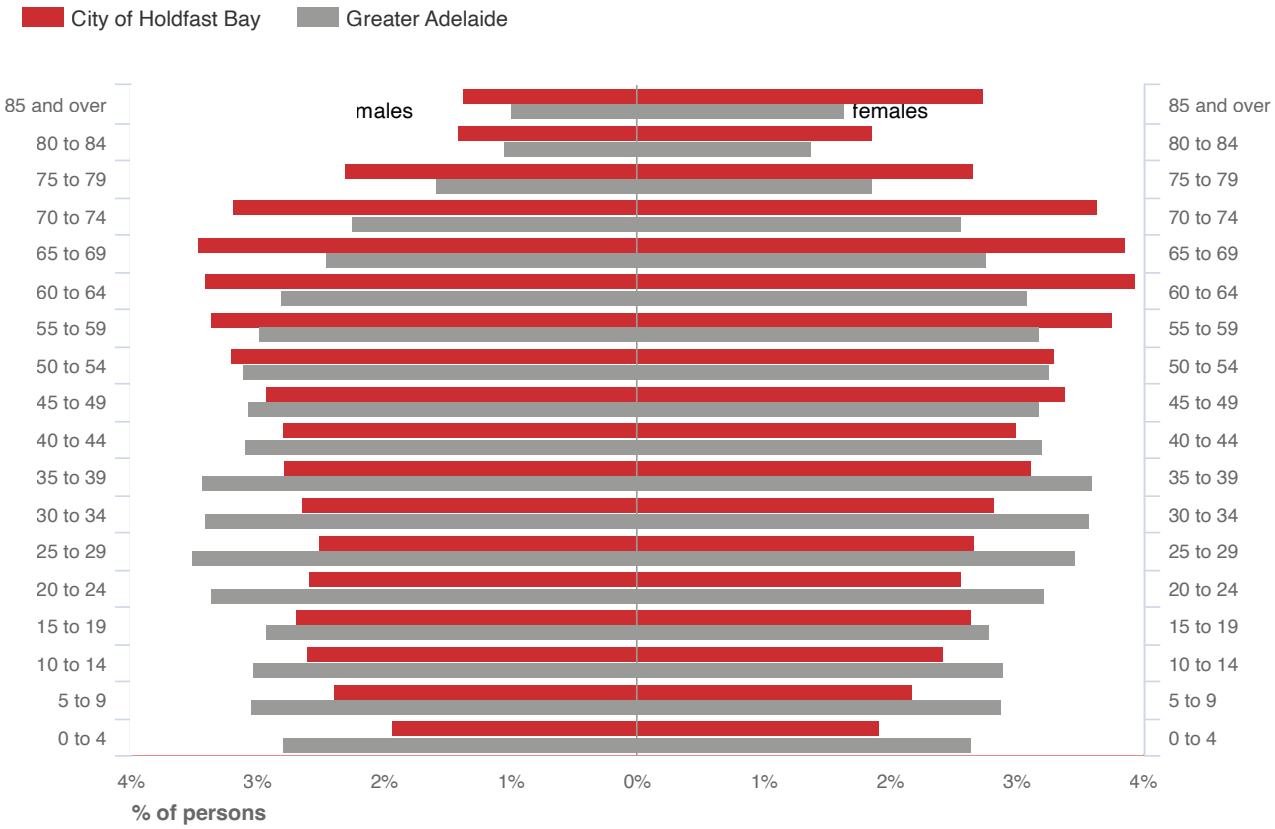


Significant Influences

Demographic Shifts, the Local Context – Impacts for City of Holdfast Bay

The City of Holdfast Bay has an older population when compared to the rest of Adelaide. In 2021 the median age in Holdfast Bay was 48 years compared to 46 years in 2016. In 2021, the largest age group in the City of Holdfast Bay was 60 to 64 year olds. The group that changed the most since 2016 was 70 to 74 year olds, increasing by 804 people.

The age - sex profile is shown in the graphic below when Holdfast Bay is compared to the Greater Adelaide region (idcommunity, 2024).



Holdfast Bay also has a significant 'turnover' of population. The total number of people usually resident in Holdfast Bay less than five years before Census Night 2021 was 23,179, or 64.15% of the total resident population. This means that some 35% of the resident population in Holdfast Bay in 2021 were living in another Council area in 2016.

Fracturing World

The world is fracturing and becoming multi-nodal as more nation states are competing for influence, with the rest of the world aligning around them and some states acting as destabilisers. Countries are increasingly turning their focus inwards, prioritising their national resilience and further localisation.

(PWC, 2022, p. 16)

While this may seem distant from Holdfast Bay, recent developments such as the emergence of the AUKUS agreement and growing conflicts in the Middle East are impacting on daily life. This sets the scene for localised concerns and is the backdrop to ASIO raising the terror threat level to 'probable' in Australia. ASIO has cited the conflict in Gaza as having significantly driven an increase in the threat of a terror incident in Australia.

Global conditions also impact on national economies and the capacity for influence and/or response to these conditions. 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 cost of living is having an impact in the global and local conditions and may have a fracturing effect. The cost of living for many households and organisations is at a worrying level.

Global economic instability is having an increasing impact. 'The global economy is volatile and unpredictable. The 2020s have already seen a global pandemic, global inflation and the threat of a global trade war.' (Federal Treasurer, 2025)

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 is 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)

Fracturing World, the Local Context – Impacts for City of Holdfast Bay

The local dimension of this fracturing world is influenced by global economic uncertainties that may well impact in our state and city.

Worldwide economic conditions will impact on Australia although they may be tempered by domestic arrangements. Noting that "as a small open economy, Australia is also exposed to the risk

Significant Influences

of an increase in global trade restrictions" (OECD, 2024, p. 103). Despite this, it is hoped that improving domestic conditions may have the effect of lessening concerns about a fracturing Australia. In Australia, Gross Domestic Product (GDP) growth "is projected to pick up to 1.9% in 2025 and 2.5% in 2026. The unemployment rate, which has risen but remains low, is projected to flatten out just above current levels." (OECD, 2024, p. 103)

Research has noted that "financial pressures continue to be a strong drag on social cohesion. People experiencing financial hardships are much less likely to trust in government, institutions and other people in society, feel a substantially weaker sense of national pride and belonging, a greater sense of social isolation and are more likely to have negative views on migrants and multiculturalism." (Scanlon Foundation Research Institute, 2024, p. 9)

It is acknowledged that "national and global challenges put pressure on social cohesion but also demonstrate its importance in supporting personal and social wellbeing and connections when it is most needed." (Scanlon Foundation Research Institute, 2024, p. 11)

Local Government has a vital role to play in promoting social cohesion and wellbeing. The City of Holdfast Bay has a focus on community wellbeing which is a feature of its Strategic Plan *Our Holdfast 2050+*.

Social Instability

Massive pressure – resulting from social and economic polarisation, disruption, demographic change, and eroding trust – leads to greater social unrest.

(PWC, 2022, p. 20)

Social instability is largely a consequence of many of the mega-trends already described.

In response, Governments at all levels are seeking to reinforce social cohesion and its effect on wellbeing. For the first time the Australian Government has developed a framework for '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 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)

Social Instability, the Local Context – Impacts for City of Holdfast Bay

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.

The 2025–26 Operating Environment

Economic Conditions

There has been significant improvement in the domestic economic conditions in Australia and South Australia over the past 12 months.

The general economic environment in South Australia is encouraging. Many national indicators show that South Australia is performing well. After leading the rankings on the past three occasions, South Australia is now second in CommSec's State and Territory Economic Performance Report. In this report, it was noted that in 'the September quarter 2024, economic activity in South Australia was 8.4% above its long-term average level of output.' (CommSec, 2025)

There is an expectation that the South Australian economy 'will grow by 1% in 2024-25. It is further expected that there will be stronger growth at about 2.25% in each of 2025-26 and 2026-27'. (South Australian Centre for Economic Studies, 2024, p. vii)

The annual Consumer Price Index (CPI) in Adelaide as of December 2024 was 2.5% after falling 0.1% between September and December 2024. This compares to national annual CPI which was 2.4% and rose 0.2% between September and December 2024. (Australian Bureau of Statistics, 2025)

With inflation easing, the Reserve Bank relaxed interest rates at its February 2025 meeting. This was the first cut since 2020 and follows on from 13 rate rises between May 2022 and November 2023. Some economists anticipate further rate reductions in 2025, although this may be tempered by volatile global economic conditions.

In this environment, the business outlook is strong. Business confidence in South Australia is the second highest in the nation and the highest of any mainland State. (Roy Morgan , 2025) This is within a supportive environment with the Business Council of Australia finding that 'South Australia has the best regulatory and tax settings for doing business in Australia'. This means that 'in comparative terms today the state provides the best environment in which to do business'. (Business Council of Australia, 2024, p. 3)

Against this, cost of living remains a concern for many households. Household consumption remains weak having declined recently despite 'strong population growth, the Stage three tax cuts and increased government assistance payments'. (South Australian Centre for Economic Studies, 2024, p. vi)

There is some expectation that cost of living pressures will ease as interest rate cuts take effect, inflation tempers and household incomes increase. For Australian households, "gross income rose by 6% in current terms though the year to the September quarter 2024." Wage growth has remained relatively high over the past two years. This was largely due to a 5% rise in labour costs, which was supported by the Federal Government's Stage three tax cuts. (South Australian Centre for Economic Studies, 2024; Adelaide Economic Development Agency, 2024) This meant that, in real terms, "household gross disposable income grew by about 2.25% through the year to the September quarter 2024". (South Australian Centre for Economic Studies, 2024, p. 4)

The Greater Adelaide Regional Plan

Greater Adelaide's population is expected to be 1.5 million in 2023–24, representing 78% of South Australia's population. Population growth in Adelaide is forecast to decrease to 1.5% in 2023–24 and 1.1% in 2024–25, slowing to 0.8% by 2034–35. Adelaide's population is projected to be 1.6 million in 2034–35. (Centre for Population, 2024, p. 55)

In response to this expected increase and other factors the State Government has released its *Greater Adelaide Regional Plan* (GARP). This Plan sits alongside the 20 Year State Infrastructure and Transport Plan. Together these plans outline where growth will be accommodated and how the accompanying infrastructure will be developed.

The GARP provides for more growth in outer metropolitan Adelaide. In general, the GARP aims to have infill development close to activity centres. This may impact the level of infill development in the City of Holdfast Bay, with medium-scale development being preferred. Council made a submission on the Draft Greater Adelaide Regional Plan, which detailed preferred areas for development. This was largely adopted in the final GARP.

Importantly, the GARP identifies areas in the urban fringe for significant new development. This takes some of the pressure off established areas, like the City of Holdfast Bay, to accommodate intensive development.

Areas of heritage or character protection have also been identified. Again, this aligns with Council's submission and provides good guidance for future assessments.

Local Government Financial Sustainability

Addressing financial sustainability is vital for the City of Holdfast Bay. There are legislative and regulatory responsibilities in this area and high community expectations to manage rate income in the best possible way. There are three key indicators of financial sustainability in the Australian local government sector:

- The operating surplus ratio: This is a measure of councils' financial health. A positive ratio indicates that the council generates more revenue than operational expenditure. A negative ratio indicates that operational expenditure exceeds revenue.
- The net financial liabilities ratio: A measure of the proportion of councils' general income that would be required to pay all financial liabilities.
- The asset renewal funding ratio: A measure of whether assets are being renewed and replaced in an optimal way, as identified in council's Asset Management Plans. (SGS Economics and Planning, 2024; Essential Services Commission of South Australia, 2022)

Local government financial sustainability is affected by many factors outside the control of council. They include:

- impacts of extreme weather events, natural disasters and other external environmental factors that impact directly on council services and divert resources from other necessary council services
- expansion of the roles and requirements placed on councils by Federal and State Governments, increasing their costs without commensurate revenue to support them, and

The 2024–25 Operating Environment

› cost pressures faced by councils that exceed CPI, such as increases in the cost of building and maintaining infrastructure. (Local Government Association of South Australia, 2024; House of Representatives Standing Committee on Regional Development, Infrastructure and Transport, 2025)

The Essential Services Commission of South Australia (ESCOSA) has an oversight role in assessing the financial sustainability of local government in this state. It operates a Local Government Advice Scheme (the scheme) that provides detailed advice to councils about their strategic management plans and involves auditing of Councils' financial planning and service delivery. It is intended that "the scheme will benefit ratepayers by supporting councils' decision-making processes, affording ratepayers increased transparency and greater confidence that council operations are being undertaken on a long-term financially sustainable basis". (Essential Services Commission of South Australia, 2022, p. 4)

In 2025–26, the City of Holdfast Bay will take part in the scheme. This will provide a picture of how council "proposes to manage its ongoing financial and service sustainability' by assessing:

› **Program stability**: This relates to the provision of reliable quality services over time, and requires a stable and consistent set of actions, from the perspective of day-to-day operations and infrastructure management.

› **Rate stability**: This relates to charging ratepayers reasonably to fund the services, underpinned by the program of works noted previously (program stability). Rates should be stable, noting that stable does not mean fixed but rather the absence of large or unplanned year-on-year variances.

› **Intergenerational equity**: This relates to fairly sharing services and the associated cost between current and future ratepayers. It requires adopting sound long-term financial management principles, particularly in relation to the balance between debt and cash in financing service delivery." (Essential Services Commission of South Australia, 2022, pp. 2-3)

As a coastal council, the City of Holdfast Bay is very aware that climate change is likely to have a greater impact than some other suburban councils. Extreme weather events cause 'extensive damage to physical infrastructure (roads, coastal structures, and public buildings) leading to costly and extensive repairs disrupting other services'. This impacts on council's ability to deliver projects and services in financially sustainable ways. (House of Representatives Standing Committee on Regional Development, Infrastructure and Transport, 2025, pp. 19 - 20)

A recent parliamentary enquiry noted that many coastal councils 'do not have the financial capacity to meet adaptation challenges.' (House of Representatives Standing Committee on Regional Development, Infrastructure and Transport, 2025, p. 19) The City of Holdfast Bay already assesses such impacts but will need to be vigilant to ensure the best, financially sustainable management of this risk.

Council is committed to ensuring the City of Holdfast Bay remains financially sustainable. This is crucial for ensuring that we continue to provide essential services while also planning for future needs. The following commitments have been made to assist in achieving this objective:

› a budgeted operating surplus each year

› ensure sufficient funding is allocated for the renewal of community assets as detailed in council's Asset Management Plans

The 2024–25 Operating Environment

› unbudgeted expenditure, when required, is covered by deferring discretionary spending or identifying savings from other areas within council's operations.

The management of debt is also a key component of future financial sustainability. Through the Long Term Financial Plan, council has committed to the principle of intergenerational equity and is implementing a debt management strategy. This aims to cap current debt levels, which are projected to peak in 2025–26, before decreasing over the next 10 years.

Aged Care Reform

The Federal Government Aged Care Reform Agenda, including the enactment of the new Federal Aged Care Act on 1 July 2025, will continue to be implemented by Alwyndor throughout 2025–26. The reform is an integral part of our strategic and business planning for all Residential and Support at Home services as well as our corporate service systems and delivery. We will continue to advocate for our residents and clients together with our peak body and sector partners as these changes are implemented.

In residential care Alwyndor's focus will be on the continued provision of quality care, ensuring we maintain minutes of care and nursing as mandated by the Aged Care Quality and Safety Commission (ACQSC). We will enable great lifestyle choices and create the very best food and dining experience for our residents. We have established a Nutrition Committee to support this work. We will also develop a palliative care suite to provide the best possible end-of-life care choices.

Support at Home reform continues from 1 July 2025. We will continue to explore our services and options for our Support at Home clients, which will continue to include short-term restorative care and end-of-life care, a suite of allied health and nursing care as well as domestic, gardening and maintenance services. This will include continued specialised staff training.

After a successful trial of the AlayaCare Client Portal, which enables clients and their families and advocates to see their weekly support schedule details, we are now rolling out to all of our client base. Over 400 clients have taken up the service so far.

We have also reviewed our rostering operations and processes to streamline client service provision.

Our Residential and Community Advisory Groups are well-established and will continue to offer valuable feedback on our services throughout 2025–26. The Quality Care Advisory Group will assist in ensuring our services across the entire business are of the best possible standard and meet all mandated requirements. The groups provide regular reports to the Executive as well as the Alwyndor Management Committee.

We remain dedicated to addressing the Government's Reform agenda as part of our commitment to delivering care and services for older individuals in our communities, enabling them to live according to their preferences and providing support for current and future clients. Alwyndor continues to be a proud preferred provider of these services within the City of Holdfast Bay and surrounding areas.

Achievements, Projects and Service Delivery



Alwyndor

Alwyndor and the City of Holdfast Bay

Alwyndor, began as a convalescent and rest home for returning servicemen. The Dorothy Cheater Trust was established and binds the Council (as Trustees) to the ongoing provision of aged care and services in perpetuity. Alwyndor is widely regarded as an important part of the City of Holdfast Bay as it continues to thrive and provide services to the city's residents and communities in surrounding areas.

Achievements

In 2024–25, Alwyndor's achievements and initiatives included:

- continued expansion of Therapy and Wellness service offerings at the Holdfast Bay Community Centre, including the establishment of the ZEN Room where meditation, hand therapy and other activities are held
- continued involvement of our residents in the continuous improvement of their dining experience by choosing menus through taste testings and through regular surveys which consistently score a satisfaction rating of more than 95%. Our Catering Manager was nationally recognised, winning prestigious Industry Awards
- ongoing focus on resident wellbeing through the development and implementation of a Reablement program, including the establishment of a dedicated gym and exercise space and classes
- expansion of Support at Home services and now supporting more than 650 clients
- expansion of home gardening and maintenance services and now providing services to more than 3,000 clients in the City of Holdfast Bay and surrounding areas
- welcomed 140 new staff and introduced a leadership development program and a micro-learning training program
- curated and hosted SALA event 'Sculptures in the Gardens' for the second year; artists were invited to display sculptural works in our beautiful gardens. Two art exhibitions were held in conjunction with this event, which featured works created by residents and children as part of an intergenerational project. The exhibitions were very popular with our residents and clients along with the broader community.

Alwyndor

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:

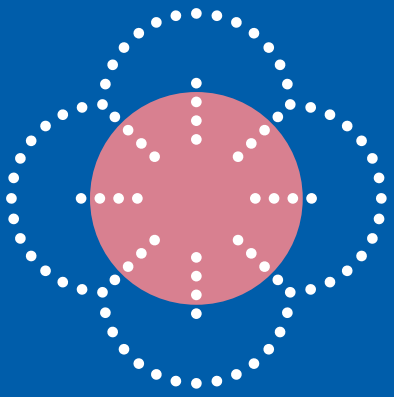
- Commonwealth Home Support Program
- Home Care Packages (Federal Government funding)
- Department of Veterans Affairs
- Private health refunds and private client payments
- Medicare (via GP referral for service packages)
- National Disability Insurance Scheme.

At Dunrobin Road in Hove, Alwyndor provides 144 residential care beds for permanent, respite and transitional care. There is a café, hairdresser and gym, and dental services. A day respite service is provided Monday to Friday each week.

Alwyndor offers a range of Therapy and Wellness services, including physiotherapy, occupational therapy, podiatry, and speech pathology, which can be accessed at Alwyndor or home and an extensive range of group wellness programs to assist clients in maintaining independence and wellbeing.

In 2025–26, 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 2025–26, Council will allocate $9 million to good health and economic success in an environment and a community that supports wellbeing.

Objectives: 2020–2030	Measures
Design, build and manage public places that actively facilitate positive interaction and provide access to all people.	All project plans and policies address universal design and social inclusion.
Support 'ageing in place' through direct service provision and partnerships with community organisations and businesses.	› Successful delivery of programs and collaborations with external organisations › Increase in number of older people supported to stay in their homes.
Promote active citizenship where all people are encouraged to be heard and contribute to decision-making in their community, especially those who are normally excluded.	The range of people of different ages and backgrounds having their voices heard in council and community organisation decision-making increases year after year.
Advocate for small businesses to be able to operate in mixed-use neighbourhoods to increase local employment opportunities, improve local access to goods and services, and reduce transport distances.	› The number of small businesses that operate in mixed-use areas increases › All residents live within a 10–15 minute walk to shops and services.
Increase the range of people who take part in lifelong learning and benefit from council-run community hubs (Libraries and Community Centres) by targeting those who normally don't or can't access them.	The number and range of people of different ages, abilities and backgrounds who access Council facilities, programs and services increases.
Enhance the capacity and capability for community-run, openly accessible hubs (such as sport, recreation and community facilities) to promote healthy lifestyles, positive community connection and a sense of belonging for people of all backgrounds and abilities.	The number and range of people from different backgrounds and abilities who access community-run facilities increases.
Expand impacts through community partnerships to grow the number and variety of programs and services that improve general well-being and reduce preventable health issues.	› Increases in reported well-being and reductions in health issues as per State health data › The number of improvements made in private enterprises for better public health outcomes.
Local arts and culture are celebrated and supported, while barriers to participation (such as costs, infrastructure, access to audiences, etc.) are lowered, to encourage typically excluded people to participate.	The range and number of council and community-run arts and cultural activities and events that are assessed as being fully accessible increases year on year.

Wellbeing

2024–25 Achievements

In 2024–25, we delivered projects support wellbeing. Some of these include:

Seacliff Plaza Amenities Block

This project saw the replacement of the existing public toilets at the Seacliff Foreshore. The new amenities block now sits at the same level as the footpath. It features seven toilets, including an accessible toilet, two ambulant toilets, three all-gender toilets, and a family toilet with a baby change table.

Along with the outdoor hand-washing station, outdoor showers and landscaping, footpaths around the building are continuously widened to improve accessibility for everyone in the community.

The beach access ramp for vehicles is also operational, along with a Disability Discrimination Act-compliant ramp for pedestrians.

Brighton Tennis Club Lights

This project involved the replacement of old light poles and the installation of new luminaires. This addresses the much-needed renewal of the existing assets and provides much better lighting for the tennis players.

Wattle Reserve – Multi-use court upgrade

This project included the installation of a new pickle ball court along with resurfacing of the old half-court tennis court. Pickle ball is a recreation activity that is quickly growing in popularity. Incorporating this into this project allows for even more use of this very popular reserve.

Lookout Decking – Kingston Park Cliff Face

The Kingston Park lookout is a must-see for any visitor. On top of the cliff overlooking Tjilbruke Spring and the Kingston pines, the lookout offers spectacular views of the Holdfast Bay coastline.

Sutherland Reserve Playground Renewal

This project involved the renewal of play equipment. This enhances a very popular reserve for local residents and visitors alike.

2025–26 New Projects

Bowker Oval disability access pathway – $40,000

This project seeks to address an issue where some members of the community may be excluded from using the space as there is no way for a person living with a disability or mobility issues to access the Community Garden, BBQ and picnic table or the play space. Current access is limited and includes traversing the grass or using a concrete spoon drain that is non-compliant.

The project will create a Disability Discrimination Act (DDA) compliant pathway from both the North and South car-park so that the community, particularly people living with a disability or mobility issues, can access these community facilities.

Cemetery upgrades – $256,000

The project includes path improvements and tree planting along with new and refreshed garden beds. It will preserve North Brighton and St Jude's cemeteries' historical importance while improving their usability and appearance for the broader community. Additional works will require funding in future Council budgets.

It will improve the overall tidiness and amenity of these spaces. It will increase tree canopy, update internal roads, improve landscaping and increase seating. It will also improve signage, particularly around heritage areas such as the Mawson grave at St Judes.

Wellbeing

2025–26 Service Delivery: $8.77 million (excluding Alwyndor)

Development Services – $1.40 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 2024-25 (up to 25 March 2025), we have processed 714 development applications and approved 212 new dwellings with a construction value of $106.2 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. The grants aim to assist 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 – $2.89 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.

Community Wellbeing – $1.03 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 – $2.79 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 – $0.66 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 2025–26, council will allocate $19 million to developing a city, economy and community that is resilient and sustainable.

Objectives: 2020–2030	Measures
Become a carbon-neutral organisation by 2030.	Council's direct emissions are reduced every year and emissions of suppliers are influenced to be reduced.
Increase walking and cycling across the city through better infrastructure (paths, lock-up areas etc) and incentives.	Establish a baseline of cycling use and walking to create a target.
Increase shady pathways and nature by reclaiming parts of road reserves through better design.	› Increase the percentage of tree canopy coverage of council roads › The number of street trees planted per year.
Reduce traffic by improving safe access to public and community transport.	› The percentage of car trips by residents decreases › The use of public and community transport increases.
Support walkability to parks and beaches by providing good open spaces.	› Residents live within a 10-15-minute walk to reserves, parks and/or beach › Improvement in council's Walkscore walkability rating.
Support built heritage protection and enhancement while promoting quality infill development.	› Number of new properties listed on various heritage registers › Increases in the number and diversity of dwellings created through the consolidation and adaptive reuse of existing buildings and sites.
Increase levels of biodiversity through initiatives including Water Sensitive Urban Design in public spaces and encouraging the use of Kaurna knowledge.	› Increase the average biodiversity score from 1 2.8 in 2018 to 14 in 2025 and 16 in 2030 › Areas of biodiversity and Water Sensitive Urban Design increase each year.
Decrease the level of household and business waste that goes to landfill.	› Increase the use of FOGO for residents › Increase in the percentage of kerbside waste that is recycled or composted to 75% by 2030 › Increase in the number of circular economy businesses.
Create vibrant precincts that contribute to economic success and social vitality and provide unique experiences for locals and visitors alike.	› Business confidence increases in these precincts › Positive community perception of precincts increases.
Maximise use of open space (including coastal areas) for all, while protecting environmental habitats and ensuring landscapes are adaptive to climate change.	› The number of people from different backgrounds who use open spaces increases › Measures for environmental protection and climate change adaptation are to be developed.

Sustainability

2024–25 Achievements

In 2024–25, council delivered projects and services that supported economic, environmental and community sustainability.

Activities included:

Holdfast Bay Bowling and Croquet Club lighting

This project involved the replacement of old light poles and the installation of new energy-efficient LED luminaires. This enhances a very well used multi-purpose facility.

Somerton Tennis Club renewal

This project included the replacement of old lighting with energy-efficient LED luminaires along with new fencing and the re-surfacing of the courts. This renewal has given new life to this facility and been warmly welcomed by its users.

Wheatland Street Pocket Park

There is a small piece of land on the corner of Wheatland Street and Kauri Parade at Seacliff, which was covered in part by shrubs and in part by dolomite. This project includes the creation of a small park to increase greening as a feature of the area.

2025–26 New Projects

Patawalonga Frontage irrigation upgrade – $500,000 (carried forward from 2024-25)

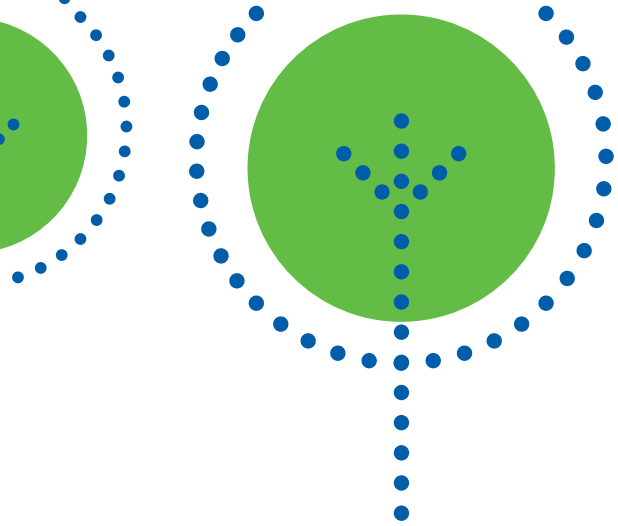
The current irrigation mainline that delivers A-Class water to the coastal reserves in Glenelg is an ageing infrastructure that is approximately 20–25 years old. This project will create an irrigation system that is fit-for-purpose, cost-effective and environmentally sustainable. The outcome will be a new, resilient and sustainable irrigation system designed for the future, operating on recycled water with mains back up in strategic locations.

Adelphi Terrace - pedestrian crossings – $120,000

This project will improve pedestrian safety when crossing the road and improve bus stop disability access. It includes the installation of two mid-road pedestrian refuges and an upgrade to bus stop 19 on Adelphi Terrace Glenelg North. Pedestrian refuge islands typically provide a traffic calming effect, as vehicles must deviate around the islands, further enhancing community safety.

This project includes two crossing locations:

- South Location – Between St Annes Terrace and King Street pedestrian crossing with refuge island; ensuring western bus stop is compliant and remains within parking lane; includes connection to Patawalonga shared use path; location determined based on physical parameters
- North Location – Patawilya Reserve pedestrian crossing with refuge island connection to Patawalonga shared use path. Removal of existing crossing point at MacFarlane Street.



Jetty Road, Brighton traffic improvements – design and consultation – $50,000

This project will investigate and consult the community to develop design options to improve the street. This will allow residents, traders and visitors to help define the desired future character of the street. It will also provide the chance to design for improved accessibility and connection to the coastline.

Jetty Road, Brighton is due for road renewal and kerb repairs in the next two years. This project will identify the extent of any improvements through investigation, design, and community consultation. Improvements may include safety, intersections, pedestrian crossings, disability access and parking to coordinate with renewal works.

This will deliver a plan that can be used to attract grant funding and guide future council budget allocations for the planned improvements.

Paringa Primary active transport stage two – $50,000

This project will enable children to travel safely to and from school. It includes the replacement of paths and improvements to kerb-ramps to lift these to current standards. This project includes the replacement of further existing pathway and kerb-ramp infrastructure to current standards, including relocation where required to promote safe access for path users.

Sustainability

2025–26 Service Delivery: $18.3 million

Public Realm and Urban Design – $0.51 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:

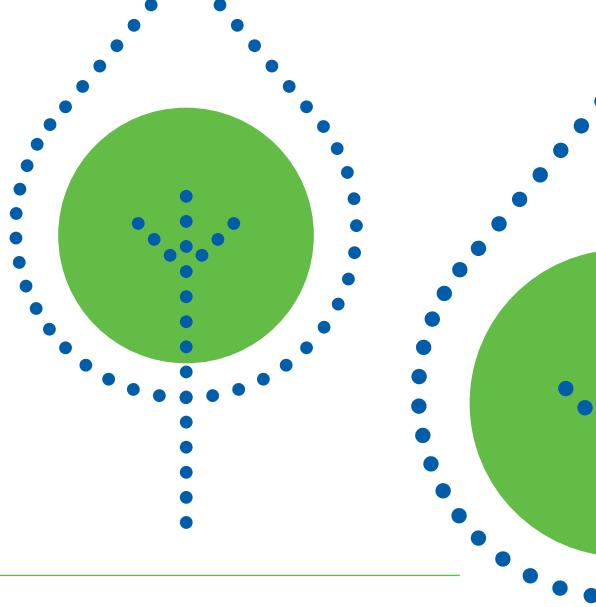
- sports and recreation facility planning and activation
- playspace renewals and redevelopments including planning and consultation
- urban design projects such as main street master planning and project delivery
- securing grant funding for major projects through State and Federal Government grant programs
- sport and recreation club development.

Environmental Services – $1.56 million

Council is pursuing an Environment Strategy (2020–25), a detailed road-map of initiatives, which will guide our decision making throughout 2025 and lay the foundation for future work. 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 and Depot – $9.1 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 – $0.72 million

Council partners with SA Power Networks (SAPN) to deliver street lighting for our community. Over the past three years, council has replaced 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 council's greenhouse gas emissions by approximately 517 tonnes a year.

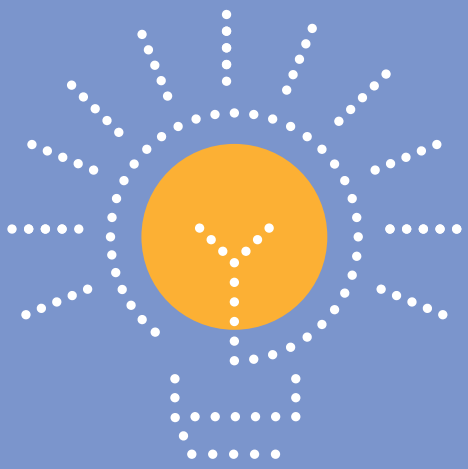
The removed old streetlights will be recycled responsibly to prevent heavy metals (i.e. mercury) and other hazardous substances entering landfill.

Engineering and Traffic – $1.73 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 stormwater management plan. Our team monitors and assesses and treats the evolving traffic management issues in our city.

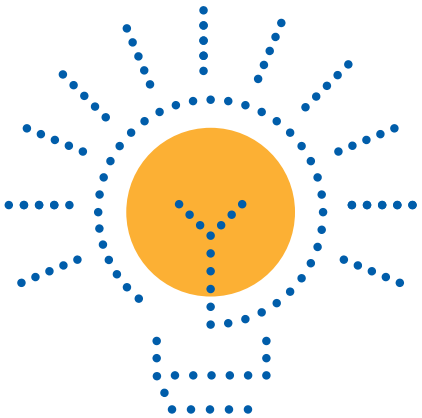
Waste Management – $4.7 million

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 2025–2026, council will allocate $19.9 million to developing a thriving economy and community that values life-long education, research, creativity and entrepreneurialism.



Objectives: 2020–2030	Measures
Create an environment (raise the profile of the city and precincts) that is attractive for startup, entrepreneurial and home-based businesses.	The number of startup and home-based businesses increases.
Improve the community's digital access and literacy through facilities and programs in council's libraries and community centres.	The number of people who take part in digital programs increases year after year.
Partner with schools to build innovator/ entrepreneur programs for young people.	Program participation rates trend upwards.
Partner to facilitate the provision of technological infrastructure to support creative, innovative and entrepreneurial activity.	The number of creative and technology-related businesses in the city increases.
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.
Collaborate with others to assist local businesses to access resources, develop knowledge and improve capability in emerging digital and online technologies.	The number of local businesses that are supported in accessing avenues for emerging technologies.
Stimulate creative, arts and cultural talent, skills and opportunities in distinctive places and precincts for community connection, jobs, business and tourism.	› The number of local arts/creative businesses and jobs increases (Heritage, Creative and Performing Arts category) › Increase the number of people and organisations participating in council's arts and culture programs.
Enhance online and digital methods for customer experience when utilising council services.	Customer satisfaction with council interactions improves.

Innovation

2024–25 Achievements

In 2024–25, council delivered projects and services that supported innovation at council and in the community. Activities included:

Wayfinding at Kingston Park

This signage indicates the key attractions within the precinct, being the Holiday Park, Nest Kiosk and Tjilbruke Spring.

Technology and Innovation Projects – Various Technology Improvements

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

2025–26 New Projects

Fairy Lights Jetty Road, Brighton $73,280

To beautify Jetty Road Brighton and attract visitors and residents, temporary fairy lights have been on trial for several months. This project will make this more permanent through the installation of underground electrical infrastructure and the purchase of the street tree fairy lights. This project seeks to continue the beautification of the area with lighting that can be themed to times of the year. In this way, it is intended to promote tourism and visitor attraction. The project covers the installation of supporting electrical infrastructure and the purchase of commercial-grade fairy lights in street trees along parts of Jetty Road, Brighton.

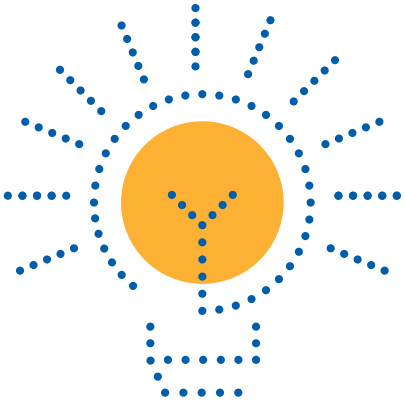
2025–26 Service Delivery: $19.8 million

Library Services – $2.01 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 2025–26, we will continue to deliver events, programs, services and activities through our two branches at Brighton and Glenelg.

City Activation – $3.39 million

City Activation promotes Holdfast Bay as Adelaide's premier seaside tourism destination with the goal of increasing visitation and economic impact, enhancing social and community benefits, civic pride, and the reputation of the area as a great place to live, work and play.



This goal is underpinned by key directions within Council's Economic Action Plan, Tourism Recovery Plan, Arts and Culture Strategy and Events Strategy.

Council will continue to cultivate a thriving, sustainable and resilient economy that supports community wellbeing by nurturing opportunities for learning, creativity, innovation, and entrepreneurialism by:

- planning, implementing, and supporting a sustainable program of events that increases economic activity, community pride and participation and adds to the cultural fabric of Holdfast Bay
- preserving and stabilising the Holdfast Bay history collection while developing opportunities to make it more accessible to the community
- securing investment and regional and state collaboration that increases the desirability of Holdfast Bay as a destination for visitors, innovative industries, viable local businesses, creative and innovative events
- build safer, stronger, and more resilient communities through meaningful arts and culture encounters, activities and events for all people
- contributing to the development and promotion of the Glenelg precinct as a vibrant destination 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 – $4.6 million

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

- Customer experience
- Strategy and governance
- People and culture
- Risk management
- Work health and safety
- Elected Member and CEO support
- Records management.

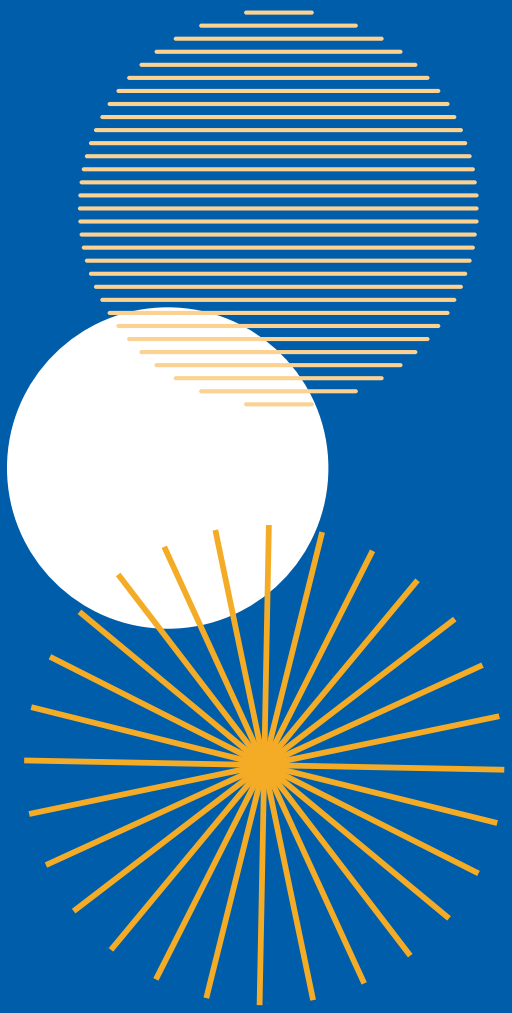
Financial Services – $5.27 million

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 – $4.11 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.

ARISE

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

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

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

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

Finance

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

Assets

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

People

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

Systems and Processes

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

Service Delivery

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

Funding Our City

Operating Result

In 2025–26, council is proposing an extensive program of services and projects. To achieve this, we expect to raise $62.2 million in operating income and spend $61.3 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 2025–26, 80% of the revenue to fund municipal operations will come from rates.

The municipal operating surplus for 2025–26 is projected to be $931,960. For 2025–26, Alwyndor is projected to have an operating surplus of $651,284. The consolidated surplus for 2025–26 is budgeted to be $1,583,244.

Our Financial Statements

We have included a summary of our projected financial statements for the 2025-26 financial year in this document. The consolidated financial statements incorporate our municipal operations and Alwyndor – a self-funded component of our service delivery.

A net sum of $48 million (excluding the Landscape Levy) will be raised from rates in 2025–26.

Council owns infrastructure and assets (such as roads, drains, footpaths and buildings) with a current value of approximately $394 million (excluding land). These assets deteriorate over time through wear and tear and must be replaced or renewed at appropriate intervals to prolong their useful lives and continue delivering services to the community. We are mindful of the impact on ratepayers and committed to developing options that ease the rate burden by increasing other revenue sources.

Financial Management

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

The Holdfast Bay community has high service expectations due in part to its coastal proximity and tourism focus. The 2025–26 Annual Business Plan forecasts a projected borrowing requirement of $23 million to fund the proposed program of capital works and projects. 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 Plans, 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 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.

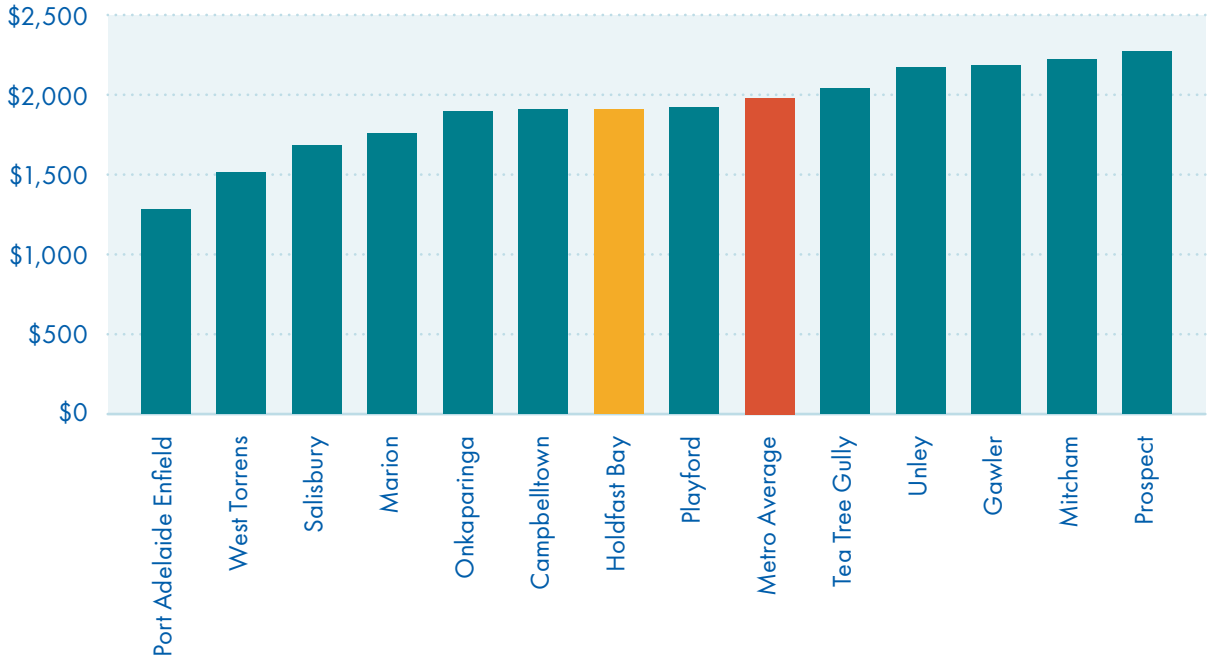
Rate Comparisons

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 on the following pages show a comparison of the average residential rate for Adelaide metropolitan councils for 2024–25.

The chart below shows the average (mean) residential rate for the City of Holdfast Bay in 2024–25 was $1,922.

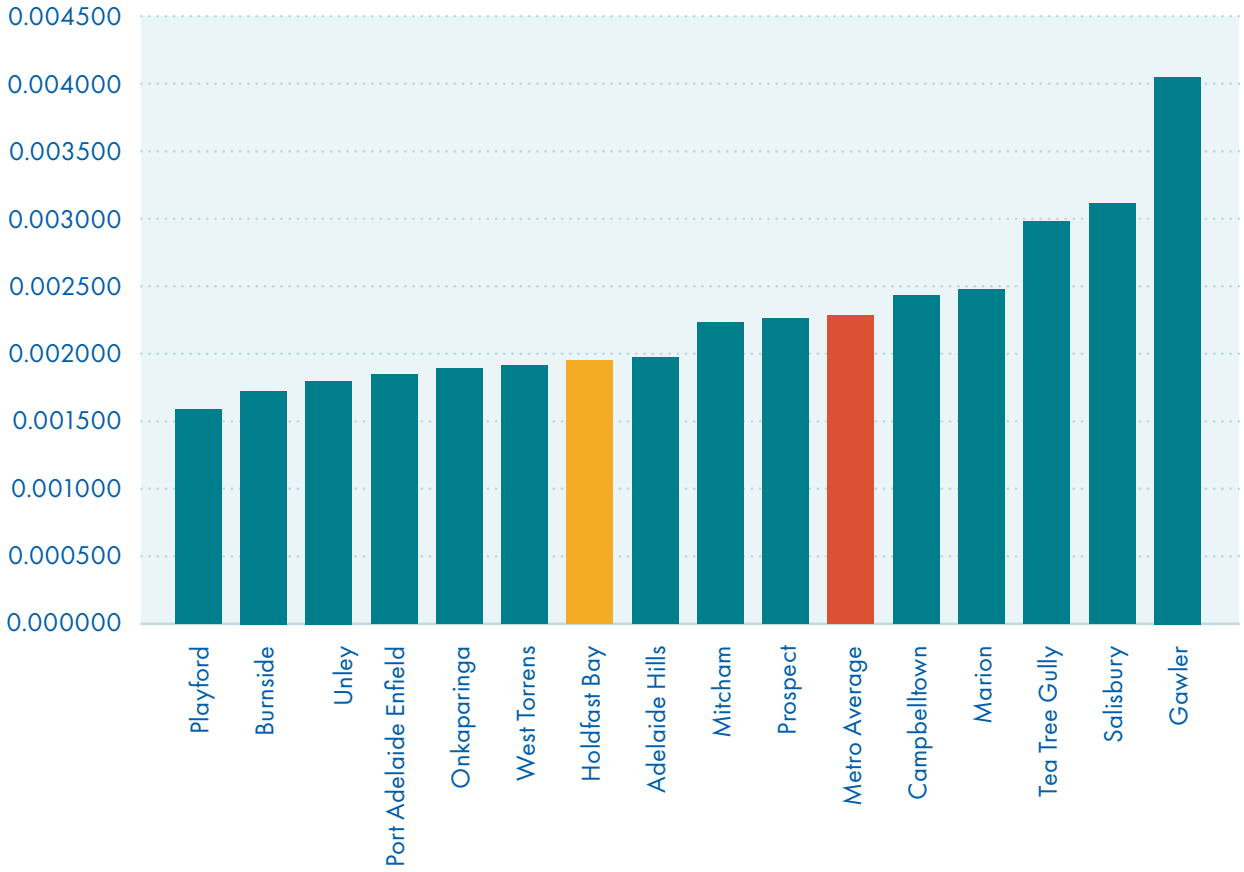
2024–25 AVERAGE (MEAN) RESIDENTIAL RATE COMPARISON ($)



Funding Our City

This represented a rate of 0.001951 cents in the dollar. This residential rate compares favourably to other South Australian councils.

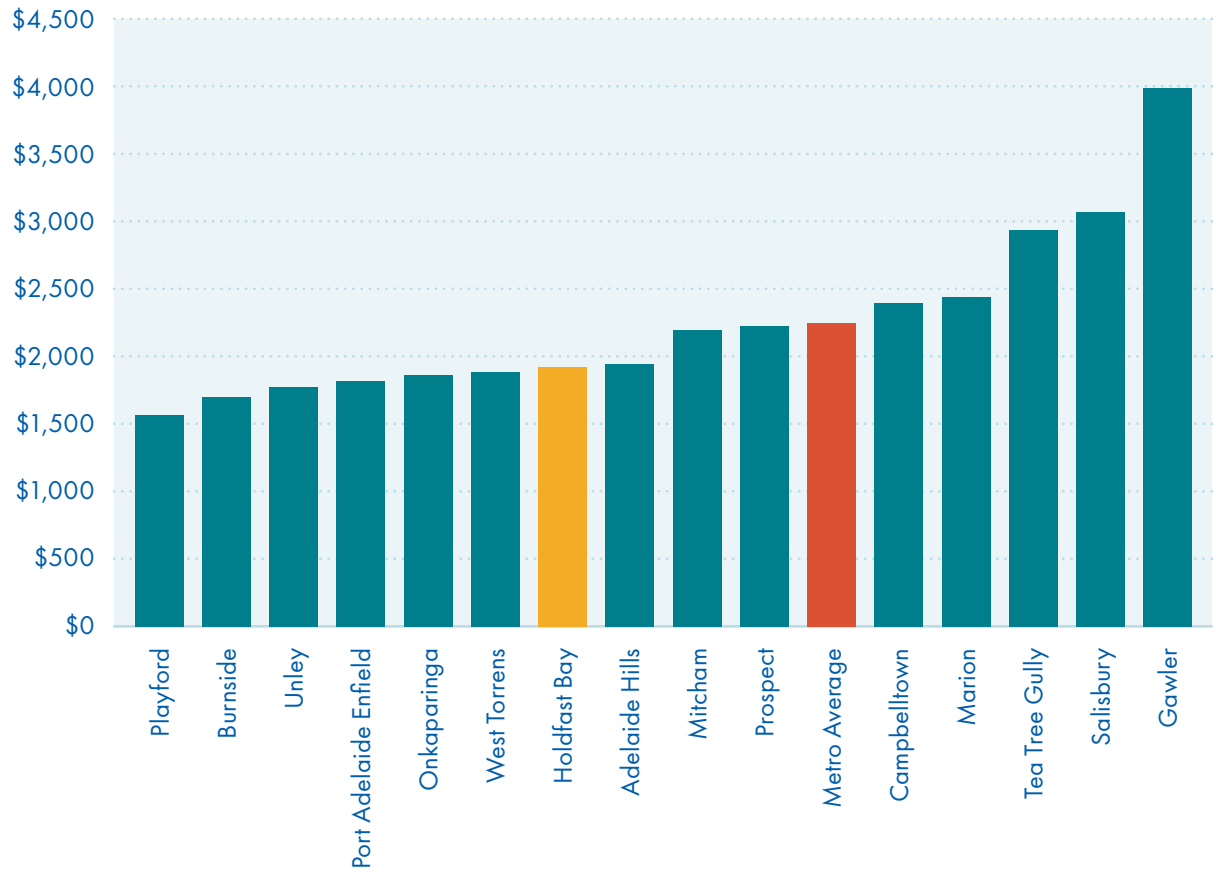
2024–25 COMPARISON RATE IN THE DOLLAR – RESIDENTIAL



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 0.00195 cents, the rates payable will be $975.00.

In 2024–25 the average (mean) residential property valuation in the City of Holdfast Bay was $985,437. The following table compares rates if a property in other council areas had this valuation.

2024–25 COMPARISON OF RATES ON HOLDFAST BAY MEDIAN RESIDENTIAL VALUATION ($985,437)



Funding Our City

For 2025–26 the proposed revenue from general rates is $47,387,555 compared to $44,788,754 for 2024–25. This is a 5.8% change in total proposed revenue from general rates compared to the previous year. This comprises the increase in rates plus new development.

The average (mean) increase for other land use categories is outlined below:

Land Use Category	2025–26 Increase
Commercial – Shop	$171
Commercial – Office	$127
Commercial – Other	$210
Industry – Light	$127
Industry – Other	$191
Vacant Land	$122
Other	$127

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 2024-25 residential property value, the rate increase for the average (mean) residential premises will be approximately $95 or $23.75 per quarter. This is $1.83 per week.

Rating Policy

Section 147 of the *Local Government Act 1999* provides council with the power to rate all land within the City of Holdfast Bay – except for land specifically exempted, such as Crown land and land occupied by council. We continually review our rating policy to ensure that it is fair and equitable. Our current rating policy, adopted in June 2024, is available at the Brighton Civic Centre and can be downloaded at holdfast.sa.gov.au.

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

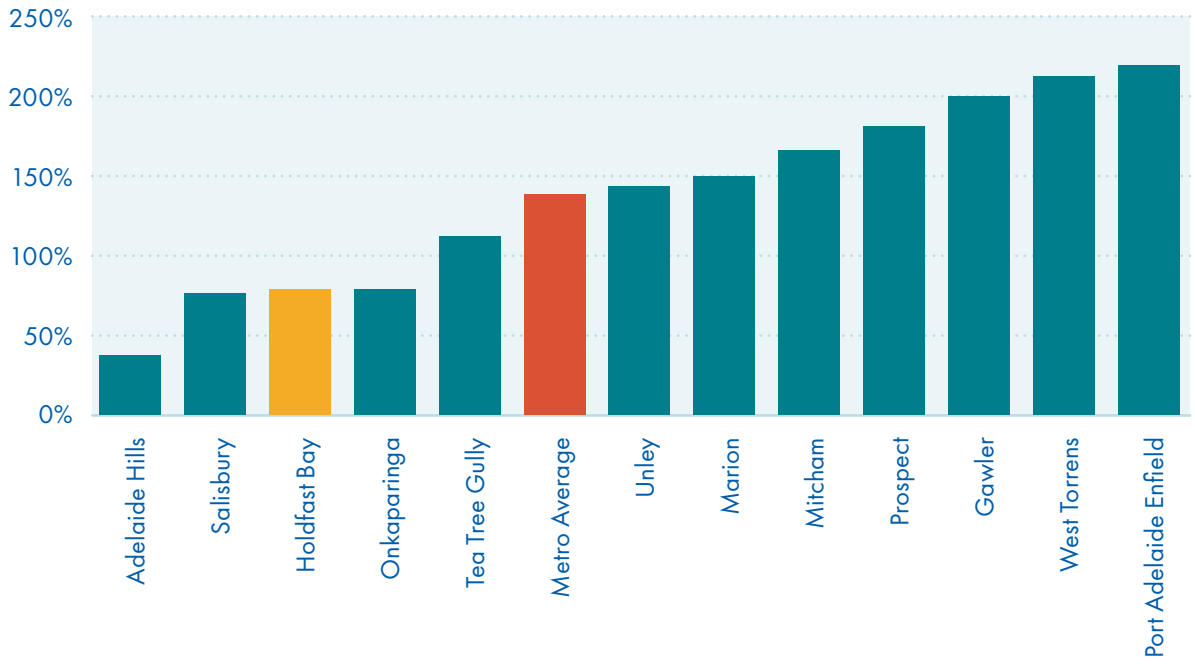
The residential rate for 2025–26 has yet to be determined. Our Draft 2025–26 Annual Business Plan and financial statements are based on a rate revenue increase of 4.95%, excluding new building construction and separate rates.

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 2024–25 a differential premium of 63.6% above the residential rate was applied, equating to 12% of total rate revenue ($5.6 million) being paid by this sector. This premium compares favourably with the 2023–24 metropolitan average of 112%, as shown in the graph below.

2024–25 METROPOLITAN DIFFERENTIAL RATE PREMIUM COMPARISON (APPLIED TO COMMERCIAL & VACANT LAND)



Funding Our City

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 $724,790 in 2025–26, representing an increase of 2.5% on the rate levied in 2024–25.
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. The Patawalonga Marina Separate Rate for 2025–26 is expected to raise $88,660.

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 2025–26 the Landscape Levy for properties in the City of Holdfast Bay will increase by $18,000 to $1.55 million.

Rebates

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

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

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

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

Minimum rate

We impose a minimum amount payable by way of rates. In 2024–25 this rate was set at $1,234. The minimum rate for 2025-26 has not been set at this time.

Rate relief

Support is available for people having trouble 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 2024–25, Council determined that residential ratepayers could apply for a reduction in their rates where they could demonstrate an increase in their annual rate bill above 10%. This will continue into 2025–26. Council offers a range of hardship provisions. Visit holdfast.sa.gov.au or contact us on 8229 9999 to find out more.

Financial Targets

1. To achieve an operating ratio of 0–10% 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 2025–26, Council will raise $48 million in rate revenue (including separate rates but excluding the Landscape Levy), and this will yield an operating surplus ratio of 1.5%. Currently, our operating ratio measure over the five years from 2019–2020 to 2023–2024 is 3.3%. 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 2025–26, 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 2025–26, the

net financial liabilities ratio is forecast to increase from 90% to 111% (excluding Alwyndor). The ratio is expected to decline in subsequent years as our fixed-term debt is reduced.

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 2025–26, our interest cover ratio is forecast to be 4.1% (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 2025–26 this is forecast to be 105%.

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.

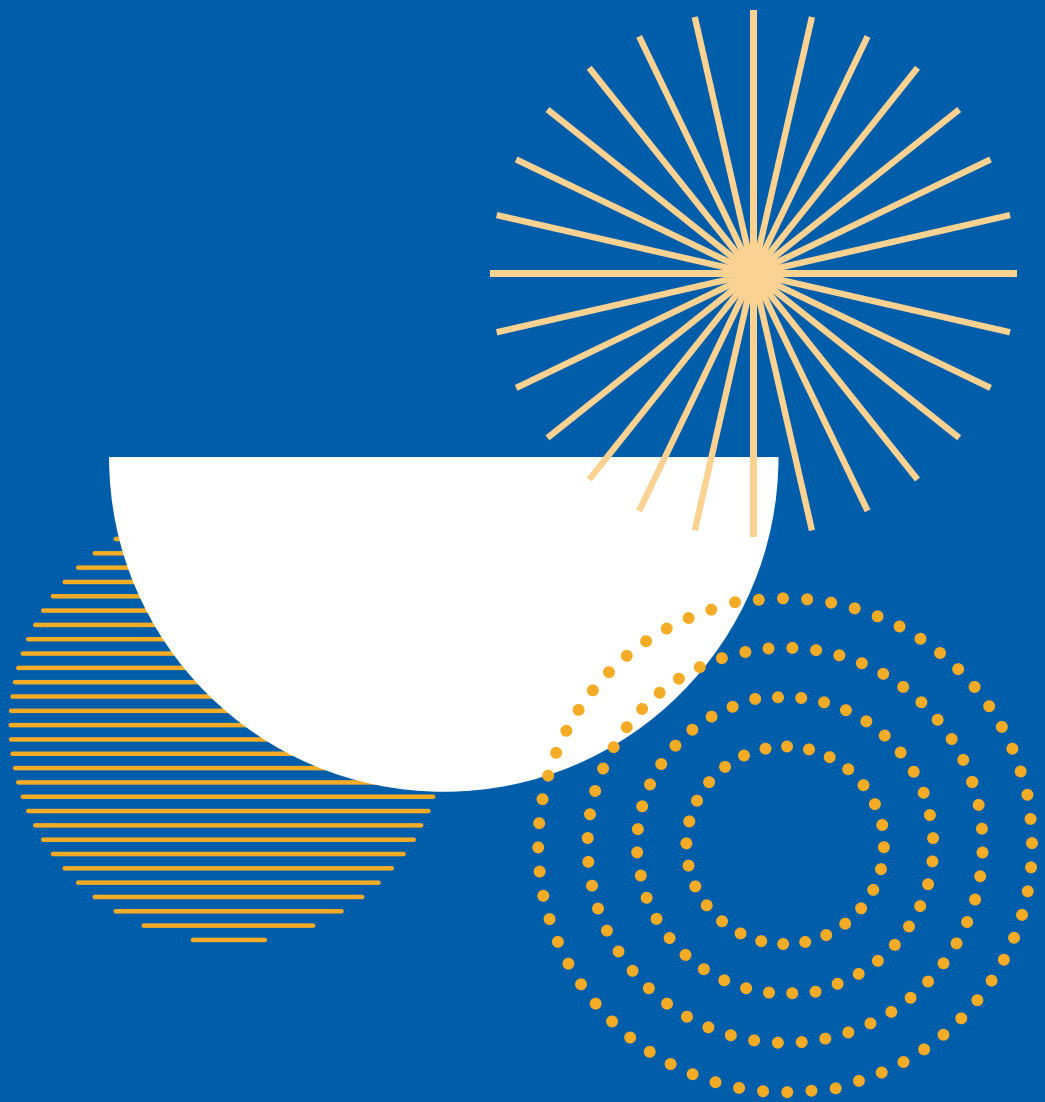
Performance is measured using:

- 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, every quarter 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 project 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

Municipal 2024/25 Original BUDGET		Municipal 2025/26 BUDGET
$		$
44,604,000	Rates - General	46,812,000
-	Rates - New Development	401,000
707,115	Rates - Jetty Road Glenelg	724,790
86,400	Rates - Patawalonga Marina	88,660
1,535,968	Rates - Regional Landscape Levy	1,553,773
2,979,077	Statutory Charges	3,577,759
3,937,787	User Charges	4,161,636
2,183,563	Operating Grants & Subsidies	2,744,906
72,000	Investment Income	72,000
734,264	Reimbursements	775,484
871,925	Other	1,172,833
146,000	Net Equity Gain - Joint Ventures	146,000
57,858,099	***Operating Revenue***	62,230,841
21,635,095	Employee Costs	23,048,459
22,506,379	Materials, contracts and other expenses	23,554,422
1,752,948	Finance Charges	2,596,000
11,685,000	Depreciation	12,897,000
(1,074,000)	Less full cost attribution - % admin costs capitalised	(1,122,000)
160,000	New Initiatives - Operating	325,000
56,665,422	***Less Operating Expenditure***	61,298,881
1,192,677	**= Operating Surplus/(Deficit)**	931,960
11,685,000	Depreciation	12,897,000
145,671	Other non-cash provisions	158,795
11,830,671	***Plus Non-Cash items in Operating Surplus/Deficit***	13,055,795
13,023,348	**= Funds Generated from Operating Activities**	13,987,755
-	Capital (External Contributions)	10,000,000
26,000	Proceeds from disposal of assets	469,931
26,000	***Plus funds sourced from Capital Activities***	10,469,931
(8,463,070)	Capital Expenditure-Asset Renewal and Replacement	(12,291,383)
(1,074,000)	Capital Expenditure-Full Cost Attribution	(1,122,000)
(12,412,648)	New Initiatives - Capital (Gross Expenditure)	(31,609,280)
(21,949,718)	***Less total capital expenditure***	(45,022,663)
21,120	Plus: Repayments of loan principal by sporting groups	20,621
21,120	***Plus/(less) funds provided (used) by Investing Activities***	20,621
(8,879,250)	**= FUNDING SURPLUS/(REQUIREMENT)**	(20,544,356)
	Funded by:	
(10,908,611)	Less: Proceeds from new borrowings	(23,346,356)
2,029,361	Plus: Principal repayments of borrowings	2,802,000
(8,879,250)		(20,544,356)

CITY OF HOLDFAST BAY
BUDGETED INCOME STATEMENT- MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2026

Municipal 2024/25 Original BUDGET		Municipal 2025/26 BUDGET
$	**REVENUES**	$
44,604,000	Rates - General	46,812,000
-	Rates - New Development	401,000
707,115	Rates - Jetty Road Glenelg	724,790
86,400	Rates - Patawalonga Marina	88,660
1,535,968	Rates - Regional Landscape Levy	1,553,773
2,979,077	Statutory Charges	3,577,759
3,937,787	User Charges	4,161,636
2,183,563	Operating Grants & Subsidies	2,744,906
72,000	Investment Income	72,000
734,264	Reimbursements	775,484
871,925	Other	1,172,833
146,000	Net Equity Gain - Joint Ventures	146,000
57,858,099	**TOTAL REVENUES**	62,230,841
	EXPENSES	
21,635,095	Employee Costs	23,048,459
22,506,379	Materials, contracts and other expenses	23,554,422
1,752,948	Finance Charges	2,596,000
11,685,000	Depreciation	12,897,000
(1,074,000)	Less full cost attribution	(1,122,000)
160,000	New Initiatives - Operating	325,000
56,665,422	**TOTAL EXPENSES**	61,298,881
1,192,677	Operating Surplus/(Deficit) - Before Capital Revenue	931,960
-	Amounts specifically for new or upgraded assets	10,000,000
1,192,677	**NET SURPLUS/(DEFICIT)**	10,931,960

CITY OF HOLDFAST BAY
BUDGETED BALANCE SHEET - MUNICIPAL FUNDS
AS AT 30TH JUNE 2026

Municipal 2024/25 Original BUDGET		Municipal 2025/26 BUDGET
$		$
	CURRENT ASSETS	
-	Cash and cash equivalents	-
1,872,899	Trade and Other Receivables	2,391,744
1,872,899	**TOTAL CURRENT ASSETS**	2,391,744
	NON-CURRENT ASSETS	
584,000	Financial Assets	634,272
4,488,000	Equity accounted investments-Council businesses	4,928,000
904,833,406	Land, Infrastructure, Property, Plant & Equipment	993,157,335
909,905,406	**TOTAL NON-CURRENT ASSETS**	998,719,607
911,778,305	**TOTAL ASSETS**	1,001,111,351
	CURRENT LIABILITIES	
9,458,854	Trade and Other Payables	6,035,289
2,539,201	Borrowings	3,548,381
3,958,273	Short-term Provisions	4,429,620
15,956,328	**TOTAL CURRENT LIABILITIES**	14,013,290
	NON-CURRENT LIABILITIES	
37,977,844	Long-term Borrowings	57,853,909
364,727	Long-term Provisions	362,846
38,342,571	**TOTAL NON-CURRENT LIABILITIES**	58,216,755
54,298,899	**TOTAL LIABILITIES**	72,230,045
857,479,406	**NET ASSETS**	928,881,306
	EQUITY	
186,910,000	Accumulated Surplus	201,545,397
670,569,405	Asset Revaluation Reserve	727,335,910
857,479,405	**TOTAL EQUITY**	928,881,307

CITY OF HOLDFAST BAY
BUDGETED STATEMENT OF CHANGES IN EQUITY - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2026

Municipal 2024/25 Original BUDGET		Municipal 2025/26 BUDGET
$	**ACCUMULATED SURPLUS**	$
185,717,323	Balance at beginning of period	190,613,437
1,192,677	Net Surplus/(Deficit)	10,931,960
186,910,000	Balance at end of period	201,545,397
670,569,405	**ASSET REVALUATION RESERVE**	727,335,910
670,569,405	**TOTAL RESERVES CLOSING BALANCE**	727,335,910
857,479,405	**TOTAL EQUITY**	928,881,307

CITY OF HOLDFAST BAY
BUDGETED STATEMENT OF CASH FLOWS - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2026

Municipal 2024/25 Original BUDGET		Municipal 2025/26 BUDGET
$ (OUTFLOWS)		$ (OUTFLOWS)
	CASH FLOWS FROM OPERATING ACTIVITIES	
	Receipts	
57,712,099	Operating Receipts	62,084,841
	Payments	
(42,935,803)	Operating payments to suppliers and employees	(45,501,086)
(1,752,948)	Finance Payments	(2,596,000)
13,023,348	**NET CASH PROVIDED BY OPERATING ACTIVITIES**	13,987,755
	CASH FLOWS FROM INVESTING ACTIVITIES	
	Receipts	
-	Grants specifically for new or upgraded assets	10,000,000
26,000	Sale of replaced assets	469,931
21,120	Repayments of loans (principal) by community groups	20,621
	Payments	
(9,537,070)	Expenditure on renewal/replacement of assets	(13,413,383)
(12,412,648)	Expenditure on new/upgraded assets	(31,609,280)
(21,902,598)	**NET CASH (USED IN) INVESTING ACTIVITIES**	(34,532,111)
	CASH FLOWS FROM FINANCING ACTIVITIES	
	Receipts	
10,908,611	Proceeds from Borrowings - External	23,346,356
	Payments	
(2,029,361)	Repayments of Borrowings - External	(2,802,000)
8,879,250	**NET CASH PROVIDED BY FINANCING ACTIVITIES**	20,544,356
-	**NET INCREASE (DECREASE) IN CASH HELD**	-
-	**CASH AND CASH EQUIVALENTS AT BEGINNING OF REPORTING PERIOD**	-
-	**CASH AND CASH EQUIVALENTS AT END OF REPORTING PERIOD**	-

RECONCILATION OF INCOME STATEMENT TO BUDGETED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30TH JUNE 2026

1,192,677	**SURPLUS FROM INCOME STATEMENT**	10,931,960
	NON-CASH ITEMS IN INCOME STATEMENT	
11,685,000	Depreciation	12,897,000
145,671	Movements in provisions	158,795
11,830,671	**TOTAL NON-CASH ITEMS**	13,055,795
	CASH ITEMS NOT IN INCOME STATEMENT	
(21,949,718)	Capital Expenditure	(45,022,663)
(2,029,361)	Loan Repayments - External	(2,802,000)
10,908,611	Proceeds from Borrowings - External	23,346,356
21,120	Repayments of loans (principal) by community groups	20,621
26,000	Proceeds from Disposal of Assets	469,931
(13,023,348)	**TOTAL CASH ITEMS**	(23,987,755)
-	**NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS**	-

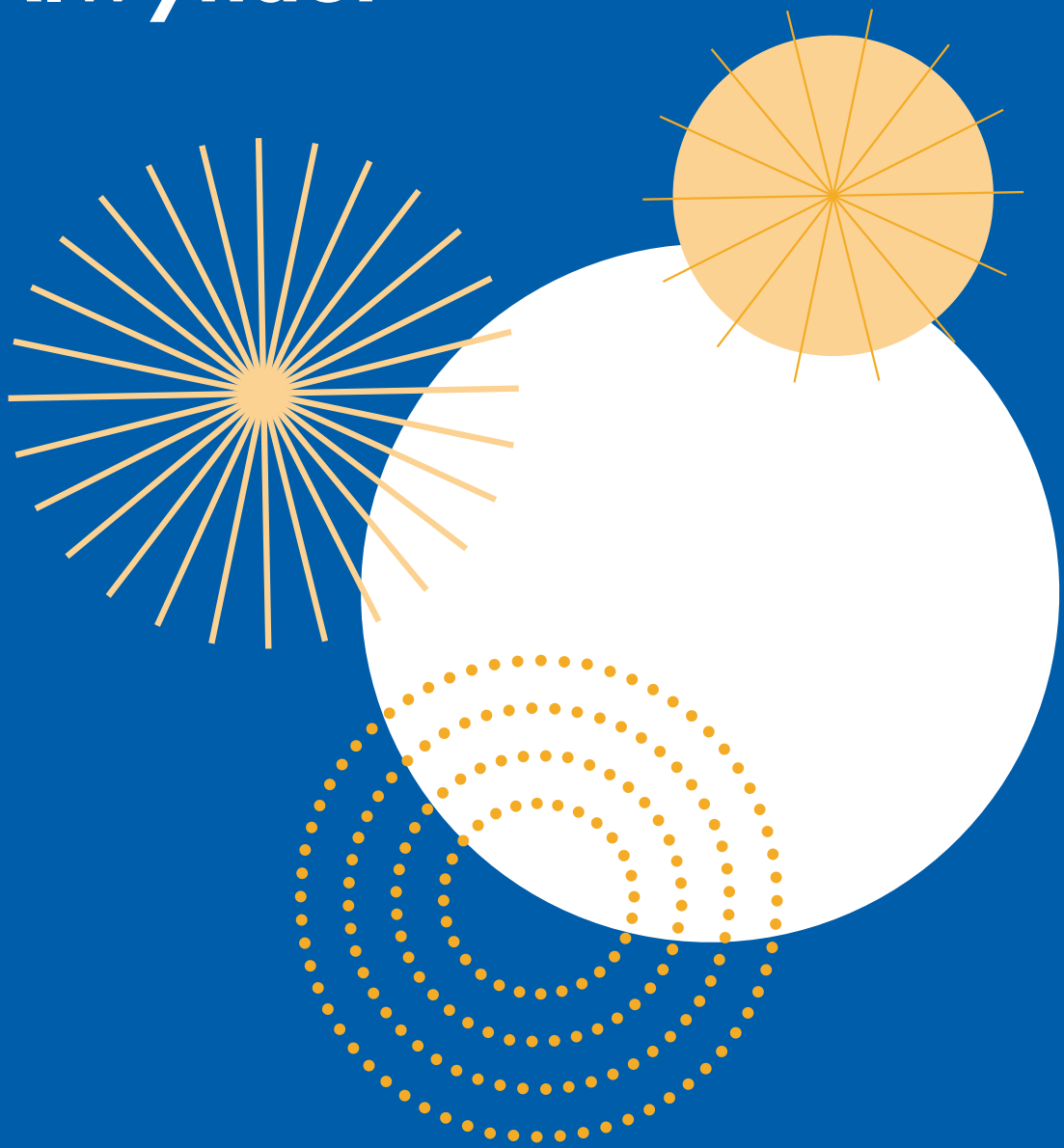
CITY OF HOLDFAST BAY
BUDGETED UNIFORM PRESENTATION OF FINANCES
FOR THE YEAR ENDED 30TH JUNE 2026

Municipal 2024/25 Original BUDGET		Municipal 2025/26 BUDGET
$		$
57,858,099	Operating Revenues	62,230,841
(56,665,422)	less Operating Expenses	(61,298,881)
1,192,677	Operating Surplus/(Deficit) before Capital Amounts	931,960
	Less net outlays on Existing Assets	
9,537,070	Capital Expenditure on renewal & replacement of existing assets	13,413,383
(11,685,000)	Less Depreciation	(12,897,000)
(2,147,930)		516,383
	Less outlays on New and Upgraded Assets	
12,412,648	Capital Expenditure on new & upgraded assets	31,609,280
-	Less amounts received for new & upgraded assets	(10,000,000)
12,412,648		21,609,280
(9,072,041)	**Net lending/(borrowing) for financial year**	(21,193,703)

BUDGETED FINANCIAL INDICATORS - MUNICIPAL FUNDS
FOR THE YEAR ENDED 30TH JUNE 2026

Municipal 2024/25 Original BUDGET		Municipal 2025/26 BUDGET
$		$
	OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS	
$1,192,677		$931,960
	OPERATING SURPLUS RATIO	
	(Operating surplus/(deficit) before capital amounts as % of total operating revenue)	
2.1%		1.5%
	NET FINANCIAL LIABILITIES - (Total liabilities less financial assets)	
$51,842,000		$69,204,029
	NET FINANCIAL LIABILITIES RATIO	
	(Total liabilities less financial assets as % of total operating revenue)	
90%		111%
	INTEREST COVER RATIO	
	(Net interest expense as % of total operating revenue less investment income)	
2.9%		4.1%
	ASSET SUSTAINABILITY RATIO	
	(Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of asset management plan)	
114%		105%

Financial Statements – Alwyndor



CITY OF HOLDFAST BAY
BUDGETED FUNDING STATEMENT - ALWYNDOR FUNDS

Alwyndor 2024/25 Original BUDGET		Alwyndor 2025/26 BUDGET
$		$
27,968,260	User Charges	30,359,671
19,949,332	Operating Grants & Subsidies	22,912,147
1,122,000	Investment Income	1,437,277
-	Reimbursements	-
116,784	Other	66,680
49,156,376	***Operating Revenue***	54,775,774
34,924,596	Employee Costs - Salaries & Wages	38,598,507
11,802,775	Materials, contracts and other expenses	13,345,873
104,400	Finance Charges	133,193
1,747,517	Depreciation	2,046,918
48,579,288	***Less Operating Expenditure***	54,124,490
577,088	**= Operating Surplus/(Deficit)**	651,284
1,747,517	Depreciation	2,046,918
639,535	Other non-cash provisions	956,235
2,387,052	***Plus Non-Cash items in Operating Surplus/Deficit***	3,003,153
2,964,140	**= Funds Generated from Operating Activities**	3,654,437
(1,733,000)	Capital Expenditure-Asset Renewal and Replacement	(1,530,960)
(1,733,000)	***Less total capital expenditure***	(1,530,960)
1,231,140	**= FUNDING SURPLUS**	2,123,477
	Funded by:	
1,231,140	Increase/(Decrease) in cash and cash equivalents	2,123,477
1,231,140		2,123,477

CITY OF HOLDFAST BAY
BUDGETED INCOME STATEMENT - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2026

Alwyndor 2024/25 Original BUDGET		Alwyndor 2025/26 BUDGET
$	**REVENUES**	$
27,968,260	User Charges	30,359,671
19,949,332	Operating Grants & Subsidies	22,912,147
1,122,000	Investment Income	1,437,277
-	Reimbursements	-
116,784	Other	66,680
49,156,376	**TOTAL REVENUES**	54,775,774
	EXPENSES	
34,924,596	Employee Costs	38,598,507
11,802,775	Materials, contracts and other expenses	13,345,873
104,400	Finance Charges	133,193
1,747,517	Depreciation	2,046,918
48,579,288	**TOTAL EXPENSES**	54,124,490
577,088	Operating Surplus/(Deficit) - Before Capital Revenue	651,284
577,088	**NET SURPLUS/(DEFICIT)**	651,284

CITY OF HOLDFAST BAY
BUDGETED BALANCE SHEET - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2026

Alwyndor 2024/25 Original BUDGET		Alwyndor 2025/26 BUDGET
$		$
	CURRENT ASSETS	
4,396,635	Cash and cash equivalents	6,520,112
4,440,985	Trade and Other Receivables	3,509,210
8,837,620	**TOTAL CURRENT ASSETS**	10,029,322
	NON-CURRENT ASSETS	
13,593,509	Financial Assets	20,186,515
42,777,316	Land, Infrastructure, Property, Plant & Equipment	41,920,572
56,370,825	**TOTAL NON-CURRENT ASSETS**	62,107,087
65,208,445	**TOTAL ASSETS**	72,136,409
	CURRENT LIABILITIES	
35,800,948	Trade and Other Payables	41,821,248
3,730,000	Short-term Provisions	4,058,167
39,530,948	**TOTAL CURRENT LIABILITIES**	45,879,415
	NON-CURRENT LIABILITIES	
700,594	Long-term Provisions	628,807
700,594	**TOTAL NON-CURRENT LIABILITIES**	628,807
40,231,542	**TOTAL LIABILITIES**	46,508,222
24,976,903	**NET ASSETS**	25,628,187
	EQUITY	
6,139,260	Accumulated Surplus	6,790,544
12,423,289	Asset Revaluation Reserve	12,423,289
6,414,354	Other Reserves	6,414,354
24,976,903	**TOTAL EQUITY**	25,628,187

CITY OF HOLDFAST BAY
BUDGETED STATEMENT OF CHANGES IN EQUITY - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2026

Alwyndor 2024/25 Original BUDGET		Alwyndor 2025/26 BUDGET
$	**ACCUMULATED SURPLUS**	$
5,562,172	Balance at beginning of period	6,139,260
577,088	Net Surplus/(Deficit)	651,284
6,139,260	Balance at end of period	6,790,544
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
24,976,903	**TOTAL EQUITY**	25,628,187

CITY OF HOLDFAST BAY
BUDGETED STATEMENT OF CASH FLOWS - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2026

Alwyndor 2024/25 Original BUDGET		Alwyndor 2025/26 BUDGET
$ (OUTFLOWS)		$
	CASH FLOWS FROM OPERATING ACTIVITIES	
	Receipts	
48,135,492	Operating Receipts	53,421,108
-	Payments	-
(45,040,196)	Operating payments to suppliers and employees	(49,621,160)
(131,156)	Finance Payments	(145,511)
2,964,140	**NET CASH PROVIDED BY OPERATING ACTIVITIES**	3,654,437
	CASH FLOWS FROM INVESTING ACTIVITIES	
	Receipts	
-	Net Purchase of Investment Securities	-
	Payments	
(1,220,378)	Expenditure on renewal/replacement of assets	(1,148,220)
(512,622)	Expenditure on new/upgraded assets	(382,740)
(1,733,000)	**NET CASH (USED IN) INVESTING ACTIVITIES**	(1,530,960)
	CASH FLOWS FROM FINANCING ACTIVITIES	
	Receipts	
-	Proceeds from Aged Care Facility Deposits	-
-	**NET CASH PROVIDED BY FINANCING ACTIVITIES**	-
1,231,140	**NET INCREASE (DECREASE) IN CASH HELD**	2,123,477
3,165,495	**CASH AND CASH EQUIVALENTS AT BEGINNING OF REPORTING PERIOD**	4,396,635
4,396,635	**CASH AND CASH EQUIVALENTS AT END OF REPORTING PERIOD**	6,520,112

RECONCILATION OF INCOME STATEMENT TO BUDGETED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30TH JUNE 2026

577,088	**SURPLUS/(DEFICIT) FROM INCOME STATEMENT**	651,284
	NON-CASH ITEMS IN INCOME STATEMENT	
1,747,517	Depreciation	2,046,918
639,535	Increase (decrease) in provisions - nett	956,235
2,387,052	**TOTAL NON-CASH ITEMS**	3,003,153
	CASH ITEMS NOT IN INCOME STATEMENT	
(1,733,000)	Capital Expenditure	(1,530,960)
-	Loan Repayments - External	-
-	Proceeds from Aged Care Facility Deposits	-
-	Net Purchase of Investment Securities	-
(1,733,000)	**TOTAL CASH ITEMS**	(1,530,960)
1,231,140	**NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS**	2,123,477

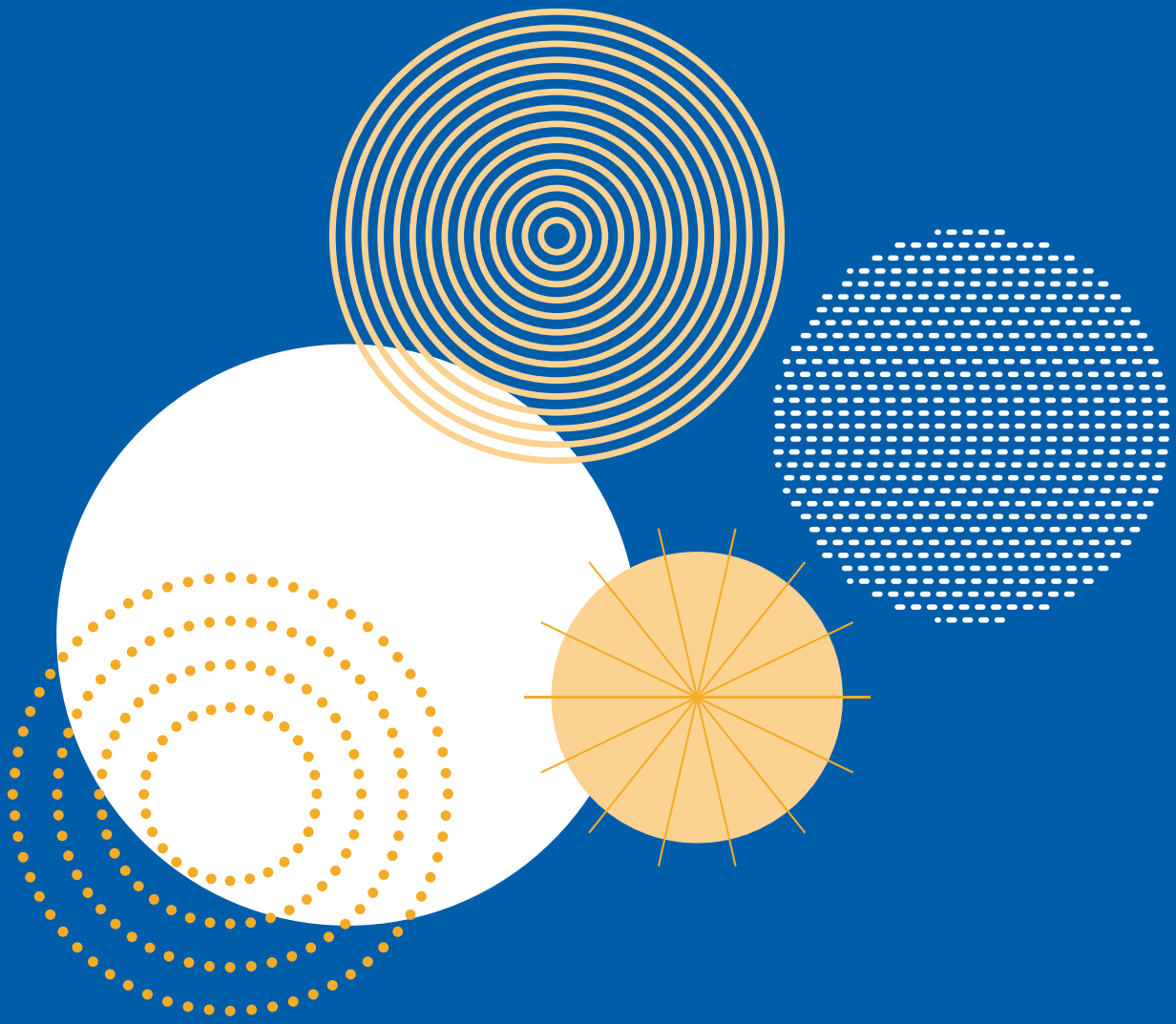
CITY OF HOLDFAST BAY
BUDGETED UNIFORM PRESENTATION OF FINANCES
FOR THE YEAR ENDED 30TH JUNE 2026

Alwyndor 2024/25 Original BUDGET		Alwyndor 2025/26 BUDGET
$		$
49,156,376	Operating Revenues	54,775,774
(48,579,288)	less Operating Expenses	(54,124,490)
577,088	Operating Surplus/(Deficit) before Capital Amounts	651,284
	Less net outlays on Existing Assets	
1,220,378	Capital Expenditure on renewal & replacement of existing assets	1,148,220
(1,747,517)	Less Depreciation	(2,046,918)
(527,139)		(898,698)
	Less outlays on New and Upgraded Assets	
512,622	Capital Expenditure on new & upgraded assets	382,740
591,605	**Net lending/(borrowing) for financial year**	1,167,242

BUDGETED FINANCIAL INDICATORS - ALWYNDOR FUNDS
FOR THE YEAR ENDED 30TH JUNE 2026

Alwyndor 2024/25 Original BUDGET		Alwyndor 2025/26 BUDGET
$		$
	OPERATING SURPLUS/(DEFICIT) - BEFORE CAPITAL AMOUNTS	
$577,088		$651,284
	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)	
$17,800,413		$16,292,385
	NET FINANCIAL LIABILITIES RATIO	
	(Total liabilities less financial assets as % of total operating revenue)	
36%		30%
	INTEREST COVER RATIO	
	(Net interest expense as % of total operating revenue less investment income)	
0.2%		0.2%
	ASSET SUSTAINABILITY RATIO	
	(Capital expenditure on renewal/replacement of existing assets, excluding new capital expenditure as % of depreciation expense)	
70%		56%

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