city of
Victor Harbor

Long Term Financial Plan

2025/26 to 2034/35



Acknowledgement of Country

The City of Victor Harbor acknowledges the Ramindjeri and Ngarrindjeri people as the Traditional Custodians of the land and surrounding waters where we live and work.

We acknowledge their deep connection to Country and pay our respects to Elders past, present and emerging.

This respect is extended to Aboriginal and Torres Strait Islander people across Australia.



Image: South Australian Tourism Commission

Contents

Introduction 4

Legislation 5

Strategic Planning Framework 6
- Strategic Context 7

CEO's Statement of Financial Sustainability 9

Influences and Challenges 10
- Key Influences 10
- Continuous Improvement and Efficiency Savings 10
- Community Expectations 11
- Cost Shifting and Additional Compliance 11
- Risk and Sensitivity 12

Basis of Preparation 13
- Financial Strategy 13
- Uniform Presentation of Finances 13
- Key Assumptions 13

Funding Plan 15
- Significant Project Impact 15
- Revenue 16
- Loan Borrowings 17

Measuring Our Performance 18
- Financial Indicators 18

Capital Works Program 23
- Asset Management Plans 23

Significant Projects 26
- Whalers Road Upgrade 26
- Victor Harbor Mainstreet Precinct Master Plan 26
- Arts and Culture Centre 26
- Foreshore Upgrades 27
- Coastal Protection 27
- Stormwater Projects 27

Other Projects 29

Appendix A: Financial Statements 30
- Uniform Presentation of Finances 31
- Statement of Comprehensive Income 32
- Statement of Financial Position 33
- Statement of Cash Flows 35

The Long Term Financial Plan 2025/26 to 2034/35 was adopted on 26 May 2025.



Introduction

The Long Term Financial Plan is the City of Victor Harbor's primary financial management tool. It assists council to manage community expectations, asset management needs and funding, while ensuring long term financial sustainability.

The Long Term Financial Plan is a key document within the City of Victor Harbor's strategic management framework and links together the council's strategic plan (Community Plan 2030), Asset Management Plans and the Annual Business Plan and Budget.

The Long Term Financial Plan is reviewed annually. The document is particularly important for Local Governments due to the high level of long-lasting assets relative to their income base. The Long Term Financial Plan guides council decisions on the mix and timing of operating activities and new assets, while supporting financial sustainability.

A council's long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services. To this end, this Long Term Financial Plan reflects council's strategy of:

- setting appropriate levels of debt;
- minimising rate increases;
- striving for intergenerational equity; and
- meeting the needs and aspirations of our community.

The plan is prepared on the basis of a number of assumptions that are outlined within this document. It forecasts estimated financials over a 10 year period and estimates of the key financial ratios used to measure financial sustainability and performance. These ratios are described in the following table:

Operating Surplus Ratio	Operating surplus as a percentage of operating income	**Is council raising enough income to cover day to day costs?**
Net Financial Liabilities Ratio	Net financial liabilities as a percentage of operating income	**At what level is council covering its borrowing liability?**
Asset Renewal Funding Ratio	Asset renewals as a percentage of expenditure in Asset Management Plans	**At what level is council managing its current assets?**

It is important to note that this plan is a high level strategic document. It does not include specific detail about individual works and services. This is addressed in the Annual Business Plan and Budget.

Legislation

The Local Government Act 1999 and Local Government (Financial Management) Regulations 2011 require councils to develop and adopt a Long Term Financial Plan that forms parts the council's strategic management plans.

Chapter 8, Part 1, Section 122 of the Local Government Act 1999 provides that:

(1a) A council must...develop and adopt—

a) long-term financial plan that relates to a period of at least 10 years and includes a funding plan that—

(i) outlines the council's approach to funding services and infrastructure of the council; and

(ii) sets out the council's projected total revenue for the period to which the long-term financial plan relates; and

(iii) outlines the intended sources of that total revenue (such as revenue from rates, grants and other fees and charges); and

b) an infrastructure and asset management plan, relating to the management and development of infrastructure and major assets by the council for a period of at least ten years.

(1b) The financial projections in a long-term financial plan adopted by a council must be consistent with those in the infrastructure and asset management plan adopted by the council.

Section 122 (4)(a)(i) requires council to review its Long Term Financial Plan on an annual basis. For the purposes of the review, council must take into account:

(4a) (a) in relation to a review under subsection (4)(a)(i) – a report from the chief executive officer on the sustainability of the council's long-term financial performance and position taking into account the provisions of the council's annual business plan and strategic management plans; and

(b) insofar as may be relevant – any other material prescribed by the regulations.

Part 2, Section 5 (1) and (2) of the Local Government (Financial Management) Regulations 2011 provide that the Long Term Financial Plan must include:

(c) a summary of proposed operating and capital investment activities presented in a manner consistent with the note in the Model Financial Statements entitled Uniform Presentation of Finances; and

(d) estimates and target ranges adopted by the council for each year of the long-term financial plan with respect to an operating surplus ratio, a net financial liabilities ratio and an asset renewal funding ratio presented consistent with the note in the Model Financial Statements entitled Financial Indicators.

The plan must also be accompanied by a statement which sets out –

(a) the purpose of the Long Term Financial Plan; and

(b) the basis, including key assumptions, on which it has been prepared; and

(c) the key conclusions which may be drawn from the estimates, proposals and other information in the plan.

This Long Term Financial Plan meets the requirements of both the Local Government Act 1999 and Local Government (Financial Management) Regulations 2011.

Strategic Planning Framework

The council's strategic planning framework assists with strategic decision making and outlines how our plans deliver on our vision for Victor Harbor.

The following diagram outlines the City of Victor Harbor's strategic planning framework.



Strategic Context

The Community Plan 2030 centres around six broad aspirations that that outline what we want Victor Harbor to be like in the future.

These aspirations include:

We are a caring, connected and active community

We have a culture of innovation, collaboration and creativity

We manage growth and change responsibly

We protect our environment

We have services and infrastructure that meet our community's needs

We are a financially sustainable and well-governed organisation

Strong links between the Long Term Financial Plan and other strategic documents are vital in order to provide an accurate picture of council's financial sustainability and ability to meet its aspirations.

The Long Term Financial Plan provides a direct connection between the City of Victor Harbor's:

- Community Plan 2030;
- Asset Management Plans; and
- Annual Business Plans and Budgets.

This Long Term Financial Plan provides financial outcomes for the objectives outlined in council's Community Plan and associated Asset Management Plans, guides preparation of the Annual Business Plan and Budget each year and is underpinned by community consultation.





Image: Heidi Who

CEO's Statement of Financial Sustainability

As Victor Harbor continues to grow and evolve, careful financial stewardship is essential to ensuring a sustainable and thriving future. Our city is at a pivotal moment – balancing the demands of ongoing population growth, increasing infrastructure needs and seasonal tourism pressures, while maintaining the character and liveability that make Victor Harbor unique.



Victoria MacKirdy
Chief Executive Officer

Strategic financial planning is not just about managing numbers; it is about making responsible, forward-thinking decisions that protect our assets, support our community, and position us for long-term success.

The council area has experienced continual and relatively consistent population growth over recent decades, growing 10% between 2016 and 2021. This growth is expected to continue with SA Government planning identifying Victor Harbor as a future 'satellite city' that is expected to accommodate 54% of the Fleurieu Peninsula's housing growth with 13,500 new dwellings anticipated by 2051.

It's also important to consider Victor Harbor's role as a favoured, coastal holiday destination. In the peak summer months, the city's population doubles placing pressure on services and infrastructure.

In order to manage this growth while ensuring the delivery of essential services and infrastructure to meet community needs now and into the future, principles of financial sustainability must be deeply embedded in our future planning.

The Long Term Financial Plan demonstrates the council's commitment to financial sustainability and is considered a key tool for accountability. It forecasts planned activities over the next ten years and provides an indication of the financial resources expected to be required to deliver them.

This plan also acts as a tool to model the impact that decisions made today may have on Council's sustainability into the future.

Our Long Term Financial Plan is underpinned by the following principles that support long term financial sustainability:

- Integrated strategic management planning, ensuring a continuous cycle of consultation and engagement with our community.
- Ensuring appropriate investment to maintain Council's $362+ million asset portfolio.
- Using borrowings as a tool to ensure inter-generational equity, and managing debt within agreed benchmarks.
- A commitment to service reviews to improve the efficiency of existing (and future) services without effecting service delivery.

In accordance with the Local Government Act 1999, each year council reviews and updates its Long Term Financial Plan. This allows us to reassess potential impacts on the organisation's financial sustainability due to internal and external influences and plan appropriately for the future.

As we grow Victor Harbor will change. Our planning aims to help us maintain the character and attributes that make Victor Harbor a great place to live, work, invest and visit.



Influences and Challenges

Key Influences

Fundamental to the preparation of the Long Term Financial Plan is the acknowledgement that there are a number of external influences that may impact its accuracy. These influences are described below:

1. Unforeseen economic changes such as:
    - Interest rate fluctuations
    - Localised economic growth – residential development and new businesess
    - Consumer Price Index (Adelaide)
    - Local Government Price Index
    - Changes in grant funding programs
    - Increases in construction and capital expenditure
2. Unforeseen political changes such as:
    - Changes to levies and their conditions
    - Changes in levels of legislative compliance, audits and reporting
    - Cost shifting from other levels of Government
    - Changes in National and International Policy / Political Agendas
3. Variable Environmental and Climate Conditions such as:
    - Climate change
    - Storms and coastal protection
    - Flooding, bushfire and drought

To minimise the impact of these influences, Council reviews and updates its Long Term Financial Plan annually using the most recent economic data and forecasts.

Continuous Improvement and Efficiency Savings

Like all local councils, the City of Victor Harbor faces increasing pressure to deliver high-quality services that meet diverse community needs and rising expectations, all within a constrained budget. To navigate these challenges, a commitment to continuous improvement is essential. By embedding efficiency and innovation into our operations, we can enhance service delivery, optimise resources, and drive better outcomes for our community.

A key initiative in this effort is the implementation of a modern corporate system designed to transform Council's information technology landscape. This system will streamline processes, enhance productivity, and improve service delivery through a customer-centric, data-driven approach. Recognising the importance of maximising the benefits of this investment, Council has committed to a three year optimisation phase. This phase will ensure seamless integration across modules, fine-tune system functionality, and enhance reporting capabilities, further strengthening operational efficiency.



Complementing this initiative is a structured program of organisation-wide Service Level Reviews (SLRs). SLRs serve as a critical mechanism to assess and refine Council services, ensuring they are delivered efficiently, effectively, and in alignment with community needs and strategic priorities. By fostering financial sustainability, enhancing accountability and transparency, and promoting best practices, SLRs enable Council to identify potential cost savings, mitigate risks, and drive continuous performance improvements. Importantly, this process also encourages innovation, ensuring Council remains agile and responsive to evolving community expectations.

Through these initiatives, the City of Victor Harbor is reinforcing its commitment to responsible stewardship of resources with the ultimate goal of achieving savings and improving overall financial sustainability, while balancing service quality, efficiency, and community outcomes.

Community Expectations

Around 39% of council's community are welfare dependent. It is difficult for these people to pay higher levels of rates than inflation.

This demographic provides challenges to council in addressing needs such as footpaths, lighting and community services. These services and infrastructure can be additional to what council currently supplies with limited ability to raise additional funds from rating.

An additional challenge for Victor Harbor is managing the expectations of non-residents. As a coastal community, there is a high level of holiday homes and significant influx of tourists during peak seasons. There is a level of expectation that council will deliver 'city' services.

Each year, Victor Harbor has forecast growth of 1%, being additional development, which contributes additional rating funds however increased population and ratepayers translate to the need for increased services and infrastructure.

Cost Shifting and Additional Compliance

The Long Term Financial Plan is based on information available at the time of preparation. The planning outcomes may be affected by external influences of which council has limited control, these include:

- Federal and State Government grant funding decisions
- Changing inflation, insurance, electricity and interest rates
- Legislative change and cost shifting, and
- Regulated fees and charges.

Current legislation reform also increases the compliance requirements and expenses of council. Local Government continues to pick up services that have been provided by other levels of Government in the past.

Councils are also subject to the Local Government Rates Oversight Scheme which seeks to monitor and provide advice to councils particularly in regard to general rate increases, the quality and consistency of council information and longer term financial sustainability.

Amendments to the Local Government Act 1999 include the requirement for Councils to provide, once in every prescribed period, information relating to its Long Term Financial Plan and Asset Management Plans to the Essential Services Commission of South Australia (ESCOSA).

In the relevant financial year, Section 122 (1e) of the Act requires:

(1e) A council must, on or before 30 September in the relevant financial year for the council, provide to the designated authority all relevant information on the following matters (the relevant matters) in accordance with guidelines determined by the designated authority (if any):

(a) Material amendments made or proposed to be made to the council's long term financial plan and infrastructure and asset management plan and the council's reasons for these amendments;

(b) Revenue sources outlined in the funding plan (1a)(a);

(c) Any other matter prescribed by the regulations.

Costs incurred by ESCOSA in the oversight scheme are charged to council. In 2023/24, costs associated with the oversight scheme were $40,000.

Risk and Sensitivity

The risk inherent in a Long Term Financial Plan is that assumptions may not be realistic for the term of the plan.

The Long Term Financial Plan is updated annually, and assumptions are updated at that time. The assumptions that are most at risk are inflation and interest rates.

- **Inflation Risk** – If council continues to raise rates at the same overall rate of inflation as expenditure, then there is no inflation risk as income rises at the same rate as expenditure. If council raises rates below that of expenditure inflation, then the Operating Result will decline.
- **Interest Rate Risk** – Borrowings are utilised in line with Council's Treasury Management Policy which endeavours to provide the best outcome for interest rate expenses with a mixture of fixed and variable loans. Whilst the CAD rate has been used within the Plan for all new borrowings, Council will assess whether fixed term loans provide a better result as part of its annual review of borrowings and investments.

All assumptions within the plan need to be reviewed annually to ensure that any emerging risks to assumptions are identified and managed.

Basis of Preparation

Financial Strategy

Council's financial strategy is to manage the community's funds responsibly to continue to undertake current services that are provided to the community and manage council's current assets.

Council recognises the limited income situation for many households in the community and therefore seeks to minimise rate increases.

New services, upgraded assets and new assets will be provided as much as possible without moving outside of council's set financial targets. Grants and potential private/public partnerships will be sought to create new assets to ensure that council does not move outside of its financial targets or require significant increases of rates from its community.

Uniform Presentation of Finances

The Local Government (Financial Management) Regulations require councils summarise common financial information that may be easily compared to other similar councils within the annual financial statements. The format of the Uniform Presentation of Finances has been voluntarily agreed by all councils to be included in each Long Term Financial Plan.

The Uniform Presentation of Finances highlights operating surplus/(deficit) as a key measure of a council's financial performance. Where council requires increased cash flow for a particular year, you can expect to see a bracketed amount on the bottom line 'net lending/(borrowing)' of each column.

Net borrowing at the end of a financial year will increase the Net Financial Liabilities ratio for that year. The Uniform Presentation of Finances is included within the Financial Statements provided in Appendix A (page 30).

Key Assumptions

The following assumptions underpin the outcomes of this Long Term Financial Plan:

- **Service Levels –** Current services and levels of service are maintained across the term of the plan. Changes to service due to major projects (Regional Community, Sport and Recreation Precinct) have been incorporated into the relevant years.
- **Indexation –** CPI increases have been included and applied to all relevant categories in line with RBA forecasts. CPI rises from 2.5% in 2025/26 to 3.1% in 2026/27 and then returns to 2.5% across the remainder of the Plan as follows:

Year	CPI
Year 1 (25/26)	2.5%
Year 2 (26/27)	3.1%
Year 3 (27/28)	2.5%
Year 4 (28/29)	2.5%
Year 5 (29/30)	2.5%
Year 6 (30/31)	2.5%
Year 7 (31/32)	2.5%
Year 8 (32/33)	2.5%
Year 9 (33/34)	2.5%
Year 10 (34/35)	2.5%

- **Interest Expense –** Interest expenses on fixed term borrowings have been included based on repayment schedules with new borrowings calculated at the Cash Advance Debenture (CAD) rate of between 5.6% and 6.9% across the Plan at an average of 6.4%.
- **Interest Income –** Interest on cash deposits has been calculated at the CAD rate between 4.0% and 4.5% across the Plan at an average of 4.1%.

- **Rates –** Rate increases have been included in line with CPI, plus an index for financial sustainability in years one to three. An additional rate rise in years 2025/26 and 2026/27 has also been included due to the Sport and Recreation Precinct as follows:

Year	General Rate	Project Rate*	Total
Year 1 25/26	4.0%	1.0%	**5.0%**
Year 2 26/27	4.6%	1.5%	**6.1%**
Year 3 27/28	4.0%	1.5%	**5.5%**
Year 4 28/29	2.5%	-	**2.5%**
Year 5 29/30	2.5%	-	**2.5%**
Year 6 30/31	2.5%	-	**2.5%**
Year 7 31/32	2.5%	-	**2.5%**
Year 8 32/33	2.5%	-	**2.5%**
Year 9 33/34	2.5%	-	**2.5%**
Year 10 34/35	2.5%	-	**2.5%**

*More information is provided within the Funding Plan on page 14.

- **Growth –** Growth in relation to new properties created through development and subdivisions has been included at 1% across the first four years of the plan, reducing to 0.5% for the remaining years. Growth does not affect the average rate rise.
- **Employee Costs –** Employee expenses have been indexed by 2.5% in 2025/26 and 2026/27, with increases at 2.0% for the rest of the plan. Council's Enterprise Bargaining Agreement is currently under review. An increase of 0.5% for statutory increases on the superannuation guarantee has also been included in 2025/26.
- **New Assets –** An increase has been included for new assets as a result of additional depreciation (average of 2.3%) and maintenance (average of 0.5%) in the year after completion.
- **Capital Expenditure –** Expenditure on assets (renewal and new) has been drawn from Asset Management Plans and Capital Works Plans. Indexation has been applied as per CPI as follows:

Year	Index
Year 1 (25/26)	2.5%
Year 2 (26/27)	3.1%
Year 3 (27/28)	2.5%
Year 4 (28/29)	2.5%
Year 5 (29/30)	2.5%
Year 6 (30/31)	2.5%
Year 7 (31/32)	2.5%
Year 8 (32/33)	2.5%
Year 9 (33/34)	2.5%
Year 10 (34/35)	2.5%

- **Asset Revaluations –** Increases in depreciation expenses due to asset revaluations have been factored into the plan at 10% for each class of revalued assets in the relevant year. Revaluations are undertaken every four years with the 10% index equating to 2.5% in each year between revaluations.

Conclusions

The Long Term Financial Plan demonstrates that council has the capacity to:

- continue to provide existing services to the community;
- maintain and replace current assets at optimal replacement cycles;
- achieve and maintain an operating surplus on average across the Plan;
- undertake major projects in a planned and responsible manner;
- borrow for significant projects to ensure intergenerational equity principals; and
- operate within key financial indicator targets on average across the Plan.

Funding Plan

Council's Asset Management Plans provide for significant works over the 10 year period.

The Long Term Financial Plan allows for the funding of all the projects within the Asset Management Plans. Whilst changes may occur during the annual budget process, particular emphasis should be given to retaining the optimal timing for replacement of existing assets.

Council will continue to seek grant funding either at or above the levels included in the Long Term Financial Plan to minimise borrowings and thus impact on future rates.

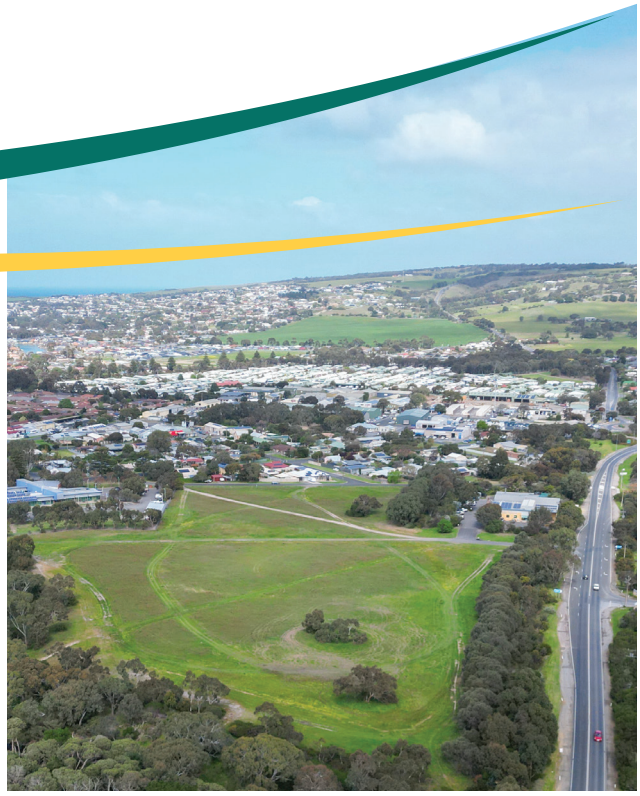
Council is also open to private investment / partnerships to achieve positive outcomes for the community. Council has an Unsolicited Proposal Policy that allows for the consideration of projects that stimulate and encourage business investment and innovation within the council area. Both the policy and the guidelines are available at **www.victor.sa.gov.au** or can be viewed at the City of Victor Harbor Civic Centre (1 Bay Road, Victor Harbor).

Significant Project Impact

The Plan includes an additional rate rise component for the construction of a Regional Community, Sport and Recreation Precinct (The Precinct). This is due to an increase in borrowing expense and maintenance on the new facility. The impact for this component is an overall increase in rates of 4.0% (initial 1.2% raised in 2024/25 – total of 5.2%) spread across the Plan as follows:

Year	Project Rate Increase
Prior (24/25)	1.2%
Year 1 (25/26)	1.0%
Year 2 (26/27)	1.5%
Year 3 (27/28)	1.5%
Total	**5.2%***

* Note: In 2024 public consultation was conducted on a total project rate increase of 5.5%.



The Precinct has been identified as the council's highest priority major infrastructure project by around 70% of community over two surveys conducted by market research firm, newfocus. The community surveys used methodology to collect a representative sample of our population based on responses from 488 people in 2022 and 533 in 2023.

In recognition of this the council has been working towards the delivery of this project, undertaking significant investigations and analysis to support its progression. This has included wide-ranging community and stakeholder consultation, concept design development, needs analysis, economic analysis and financial modelling.

After considering these investigations, towards the end of 2023 the council made the decision to explore partnership opportunities with experienced private sector development groups, operating partners and consortia as a way to balance the financial impact associated with the delivery of such a significant piece of community infrastructure.

A successful expression of interest campaign secured a proposal from a private developer that is aligned with council's vision and objectives for the project. Subsequently, council entered into commercial-in-confidence negotiations with the developer to progress commercial terms for the partnership that provide the best outcome for the broader community.

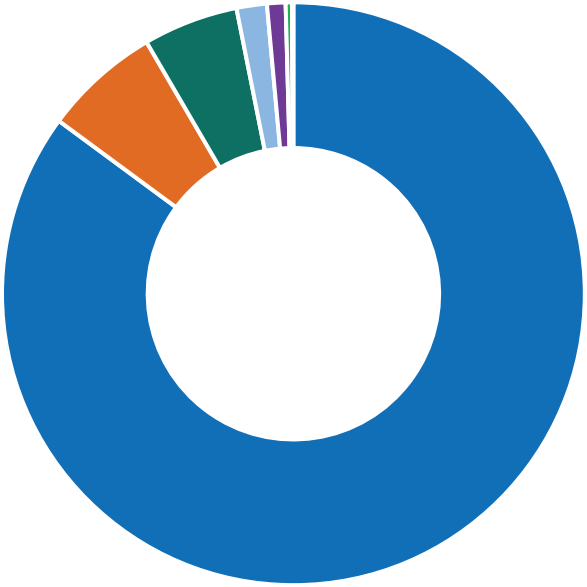
The Long Term Financial Plan provides a general provision for The Precinct, including an $11.7 million contribtion to the developer, pending a decision by Council on the method of delivery.

Revenue

Councils main source of operating revenue comes from rates, with rates making up an average of 85% of total revenue across the term of the plan.

Grants and user charges make up the next significant portion at an average of 6% and 5% respectively of total revenue across the term of the plan.

Graph: Sources of Revenue – Operating



- Rates – 85.1%
- Grants – 6.5%
- User Charges – 5.3%
- Statutory Charges – 1.7%
- Reimbursements – 0.3%
- Other Income – 1.0%
- Investment Income – 0.1%

Total operating revenue across the ten years is $464,997,885 with individual years provided in the table below:

Year	Operating Revenue ('000)
Year 1 (25/26)	38,103
Year 2 (26/27)	41,998
Year 3 (27/28)	45,550
Year 4 (28/29)	44,475
Year 5 (29/30)	45,767
Year 6 (30/31)	47,066
Year 7 (31/32)	48,404
Year 8 (32/33)	49,780
Year 9 (33/34)	51,198
Year 10 (34/35)	52,657

The Long Term Financial Plan also includes capital revenue at a total of $44,030,895 over the ten years as follows:

Year	Capital Revenue ('000)
Year 1 (25/26)	2,540
Year 2 (26/27)	1,766
Year 3 (27/28)	2,189
Year 4 (28/29)	4,858
Year 5 (29/30)	3,221
Year 6 (30/31)	2,610
Year 7 (31/32)	6,336
Year 8 (32/33)	9,151
Year 9 (33/34)	8,802
Year 10 (34/35)	2,557

Grant funding has been included to offset the costs of the delivery of the Regional Community, Sport and Recreation Precinct and the Arts and Culture Centre noting that these projects are subject to grant funding.

Loan Borrowings

Council's Treasury Policy allows for a mix of fixed and variable borrowings in order to minimise net interest costs on average over the longer term and at the same time manage interest rate movement risks within acceptable limits. Council aims to have a variety of maturity dates on its fixed interest borrowings over the available maturity spectrum.

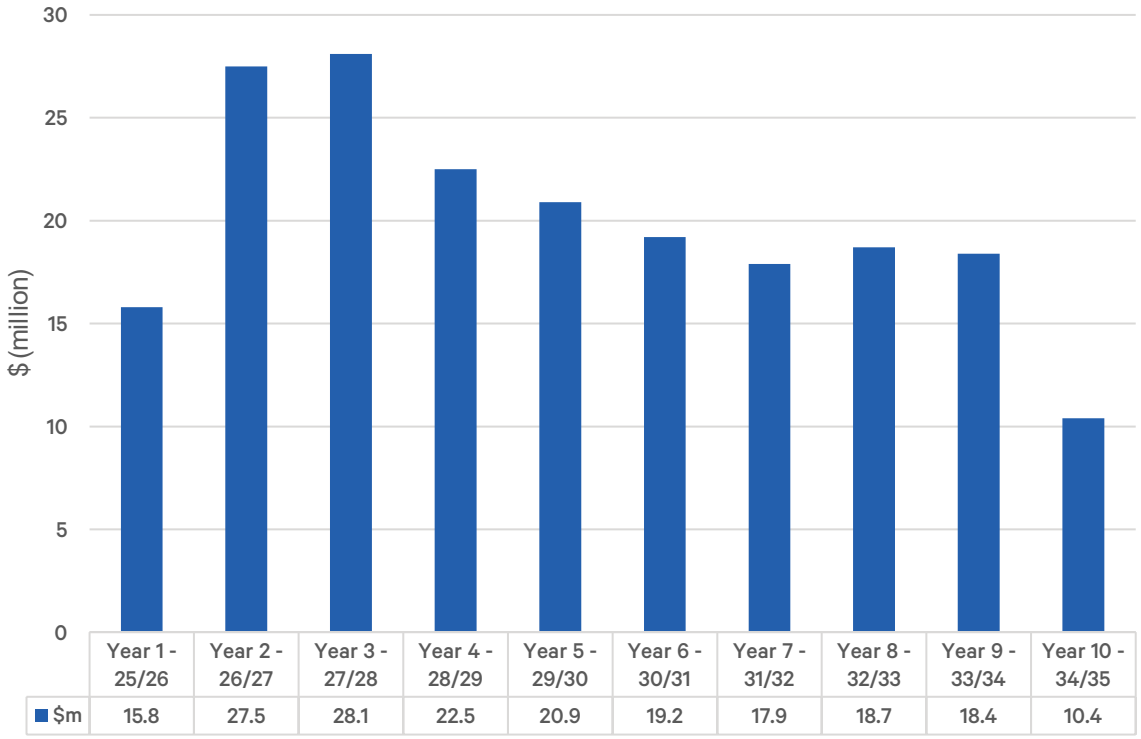
Council's target is to allow for not less than 30% of its gross debt in the form of fixed interest rate borrowings and that no more than 25% of these borrowings mature in any one year.

All loans are held with the Local Government Finance Authority (LGFA).

The Regional Community, Sport and Recreation Precinct requires significant borrowings in years three and four, peaking at total borrowings of $28.1 million in 27/28. Operating surpluses in the following years allows for the repayment of debt with a balance of $10.4 million outstanding at the end of the Plan.

The following graph shows the net borrowing level in each year indicated in the Long Term Financial Plan including both fixed term borrowings and variable loans (Cash Advance Debentures).

Graph: Total Borrowings



	Year 1 - 25/26	Year 2 - 26/27	Year 3 - 27/28	Year 4 - 28/29	Year 5 - 29/30	Year 6 - 30/31	Year 7 - 31/32	Year 8 - 32/33	Year 9 - 33/34	Year 10 - 34/35
$m	15.8	27.5	28.1	22.5	20.9	19.2	17.9	18.7	18.4	10.4



Measuring Our Performance

Financial Indicators

Key Financial Indicators provide a robust, ready assessment of financial performance and sustainability. They need to be interpreted in the context of a council's operating environment and can provide trend data, both historic and projected, that may assist in decision making and reviewing financial performance.

The Local Government (Financial Management) Regulations 2011 require a council to use three specific indicators and the Local Government Act 1999 requires a council to state the measures that will be used to monitor and assess the performance of the council.

Key Financial Indicator	Target
Operating Surplus Ratio	0% to 3%
Net Financial Liabilities Ratio	Maximum of 90%
Asset Renewal Funding Ratio	90% to 110% with a rolling three year average of 100%

The following pages outline each of the Key Financial Indicators and the estimates over the life of this plan.

Operating Surplus Ratio

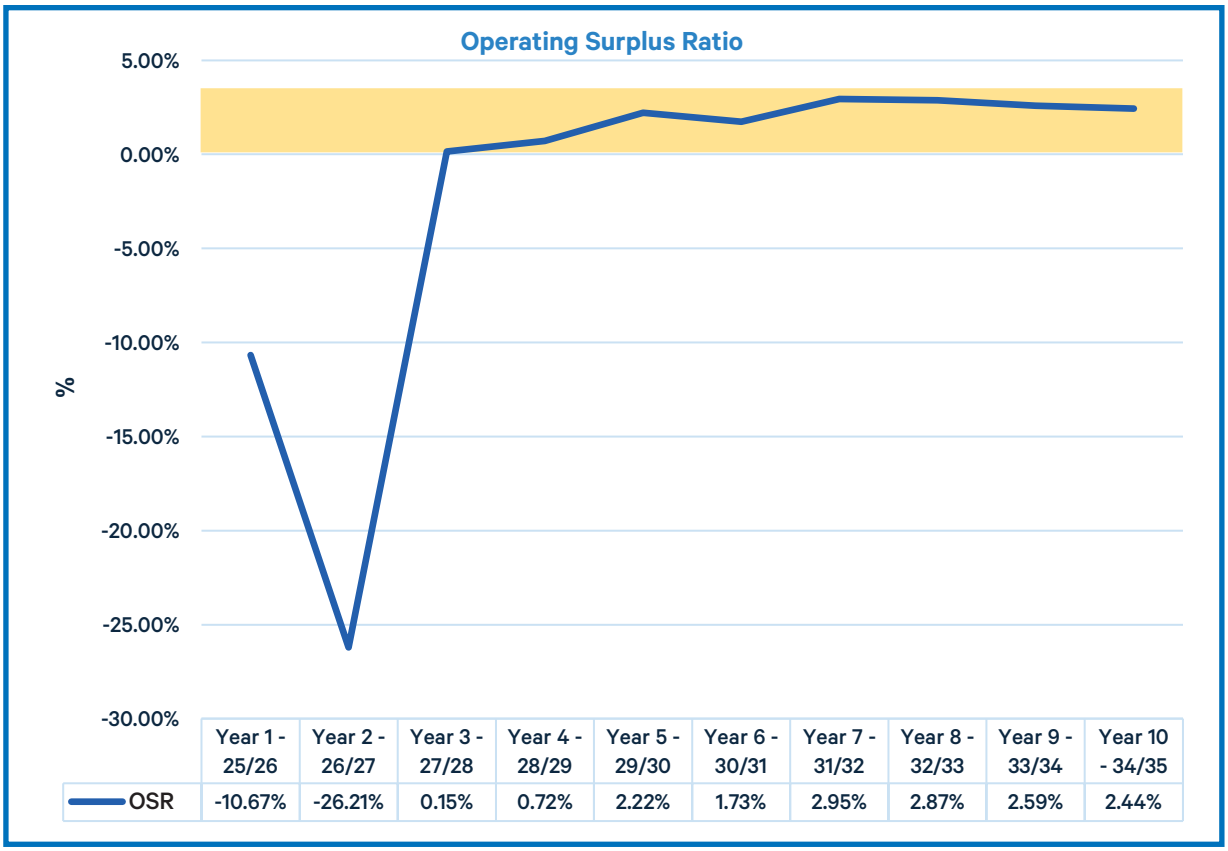
This ratio expresses the operating surplus (deficit) expressed as a percentage of operating income. A positive ratio indicates the percentage of total income available to fund capital expenditure over and above the level of depreciation, or the ability to reduce the level of net financial liabilities. It is calculated as:

$$\frac{\text{Operating Surplus/(Deficit)}}{\text{Total Operating Revenue}}$$

Council has set the target for the Operating Surplus Ratio between 0% and 3% in any individual year.

The Operating Surplus Ratio meets the annual target in all but the first two years due to the Precinct contributions.

The graph below shows the ratio result in each year as well as the minimum and maximum targets.



	Year 1 - 25/26	Year 2 - 26/27	Year 3 - 27/28	Year 4 - 28/29	Year 5 - 29/30	Year 6 - 30/31	Year 7 - 31/32	Year 8 - 32/33	Year 9 - 33/34	Year 10 - 34/35
OSR	-10.67%	-26.21%	0.15%	0.72%	2.22%	1.73%	2.95%	2.87%	2.59%	2.44%

The Operating Surplus Ratio as an average across the term of the plan is -2.12%.

Net Financial Liabilities Ratio

This ratio represents the amount of money owed to others by council less cash held or invested at a financial institution. The amounts owed include employee entitlements such as long service leave and other amounts payable. The ratio measures the net amount owed at the end of a financial year compared with income for the year.

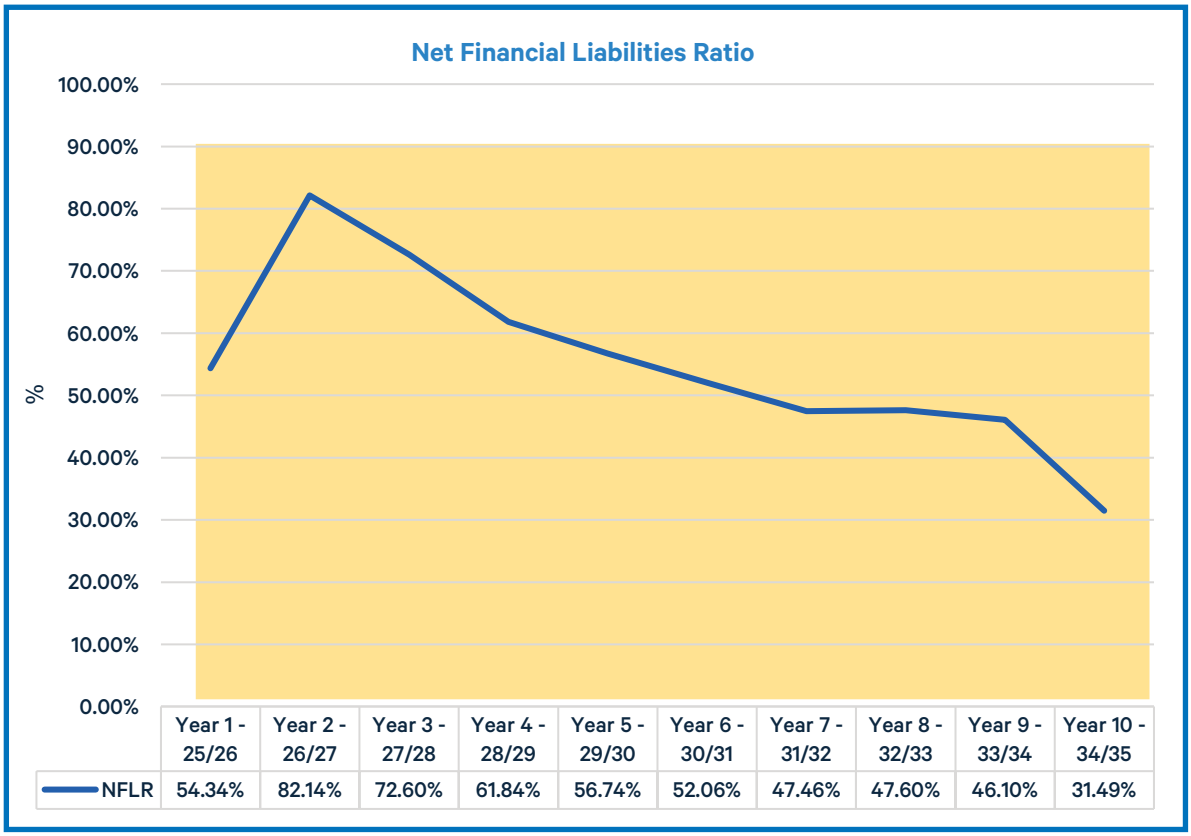
$$\frac{\text{Net Financial Liabilities (NFL)}}{\text{Total Operating Revenue}}$$

Council has set the target for the Net Financial Liabilities Ratio at a maximum of 90%.

The Net Financial Liabilities Ratio stays below the maximum target set by Council across all years in the plan.

The spike in years two (26/27) and three (27/28) is due to new loans required for the construction of the Regional Community, Sport and Recreation Precinct.

The graph below shows the ratio result in each year as well as the maximum target.



	Year 1 - 25/26	Year 2 - 26/27	Year 3 - 27/28	Year 4 - 28/29	Year 5 - 29/30	Year 6 - 30/31	Year 7 - 31/32	Year 8 - 32/33	Year 9 - 33/34	Year 10 - 34/35
NFLR	54.34%	82.14%	72.60%	61.84%	56.74%	52.06%	47.46%	47.60%	46.10%	31.49%

The Net Financial Liabilities Ratio as an average across the term of the plan is 55.24%.

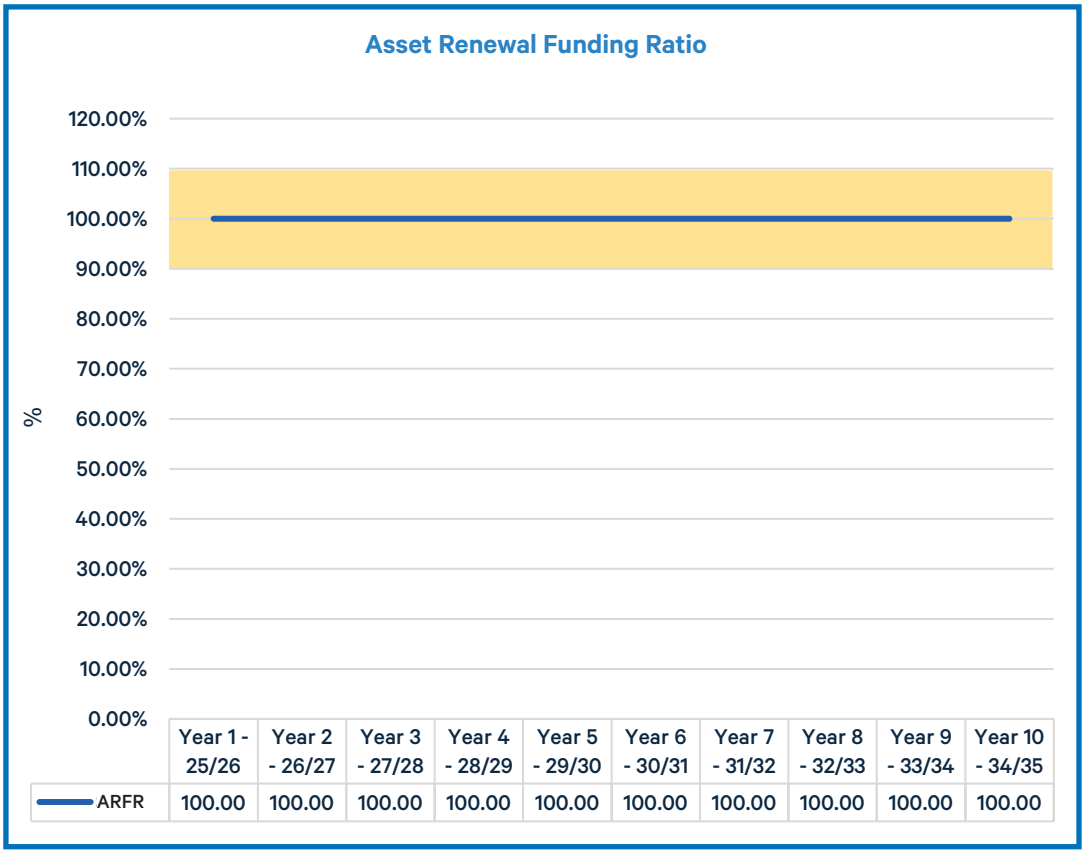
Asset Renewal Funding Ratio

The asset funding ratio is whether Council is renewing or replacing existing infrastructure assets at the level required of its Asset Management Plans to ensure that council's assets remain at their current condition level. It is calculated as:

$$\frac{\text{Asset Renewals}}{\text{Asset Management Plan required expenditure}}$$

Council has set the target for the Asset Renewal Funding Ratio between 90% to 110% in any individual year with a rolling average over three years of 100%.

Council intends to fully budget for works required in the Asset Management Plans, as such the ratio achieves the target set by council.



	Year 1 - 25/26	Year 2 - 26/27	Year 3 - 27/28	Year 4 - 28/29	Year 5 - 29/30	Year 6 - 30/31	Year 7 - 31/32	Year 8 - 32/33	Year 9 - 33/34	Year 10 - 34/35
ARFR	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00

The Asset Renewal Funding Ratio as an average across the term of the plan is 100%.



Image: City of Victor Harbor

Capital Works Program

Asset Management Plans

Asset Management Plans play an important part in planning for the renewal and replacement of existing assets. The Asset Management Plans provide information in regards to the value, useful life, age and condition of existing assets. The aim of the Asset Management Plans is to provide the optimal replacement time for each asset thus minimising maintenance expenditure and disruption of service delivery.

Asset Management Plans include expenditure of present value. Indexation is applied in the Long Term Financial Plan in line with CPI forecasts as detailed in the following tables.

Renewal or Replacement of Existing Assets

Renewal and replacement of existing assets has been fully funded in the Long Term Financial Plan in line with Asset Management Plan (AMP) projections as below:

Asset Category	Year 1 2025/26 (000's)	Year 2 2026/27 (000's)	Year 3 2027/28 (000's)	Year 4 2028/29 (000's)	Year 5 2029/30 (000's)	Year 6 2030/31 (000's)	Year 7 2031/32 (000's)	Year 8 2032/33 (000's)	Year 9 2033/34 (000's)	Year 10 2034/35 (000's)
Roads	1,950	2,200	2,000	2,162	1,820	1,185	1,110	1,410	2,010	1,110
Land	-	-	-	-	-	-	-	-	-	-
Buildings	310	350	100	200	472	712	3,000	3,000	3,000	100
Open Space	566	528	510	810	2,850	2,790	450	450	390	390
Footpaths	245	365	365	270	270	320	320	370	370	370
Car Park and Traffic Controls	250	100	175	112	175	175	175	175	175	100
Kerb and Stormwater	280	280	280	280	2,280	2,280	280	1,280	1,280	1,280
Bridges	20	70	900	80	150	150	150	150	150	150
Other	925	804	836	663	933	1,197	1,345	1,350	675	675
AMP Total	**4,546**	**4,697**	**5,166**	**4,578**	**8,950**	**8,809**	**6,830**	**8,185**	**8,050**	**4,175**
Indexation	**114**	**267**	**430**	**504**	**1,235**	**1,467**	**1,336**	**1,847**	**2,062**	**1,200**
LTFP Total	**4,660**	**4,964**	**5,596**	**5,082**	**10,185**	**10,276**	**8,166**	**10,032**	**10,112**	**5,375**

Expenditure on renewal and replacement assets will be generally funded through a combination of revenues as follows:

- Proceeds from sale of replaced or surplus assets;
- Grant funding from other levels of Government or industry bodies;
- Borrowings.

Over the ten years, total capital expenditure on renewal or replacement of assets is $74.5 million.

New or Upgraded Assets

Asset Management Plans include new and upgrade projects that have been identified by council, community or administration. These projects represent opportunities for activation of public spaces, increases in infrastructure capacity due to growth, new initiatives and investment attraction activities. The Asset Management Plans detail the preferred timing for delivery of each project.

New and upgraded assets have been fully funded in the Long Term Financial Plan in line with the Asset Management Plan projections as detailed below:

Asset Category	Year 1 2025/26 (000's)	Year 2 2026/27 (000's)	Year 3 2027/28 (000's)	Year 4 2028/29 (000's)	Year 5 2029/30 (000's)	Year 6 2030/31 (000's)	Year 7 2031/32 (000's)	Year 8 2032/33 (000's)	Year 9 2033/34 (000's)	Year 10 2034/35 (000's)
Roads	1,025	1,740	900	560	426	550	655	640	1,275	400
Land	-	500	-	1,000	-	500	-	-	-	500
Buildings	850	-	200	100	115	120	7,000	7,000	7,000	600
Open Space	3,458	650	2,264	806	1,088	1,298	836	2,258	2,006	2,078
Footpaths	710	966	1,018	320	1,520	380	380	380	380	380
Car Park and Traffic Controls	330	4,175	560	147	150	150	150	150	150	225
Kerb and Stormwater	1,120	2,184	1,744	3,144	1,144	1,144	744	2,144	644	644
Bridges	150	-	-	-	-	-	-	-	-	-
Other	48	108	148	117	18	8	130	8	8	8
AMP Total	7,691	10,323	6,834	6,194	4,461	4,150	9,895	12,580	11,463	4,835
Indexation	192	586	568	683	615	691	1,936	2,837	2,936	1,390
LTFP Total	7,883	10,909	7,402	6,877	5,076	4,841	11,831	15,417	14,399	6,225

Expenditure on new and upgraded assets will be generally funded through a combination of revenues as follows:

- Grant funding from other levels of Government or industry bodies;
- Borrowings;
- Private investment / partnership.

Over the ten years, total capital expenditure on new or upgraded assets is $90.9 million.



Image: Outside Ideas

Significant Projects

The following information provides details on the significant projects included in the Long Term Financial Plan:

Whalers Road Upgrade

Whalers Road, Encounter Bay from Franklin Parade to White Crescent is a major collector road with steep vertical grades. The existing pavement has localised fatigue cracking and deformation in both lanes and has reached the end of its useful life. Detailed design undertaken in 2021 includes pavement reconstruction, new kerbing and footpath, stormwater upgrades and supplementary street lighting. The Plan includes a $3.6 million allocation to undertake the construction work, subject to indexation and the Annual Business Plan process:

Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	
Cost ('000)	-	3,600	-	-	-	-	-	-	-	-	3,600

Victor Harbor Mainstreet Precinct Master Plan

The Victor Harbor Mainstreet Precinct Master Plan continues to be implemented. The Plan is to revitalise the Precinct to create a visually inviting and safe place with an emphasis on water sensitive urban design, accessibility and integrated public spaces. Stages 5 and 6 are included within the Council's Asset Management Plans with construction a combination of new and renewal. The table below shows the planned timing of the project, subject to indexation and the Annual Business Plan process:

Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	
Cost ('000)	50	500	1,850	-	-	-	-	600	1,800	-	4,800

Arts and Culture Centre

Recognising the cultural and economic value of arts and cultural activity, the Council have been working on plans for the development of an Arts and Culture Centre incorporating the Victor Harbor Town Hall, Coral Street Art Space and Victa Cinema. The Council consider an Arts and Culture Centre to be an integral part of its aspiration to cultivate arts and cultural activity, and position Victor Harbor as a regional arts and cultural destination. It is working towards delivering a centre that incorporates all art forms providing local artists, groups and the broader community with a place to meet, work, exhibit, collaborate and learn. This project is included with the Council's Asset Management Plans for construction commencing in Year 7 (2031/32). The table below shows the planned timing of the design project, subject to 50% grant funding, indexation and the Annual Business Plan process:

Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	
Cost ('000)	-	-	-	-	-	-	10,000	10,000	10,000		30,000

Foreshore Upgrades

As identified in the 2006 Town Centre Master Plan, Victor Harbor's greatest asset is the foreshore environment and the link to Granite Island. However, connections between these key elements have been lost due to competing features, blocked vistas and a lack of "place" identity. The new causeway to Granite Island will require works where it joins with the mainland and provides an opportunity to develop a master plan for this iconic area before undertaking construction works to enhance this highly valued space. This project is included within the Council's Asset Management Plans with construction a combination of new and renewal. The table below shows the planned timing of the project subject to grant funding of $1.2 million, indexation and the Annual Business Plan process:

Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	
Cost ('000)	-	-	-	480	3,000	3,000	-	-	-	-	6,480

Coastal Protection

Victor Harbor's stunning coastline is highly valued by our community and a significant feature of our landscape. Council acknowledges the importance of protecting and preserving our natural and built assets along our coast. To this end, funds have been allocated for coastal protection works over the course of this plan (as outlined within our Asset Management Plans). Works will be guided by findings of the 2022 Victor Harbor Coastal Adaptation Study and Strategy and a detailed implementation plan is currently being prepared to prioritise future actions. The table below outlines where funds are planned to be spent, subject to indexation and the Annual Business Plan process:

Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	
Cost ('000)	2,940	-	-	-	-	-	-	1,500	1,500	1,500	7,440

Stormwater Projects

Council is responsible for the care and maintenance of the local public stormwater network, while property owners are responsible for all infrastructure related to the drainage of private property. Guided by the recommendation of the Victor Harbor Watercourses Floodplain Mapping Study and Urban Stormwater Masterplan, a number of stormwater upgrades will be undertaken over the next 10 years including on Fell St, Acraman St, Tabernacle Rd, Seaview Rd, Crozier Rd and Beachfront Caravan Park (owned by Council). The investment in this essential infrastructure equates to $26.5 million spread over the life of the plan, as identified below, and subject to indexation and the Annual Business Plan process:

Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	
Cost ('000)	1,400	2,5847	3,944	3,424	3,424	3,424	1,024	3,424	1,924	1,924	26,496


Image: Base Civil

Other Projects

Council is investigating and/or developing master plans for a number of projects that are either not yet included or subject to amendment in the Asset Management Plans and Long Term Financial Plan.

These projects may still need feasibility studies and business cases to assess viability.

Subject to Council approval, these projects may be included in the Asset Management Plans and Long Term Financial Plan annual reviews as information becomes available:

- Library redevelopment
- Multi-purpose boating facilities
- Coastal Management Study actions
- Urban Growth Management Strategy actions
- The Bluff Master Plan projects



Image: Heidi Who



Appendix 1

Financial Statements

City of Victor Harbor
10 Year Financial Plan for the Years ending 30 June 2035

UNIFORM PRESENTATION OF FINANCES - GENERAL FUND					Projected Years					
Scenario: Adoption	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Income										
Rates	32,320,520	34,580,527	36,809,770	38,103,674	39,256,919	40,428,540	41,635,205	42,877,963	44,157,895	45,476,112
Statutory Charges	695,258	716,810	734,731	753,099	771,926	791,225	811,005	831,280	852,062	873,364
User Charges	2,068,450	2,132,572	2,330,264	2,388,521	2,448,234	2,509,440	2,572,176	2,636,480	2,702,392	2,769,952
Grants, Subsidies and Contributions - operating	2,479,440	4,013,808	5,042,383	2,571,673	2,601,694	2,632,467	2,664,008	2,696,339	2,729,477	2,763,444
Investment Income	37,100	37,100	37,100	37,100	37,100	37,100	37,100	37,100	37,100	37,100
Reimbursements	155,390	160,207	164,212	168,318	150,972	154,747	158,615	162,581	166,645	170,812
Other Income	346,553	357,296	431,276	452,558	500,272	512,779	525,598	538,738	552,207	566,012
Total Income	**38,102,710**	**41,998,320**	**45,549,737**	**44,474,942**	**45,767,118**	**47,066,296**	**48,403,708**	**49,780,481**	**51,197,778**	**52,656,795**
Expenses										
Employee Costs	14,379,169	14,677,148	15,158,545	14,830,676	15,127,290	15,429,836	15,738,432	16,053,201	16,374,265	16,701,750
Materials, Contracts & Other Expenses	16,355,193	25,725,775	17,145,785	15,873,142	16,143,998	16,577,880	17,018,570	17,507,413	18,027,137	18,538,834
Depreciation, Amortisation & Impairment	10,667,518	11,439,796	11,667,348	12,066,848	12,239,148	13,026,730	13,080,710	13,645,059	14,335,593	15,306,534
Finance Costs	535,202	932,134	1,281,032	1,155,246	1,012,187	987,384	909,577	915,105	905,338	592,642
Net loss - Equity Accounted Council Businesses	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000
Total Expenses	**42,167,081**	**53,004,852**	**45,482,710**	**44,155,912**	**44,752,623**	**46,251,830**	**46,977,289**	**48,350,778**	**49,872,332**	**51,369,760**
Operating Surplus / (Deficit)	**(4,064,371)**	**(11,006,532)**	**67,027**	**319,030**	**1,014,495**	**814,466**	**1,426,419**	**1,429,704**	**1,325,446**	**1,287,035**
Net Outlays on Existing Assets										
Capital Expenditure on Renewal and Replacement of Existing Assets	(4,659,548)	(4,963,778)	(5,595,890)	(5,082,280)	(10,185,264)	(10,275,655)	(8,166,367)	(10,031,556)	(10,111,693)	(5,375,122)
Finance Lease payments for Right of Use Assets	(22,008)	(22,008)	(22,008)	(22,008)	(22,008)	(22,008)	(22,008)	(22,008)	(22,008)	(22,008)
add back Depreciation, Amortisation and Impairment	10,667,518	11,439,796	11,667,348	12,066,848	12,239,148	13,026,730	13,080,710	13,645,059	14,335,593	15,306,534
add back Proceeds from Sale of Replaced Assets	151,074	158,535	179,948	139,732	169,579	173,818	178,164	182,618	187,183	187,183
Total Net Outlays on Existing Assets	**6,137,036**	**6,612,545**	**6,229,398**	**7,102,292**	**2,201,455**	**2,902,885**	**5,070,499**	**3,774,113**	**4,389,075**	**10,096,587**
Net Outlays on New and Upgraded Assets										
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(7,882,968)	(10,908,771)	(7,402,225)	(6,876,706)	(5,076,416)	(4,840,550)	(11,831,135)	(15,416,862)	(14,399,139)	(6,225,052)
add back Amounts Received Specifically for New and Upgraded Assets	2,388,982	1,607,800	2,008,971	2,217,978	3,051,736	2,435,847	6,157,818	8,968,805	8,614,829	2,370,293
add back Proceeds from Sale of Surplus Assets (including Investment Property, Real Estate Developments & non-current assets held for sale)	-	-	-	2,500,000	-	-	-	-	-	-
Total Net Outlays on New and Upgraded Assets	**(5,493,986)**	**(9,300,971)**	**(5,393,254)**	**(2,158,728)**	**(2,024,680)**	**(2,404,703)**	**(5,673,317)**	**(6,448,057)**	**(5,784,310)**	**(3,854,759)**
Annual Net Impact to Financing Activities (surplus / (deficit))	**(3,421,322)**	**(13,694,958)**	**903,171**	**5,262,594**	**1,191,271**	**1,312,649**	**823,601**	**(1,244,240)**	**(69,788)**	**7,528,863**

City of Victor Harbor
10 Year Financial Plan for the Years ending 30 June 2035
STATEMENT OF COMPREHENSIVE INCOME - GENERAL FUND

Scenario: Adoption	Projected Years									
	2025/26	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Income										
Rates	32,320,520	34,580,527	36,809,770	38,103,674	39,256,919	40,428,540	41,635,205	42,877,963	44,157,895	45,476,112
Statutory Charges	695,258	716,810	734,731	753,099	771,926	791,225	811,005	831,280	852,062	873,364
User Charges	2,068,450	2,132,572	2,330,264	2,388,521	2,448,234	2,509,440	2,572,176	2,636,480	2,702,392	2,769,952
Grants, Subsidies and Contributions - operating	2,479,440	4,013,808	5,042,383	2,571,673	2,601,694	2,632,467	2,664,008	2,696,339	2,729,477	2,763,444
Investment Income	37,100	37,100	37,100	37,100	37,100	37,100	37,100	37,100	37,100	37,100
Reimbursements	155,390	160,207	164,212	168,318	150,972	154,747	158,615	162,581	166,645	170,812
Other Income	346,553	357,296	431,276	452,558	500,272	512,779	525,598	538,738	552,207	566,012
Net gain - equity accounted Council businesses	-	-	-	-	-	-	-	-	-	-
Total Income	**38,102,710**	**41,998,320**	**45,549,737**	**44,474,942**	**45,767,118**	**47,066,296**	**48,403,708**	**49,780,481**	**51,197,778**	**52,656,795**
Expenses										
Employee Costs	14,379,169	14,677,148	15,158,545	14,830,676	15,127,290	15,429,836	15,738,432	16,053,201	16,374,265	16,701,750
Materials, Contracts & Other Expenses	16,355,193	25,725,775	17,145,785	15,873,142	16,143,998	16,577,880	17,018,570	17,507,413	18,027,137	18,538,834
Depreciation, Amortisation & Impairment	10,667,518	11,439,796	11,667,348	12,066,848	12,239,148	13,026,730	13,080,710	13,645,059	14,335,593	15,306,534
Finance Costs	535,202	932,134	1,281,032	1,155,246	1,012,187	987,384	909,577	915,105	905,338	592,642
Net loss - Equity Accounted Council Businesses	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000
Total Expenses	**42,167,081**	**53,004,852**	**45,482,710**	**44,155,912**	**44,752,623**	**46,251,830**	**46,977,289**	**48,350,778**	**49,872,332**	**51,369,760**
Operating Surplus / (Deficit)	**(4,064,371)**	**(11,006,532)**	**67,027**	**319,030**	**1,014,495**	**814,466**	**1,426,419**	**1,429,704**	**1,325,446**	**1,287,035**
Asset Disposal & Fair Value Adjustments	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Amounts Received Specifically for New or Upgraded Assets	2,580,000	1,489,589	2,072,124	2,235,713	3,150,958	2,348,896	6,620,951	9,254,284	8,537,077	1,620,464
Physical Resources Received Free of Charge	1,000,000	7,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Operating Result from Discontinued Operations	-	-	-	-	-	-	-	-	-	-
Net Surplus / (Deficit)	**(1,484,371)**	**(3,516,943)**	**2,139,151**	**2,554,743**	**4,165,453**	**3,163,362**	**8,047,370**	**10,683,988**	**9,862,523**	**2,907,499**
Other Comprehensive Income										
Amounts which will not be reclassified subsequently to operating result										
Changes in Revaluation Surplus - I,PP&E	17,008,766	1,960,963	11,692,490	8,079,253	19,837,359	1,985,617	12,466,599	10,335,499	18,300,052	1,914,609
Total Other Comprehensive Income	**17,008,766**	**1,960,963**	**11,692,490**	**8,079,253**	**19,837,359**	**1,985,617**	**12,466,599**	**10,335,499**	**18,300,052**	**1,914,609**
Total Comprehensive Income	**15,524,394**	**(1,555,980)**	**13,831,641**	**10,633,996**	**24,002,812**	**5,148,979**	**20,513,969**	**21,019,487**	**28,162,576**	**4,822,108**

City of Victor Harbor
10 Year Financial Plan for the Years ending 30 June 2035
STATEMENT OF FINANCIAL POSITION - GENERAL FUND
Scenario: Adoption

	Projected Years									
	2025/26	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
ASSETS										
Current Assets										
Cash & Cash Equivalents	500,000	500,000	499,999	500,000	500,000	500,001	500,000	500,000	500,000	500,000
Trade & Other Receivables	2,013,262	2,210,270	2,424,496	2,217,319	2,369,313	2,335,916	2,854,192	3,196,620	3,177,517	2,487,767
Inventories	403,161	634,149	422,650	391,279	397,955	408,651	419,514	431,564	444,375	456,989
Total Current Assets	2,916,423	3,344,419	3,347,145	3,108,597	3,267,268	3,244,567	3,773,706	4,128,184	4,121,893	3,444,755
Non-Current Assets										
Financial Assets	358,000	358,000	358,000	358,000	358,000	358,000	358,000	358,000	358,000	358,000
Equity Accounted Investments in Council Businesses	10,688,000	10,458,000	10,228,000	9,998,000	9,768,000	9,538,000	9,308,000	9,078,000	8,848,000	8,618,000
Infrastructure, Property, Plant & Equipment	409,028,454	421,263,636	434,106,944	439,438,604	462,128,916	466,030,189	485,235,416	507,191,655	535,479,764	533,500,830
Other Non-Current Assets	3,304,000	3,304,000	3,304,000	3,304,000	3,304,000	3,304,000	3,304,000	3,304,000	3,304,000	3,304,000
Total Non-Current Assets	423,378,454	435,383,636	447,996,944	453,098,604	475,558,916	479,230,189	498,205,416	519,931,655	547,989,764	545,780,830
TOTAL ASSETS	**426,294,877**	**438,728,055**	**451,344,089**	**456,207,201**	**478,826,183**	**482,474,756**	**501,979,122**	**524,059,840**	**552,111,656**	**549,225,585**
LIABILITIES										
Current Liabilities										
Trade & Other Payables	4,812,827	7,030,922	5,098,042	4,823,220	4,910,293	5,035,360	5,165,090	5,311,095	5,465,187	5,618,391
Borrowings	712,349	738,319	765,263	769,719	797,346	530,809	19,258	19,924	20,614	19,503
Provisions	2,694,917	2,793,744	2,894,548	2,997,367	3,102,243	3,209,217	3,318,330	3,429,625	3,543,147	3,658,938
Total Current Liabilities	8,220,093	10,562,985	8,757,853	8,590,306	8,809,883	8,775,386	8,502,678	8,760,645	9,028,947	9,296,833
Non-Current Liabilities										
Cash Advance Debenture	11,443,422	23,823,662	25,174,020	20,335,881	19,525,211	18,585,407	17,863,319	18,681,962	18,318,872	10,357,567
Borrowings	3,682,141	2,943,823	2,178,559	1,408,840	611,495	80,687	61,083	40,811	19,850	-
Provisions	231,938	236,282	240,713	245,233	249,844	254,546	259,343	264,235	269,225	274,315
Total Non-Current Liabilities	15,357,501	27,003,767	27,593,293	21,989,955	20,386,549	18,920,640	18,183,745	18,987,008	18,607,947	10,631,882
TOTAL LIABILITIES	**23,577,594**	**37,566,752**	**36,351,145**	**30,580,261**	**29,196,432**	**27,696,025**	**26,686,422**	**27,747,653**	**27,636,894**	**19,928,715**
Net Assets	**402,717,283**	**401,161,303**	**414,992,944**	**425,626,940**	**449,629,752**	**454,778,731**	**475,292,700**	**496,312,186**	**524,474,762**	**529,296,870**

City of Victor Harbor
10 Year Financial Plan for the Years ending 30 June 2035
STATEMENT OF CASH FLOWS - GENERAL FUND

Scenario: Adoption	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**
	Projected Years									
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Cash Flows from Operating Activities										
Receipts:										
Rates Receipts	32,301,452	34,556,764	36,786,331	38,090,070	39,244,793	40,416,221	41,622,518	42,864,896	44,144,437	45,462,252
Statutory Charges	693,874	715,052	733,269	751,601	770,391	789,650	809,392	829,627	850,367	871,626
User Charges	2,064,335	2,127,341	2,314,138	2,383,769	2,443,363	2,504,447	2,567,058	2,631,235	2,697,016	2,764,441
Grants, Subsidies and Contributions (operating purpose)	2,478,701	3,847,460	4,930,848	2,839,561	2,598,424	2,629,144	2,660,517	2,692,789	2,725,896	2,759,877
Investment Receipts	37,100	37,100	37,100	37,100	37,100	37,100	37,100	37,100	37,100	37,100
Reimbursements	155,085	159,820	163,890	167,987	152,367	154,443	158,304	162,262	166,319	170,477
Other	345,870	356,419	425,241	450,822	496,380	511,758	524,552	537,666	551,108	564,886
Payments:										
Payments to Employees	(14,271,232)	(14,569,919)	(15,046,901)	(14,727,446)	(15,013,791)	(15,314,067)	(15,620,348)	(15,932,755)	(16,251,410)	(16,576,438)
Payments for Materials, Contracts & Other Expenses	(16,090,263)	(23,853,844)	(18,859,782)	(16,127,374)	(16,089,890)	(16,491,205)	(16,930,535)	(17,409,758)	(17,923,313)	(18,436,614)
Finance Payments	(540,738)	(937,871)	(1,286,979)	(1,161,411)	(1,018,383)	(993,803)	(913,797)	(915,105)	(905,338)	(592,642)
Net Cash provided (or used in) Operating Activities	7,174,185	2,438,323	10,197,155	12,704,678	13,620,754	14,243,690	14,914,762	15,497,957	16,092,182	17,024,964
Cash Flows from Investing Activities										
Receipts:										
Amounts Received Specifically for New/Upgraded Assets	2,388,982	1,607,800	2,008,971	2,217,978	3,051,736	2,435,847	6,157,818	8,968,805	8,614,829	2,370,293
Grants utilised for capital purposes	43,364	-	-	-	-	-	-	-	-	-
Sale of Replaced Assets	151,074	158,535	179,948	139,732	169,579	173,818	178,164	182,618	187,183	187,183
Sale of Surplus Assets	-	-	-	2,500,000	-	-	-	-	-	-
Payments:										
Expenditure on Renewal/Replacement of Assets	(4,659,548)	(4,963,778)	(5,595,890)	(5,082,280)	(10,185,264)	(10,275,655)	(8,166,367)	(10,031,556)	(10,111,693)	(5,375,122)
Expenditure on New/Upgraded Assets	(7,882,968)	(10,908,771)	(7,402,225)	(6,876,706)	(5,076,416)	(4,840,550)	(11,831,135)	(15,416,862)	(14,399,139)	(6,225,052)
Net Cash provided (or used in) Investing Activities	(9,959,096)	(14,106,214)	(10,809,196)	(7,101,276)	(12,040,365)	(12,506,540)	(13,661,520)	(16,296,995)	(15,708,820)	(9,042,698)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from CAD	3,472,230	12,380,240	1,350,358	-	-	-	-	818,643	-	-
Payments:										
Repayments of CAD	-	-	-	(4,838,139)	(810,671)	(939,804)	(722,087)	-	(363,090)	(7,961,304)
Repayments of Borrowings	(671,807)	(696,310)	(721,734)	(748,114)	(751,986)	(779,010)	(512,196)	-	-	-
Repayment of Principal Portion of Lease Liabilities	(15,512)	(16,039)	(16,585)	(17,149)	(17,733)	(18,336)	(18,960)	(19,605)	(20,271)	(20,961)
Net Cash Flow provided (used in) Financing Activities	2,784,912	11,667,891	612,039	(5,603,402)	(1,580,389)	(1,737,150)	(1,253,243)	799,038	(383,362)	(7,982,266)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	-	(1)	1	-	1	(1)	-	-	-
plus: Cash & Cash Equivalents - beginning of year	500,000	500,000	500,000	499,999	500,000	500,000	500,001	500,000	500,000	500,000
Cash & Cash Equivalents - end of the year	**500,000**	**500,000**	**499,999**	**500,000**	**500,000**	**500,001**	**500,000**	**500,000**	**500,000**	**500,000**

city of
Victor Harbor

STAY IN TOUCH

PO Box 11
Victor Harbor SA 5211

Ph. (08) 8551 0500
Fax. (08) 8551 0501

email: localgov@victor.sa.gov.au
www.victor.sa.gov.au

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Visit us 24/7 at
www.victor.sa.gov.au