20 November 2025

Contact for Apologies: Chelsie Butler
Phone: (08) 8551 0506
Email: localgov@victor.sa.gov.au

Dear Member

NOTICE OF MEETING

Notice is hereby given pursuant to Section **83(1)** of the *Local Government Act 1999*, as amended that a meeting for the **Ordinary Council** has been called for:-

DATE: **Monday, 24 November 2025**

TIME: **5:30 PM**

PLACE: **Council Chambers, 1 Bay Road, Victor Harbor**

Please find enclosed a copy of the Agenda for the meeting.

Yours faithfully

Victoria MacKirdy
CHIEF EXECUTIVE OFFICER

Please be advised that filming, photography, audio recording and live-streaming may take place at this meeting when the public and media are not lawfully excluded under Section 90 of the Local Government Act 1999.

Councillors are reminded of the requirements of disclosure by Members of material or general conflict of interest in items listed for consideration on the agenda.

Section 74, 75, 75A, 75B and 75C of the *Local Government Act 1999* requires that Councillors declare any interest and provide full and accurate details of the relevant interest to the Council prior to consideration of that item on the Agenda.

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1. PRESENT

2. ACKNOWLEDGEMENT OF COUNTRY, DIVERSITY COMMITMENT, SERVICE ACKNOWLEDGEMENT AND PRAYER

Acknowledge of Country

The City of Victor Harbor acknowledges the Ramindjeri and Ngarrindjeri people, 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.

Diversity Commitment

The City of Victor Harbor is committed to diversity, equity and inclusion. We respect people of all ages, abilities, genders, sexualities, religions, beliefs, cultures and backgrounds.

Service Acknowledgement

We recognise the brave individuals who have served, and continue to serve, our nation. We remember those who have lost their lives and paid the ultimate sacrifice to our country.

Prayer

Almighty God, we ask you to bless this council and allow it to be an agent of change to the people of this City and beyond. Direct and prosper its deliberations to the honouring of Your name and the welfare of the people whom it serves. Amen

3. APOLOGIES AND LEAVE OF ABSENCE

4. ITEMS ADJOURNED AND/OR LYING ON THE TABLE

4.1. ADJOURNED - Updated Draft Recreational Boating Strategy - Public Consultation

Committee: Ordinary Council Meeting

Meeting Date: 24 November 2025

Report Author: Mark Buckerfield

RECOMMENDATION

CURRENT MOTION BEFORE COUNCIL

Moved: Cr Michael Quinton

Seconded: Cr Brayden Mann

That Council approve the updated Draft Recreational Boating Strategy 2025 for public consultation, in accordance with the Communication and Engagement Plan provided at Attachment 1, subject to the following amendments:

1. *Page 17 of the Strategy, 2.2 Environmental - Land, Water and Legislation, Environmental Significance of the Coastline from Rosetta Head to Hindmarsh River Mouth be changed to 'Coastal, dunal marine system; marine flora and fauna that includes the common Weedy Sea Dragon and Leafy Sea Dragons, dunes (native vegetation) etc; European and indigenous Heritage.'*

2. *Page 47 of the Strategy, 4.2.5 Eastern Ramp; fifth and sixth paragraphs be replaced with 'The area for the proposed development comprises a significant seagrass habitat which is both ecologically important and at risk from the development. The seagrass at this site comprises a species rich environment which is responsible for the maintenance of important coastal processes. The ecological roles including being an area of high productivity and a nursery ground and habitat for numerous fish species. In addition, seagrasses are important in stabilizing sediments and slowing sediment transport and consequently beach erosion processes.*

The seagrasses in the immediate vicinity of the development will almost certainly be lost due to the development and the timeframe for recovery is likely to be extended (10+ years). Furthermore, it is probable that the seagrasses adjacent to the development site will be adversely affected. In general terms I would expect the loss of 1 Ha of seagrass beds directly associated with this development and a temporary reduction in the vitality of adjacent beds over an area of 5-10 Ha. Observations from other sites (eg Whalers Wharf launching ramp) indicate that seagrasses are likely to re-establish overtime and they are relatively resilient to impacts from boat traffic. Providing channel depths are sufficient then propellor damage is unlikely to be a persistent problem. The algal and invertebrate flora associated with the patches of hard substrate are less susceptible in that, although they are likely to be lost

during the construction, they are generally robust communities which will readily re-establish.'

ADJOURNED BUSINESS

At the Ordinary Council Meeting held on Monday, 27 October 2025, Council resolved:

OC2982025

Moved: Cr Carlos Quaremba

Seconded: Cr Stewart Burns

That the matter be adjourned to allow the Boating Facilities Working Group to review the proposed changes.

CARRIED

COMMENTARY SUBSEQUENT TO ADJOURNMENT

The Boating and Marine Facilities Advisory Group met on Wednesday 5 November 2025. The Group members discussed both proposed amendments. It was noted that the wording has been sourced from the Cheshire and Miller Report (1997), and the Group acknowledged the concern for sea grasses and sea dragons.

The Advisory Group members are mindful of the environmental sensitivities related to sea grasses and sea dragons at the proposed location for the Eastern Ramp and the need for an Environmental Impact Statement (EIS). The EIS would capture the existence of sea grasses and sea dragons and the environmental impact at that time.

The Advisory Group members felt that selective exerts from previous studies may prejudice public perception of the Eastern Ramp project prior to the EIS being completed. The need for an EIS is accommodated in the current version of the Draft Recreational Boating Strategy 2025 on page 47 as copied below, therefore the amendments are not required.

'The short- and long-term impact on the sea grasses and habitat for sea dragons and to a wide range of sea life would be assessed as part of the preparation of the Environmental Impact Statement.'

Advisory Group Members will have a further opportunity to provide feedback to the Strategy through the Public Consultation Process.

The Advisory Group recommendation was that the proposed amendments to the Draft Recreational Boating Strategy 2025 proposed by Councillor Quinton at the Ordinary Council Meeting on 27 October 2025 are **not** required and the Strategy as presented to Council, should be approved for public consultation.

The original report presented to the Ordinary Council meeting held on Monday, 27 October 2025 is provided below for Member's information.

PURPOSE

The purpose of this report is for Council to approve the updated Draft Recreational Boating Strategy 2025 for public consultation, in accordance with the Communication and Engagement Plan.

BACKGROUND

In 2004 the Council engaged Connell Wagner Pty Ltd to prepare the 'City of Victor Harbor Boating Strategy' (2004) in consultation with a Boating Strategy Working Party.

There are numerous other relevant reports (up to fifteen) that have been prepared over the years that relate to the boating industry and a potential multi-purpose boating facility and alternative sites in Victor Harbor.

To inform the delivery of this Draft Recreational Boating Strategy, the City of Victor Harbor, drawing on the previous strategy and process, established a Boating and Marine Facilities Working Group, the membership of which represent a diverse range of interests of the Victor Harbor commercial and recreational boating community. This group was consulted on a regular basis throughout the study period, typically through a series of working group meetings during which a range of issues and options were explored and examined.

Whilst this strategy proposes options, both general and site-specific, in some cases further investigation will be required prior to work being undertaken.

The updated draft Recreational Boating Strategy has been developed over a number of years with the assistance of Council's Boating and Marine Facilities Working Group.

The Council's Boating and Marine Facilities Advisory Group comprises of members that have broad experience in recreational boating and a detailed knowledge of the existing facilities and future infrastructure requirements. The Advisory Group has greatly assisted in drafting of the Strategy and support the previous draft version being made available for public comment.

On 1 September 2025 an Information Briefing session was held with Council Members. A number of questions were raised and modifications to the report suggested. A report was presented to the Ordinary Council Meeting on 22 September 2025 and Council resolved the following:

OC2652025

Moved: Cr Michael Quinton

Seconded: Cr Carol Schofield

That the item be deferred to allow Administration to update the draft Boating Strategy to incorporate the suggested amendments outlined in the Council report, and that a revised draft be presented to the October Council meeting for consideration and endorsement for public consultation.

CARRIED

It is recommended that the updated draft be released for public consultation, to help inform the final version of the Strategy.

The updated Draft Recreational Boating Strategy is provided under separate cover due to size, (both a copy with tracked changes and a clean copy have been provided).

COMMENTARY

In accordance with the Council resolution, the suggested amendments have been incorporated into the updated Draft Recreational Boating Strategy. The only suggestions not incorporated into the revised Strategy relate to detailing the costs associated in delivering various actions as these would be detailed in an implementation plan that would be drafted after the Strategy has been adopted.

In accordance with Council's Public Consultation Policy the update of the Recreational Boating Strategy does not have a legislative requirement for public consultation however it is good practice to do so. Public consultation is planned to be undertaken in accordance with the Draft Recreational Boating Strategy Communication and Engagement Plan provided at Attachment 1.

If Council wish to incorporate any further changes to the updated draft Recreational Boating Strategy prior to public consultation, Council Members can move an alternate motion.

RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

Reputation - The proposed consultation will help reduce the reputational risk by allowing a diverse range of views to be considered by Council prior to adopting the Strategy. There is a residual risk that following the consultation, the community may have expectations that swift actions will be taken in-line with the Strategy, whereas actions will only be possible to the extent of funding provided by the Council in this regard. This risk is assessed as ***medium***.

Environment - To reduce the environmental damage of delivering the major project in the Strategy being the Eastern Boat Ramp, an Environmental Impact Statement will be prepared and all necessary approvals provided prior to commencement of any works. This risk is assessed as ***high***.

REFERENCES

City of Victor Harbor Community Plan 2030

Aspiration 3 - We manage growth and change responsibly

- Objective 3.1 - Support initiatives that grow the economy, strengthen local businesses, and retain people and jobs in Victor Harbor

Aspiration 4 - We protect and restore our environment

- Objective 4.4 - Protect the health of our coastline, estuaries, waterways and catchments

Aspiration 5 - We have services and infrastructure that meet our community's needs

- Objective 5.2 - Plan and provide for a range of community facilities to meet current and future need

Other references used:

Public Consultation Policy

BUDGET IMPLICATIONS

There are sufficient funds in Project #100086 (*Coastal Maintenance*) to undertake the community consultation of the Draft Recreational Boating Strategy 2025 at an estimated cost of $500.

The Strategy, if endorsed, will have impacts on future budgets depending upon which elements of the strategy are to be pursued and in what timeframe.

No additional funds are required in 2025/26.

CONSULTATION

Boating and Marine Facilities Working Group - the Working Group has not had an opportunity to review the most recent update that now includes suggestions from Council Members resulting from the September 2025 Briefing Session. However, the most recent changes are only minor in nature.

Council Members at a briefing session held 1 September 2025

Director Environment and Infrastructure - Jodi Roberts

ATTACHMENTS

Attachment 1 - Draft Recreational Boating Strategy Communication and Engagement Plan

Attachment Under Separate Cover - Draft Recreational Boating Strategy (tracked changes)

Attachment Under Separate Cover - Draft Recreational Boating Strategy (clean)

Attachment 1 - Communication and Engagement Plan Recreational Boating Strategy

Recreational Boating Strategy Communications and Engagement Plan

Introduction

The growth in the number of boaters and the variety of activities they undertake present challenges and opportunities. Most of the challenges are the direct result of competition for assets like boat ramps and car parking. Some of this competition also extends to waterways, particularly between personal watercraft and other users.

The boating community of Victor Harbor, including permanent residents and visitors to Victor Harbor, has for some time voiced the need for the current boating facilities within the Victor Harbor region to be improved, this being in response to the population growth, the growing level of interest in boating as a leisure activity and safety concerns arising due to current facilities being over capacity at various times during the year.

The historic development of boating facilities in the area has occurred progressively over time, initially in response to commercial needs.

Victor Harbor is a rapidly growing coastal city and a well-recognised tourist and leisure destination. Within this context, the challenge facing the City of Victor Harbor, in representing the boating community, is to achieve a boating environment that recognises the needs of the boating community whilst acknowledging and respecting competing interests and constraints.

This boating strategy has been prepared in response to this need.

Purpose of community engagement

The purpose of the community engagement is help supplement the invaluable input already provided by the Boating and Marine Facilities Advisory Group.

We seek feedback on the strategy from a diverse range of community members, not just those actively involved in boating activities.

The input received will help us to understand which parts of the Strategy may need to be better explained, identify additional needs and wants currently not included in the Strategy and whether people agree with the suggested priority actions.

This feedback will then be provided to the Boating and Marine Facilities Advisory Group to inform what modifications are required to the Strategy prior to presentation to Council for formal adoption.

Previous Engagement

The direction for this strategy was formulated by the key stakeholder including the City of Victor Harbor's Boating and Marine Facilities Advisory Group (BMFAG).

Effective consultation was an important process in the development of the Victor Harbor Recreational Boating Strategy. This was in the main, achieved through a series of workshops held with the BMFAG. This group is comprised of selected representatives of the Victor Harbor Community, Council Members, Council Officers, Victor Harbor Sea Rescue Squadron, and the Fleurieu Regional Development Board.

The channels of communication and strategy participants were as follows:

The key objectives of the Boating and Marine Facilities Advisory Group were:

1. To provide input into the most suitable outcomes to be considered in assessing future boating facility options for the area.
2. To represent the broader interests of the Victor Harbor community regarding the future use and development of boating facilities.
3. To critically review the preparation of the strategy and assist in the development of recommendations on its most appropriate form of implementation.

During consultation with the Boating and Marine Facilities Advisory Group representatives were asked to provide feedback on key facilities in the City of Victor Harbor and potential options and opportunities for future development and improvement to existing facilities. As the advisory group represents a cross section of the community, the responses provided a strong guide as to and representation of, the communities wants and needs.

The responses provided represented several viewpoints, however, most were underpinned by the need to improve and further develop existing facilities, developing a new launching facility, and offering a safe environment for boat users. The emphasis on improvement, further development, and safety have been considered as key objectives of this strategy.

Engagement Principles

The City of Victor Harbor has a set of five principles which guide our approach to engagement.

1. Community Participation – We are committed to including, informing and involving our community in local decision making from project planning through to delivery.

2. Open and Accountable – We will provide clear and easy to understand information that will inform our community and encourage meaningful engagement.

3. Accessibility – Our community will be able to access information in a variety of ways.

4. Careful Planning and Evaluation – We will carefully plan community engagement activities and evaluate all feedback to meet the needs of our community.

5. Closing the Loop – We will inform our community of our decisions and outline how feedback was considered.

Level of Engagement

In addition to the five principles, the council has adopted three levels of participation, Inform, Consult and Active Participation (adopted from the International Association for Public Participation's engagement spectrum). For this consultation the proposed level is:

- **Consulting** – two-way communication designed to obtain public feedback on a proposal, initiative or issue to inform Council decision making.

	Inform
✓	Consult
	Active Participation

Community Engagement Scope

In Scope

We are inviting feedback on the Draft Recreational Boating Strategy and invite responses from the community on the various elements of the Strategy including:

- Existing Facilities
- Challenges experienced by the boating community
- Opportunities for improvements to existing facilities and creation of new infrastructure
- Prioritisation and timing of the proposed actions.

Out of Scope

We welcome all feedback relating to the Strategy, whether it be suggested improvements, corrections or additions. Feedback that relates to facilities that are beyond the boundaries of the City of Victor Harbor may be disregarded unless the proposed action is to advocate for the resolution of an issue impacting the boating community.

Risk (Community Engagement Only)

Risk *What might go wrong?*	***Probability*** *How likely is this to happen?*	***Mitigation Strategy*** *How could you prevent this happening?*
Strong opposition to a proposed Action	High	Allowing a diverse range of views to be considered through the consultation and allowing these to be addressed in the final Strategy articulating the advantages and disadvantages of any contentious issue
Building unrealistic expectations	Medium	In our communications to the community, we need to explain that this is a long-term Strategy and some actions are dependent upon funding either by council or through government grants.
Misunderstanding of the timing and approval stages for some proposed actions.	Medium	Providing a Frequently Asked Questions and/or a contact person to discuss any concerns that the community may have relating to the implementation of the Strategy.

Community Engagement Deliverables

By the end of this project, the following actions will have been delivered:

- Notified the community of the Strategy and opportunities to participate in its review
- Provided information and related material for community reference
- Community consultation undertaken via Your Say website
- Summary of engagement findings delivered to the Boating and Marine Facilities Advisory Group and then Council.

Key Messages

- The City of Victor Harbor seeks to have a strategic approach to providing boating facilities to meet current and future demand. The draft Recreational Boating Strategy has been developed to articulate the improvements to boating facilities in the short and long term.

- The Strategy explores issues associated with current facilities, the potential improvements to these facilities and proposes an additional boat ramp and marina along Bridge Terrace Victor Harbor.

- The Strategy replaces the previous outdated Victor Harbor Boating Strategy and supplements the State Government's - SA Boating Facilities Strategic Plan.

- Community members will be encouraged to read the strategy, ask questions to gain clarification and provide us with feedback on the draft.

Key Stakeholders

- City of Victor Harbor Residents and Ratepayers
- Local Businesses and Workers
- Elected Members
- Council Staff
- Council Advisory Group
- Commercial Tourist operators
- Business community allied to recreational boating and fishing
- The broader boating community within, and external to, the City of Victor Harbor

How will we engage?

- **Survey** – available online at Your Say Victor Harbor (www.yoursay.victor.sa.gov.au) or in hard copy
- **Social media** – leveraging Council's Facebook page to encourage community participation

Communications and Engagement Matrix

	City of Victor Harbor Residents and Ratepayers	Local Businesses and Workers	Elected Members	Council Staff	Council Advisory Committees	Local Schools	Interest Groups	Local and Federal Members of Parliament	Government Agencies	Media
Public Notice	x	x	x	x	x		x	x	x	x
Fact sheet	x	x	x	x						x
Posters for display	x						x			
Victor Viewpoint	x	x								
Advertisements	x	x					x			
Media Releases										x
City of Victor Harbor Website	x						x			
Feedback form	x	x			x		x			
Direct email / Letter					x		x	x	x	
Your Say Victor Harbor webpage	x	x			x		x			
Facebook	x	x					x			

Key Dates / Timeline

Date	Action / Milestone
November	Council Endorse the draft Strategy for public consultation
December	Your Say goes live and is open for community input
December	Your Say link emailed to key external stakeholders
January	Consultation closes late January
February	Feedback provided to the Boating and Marine Facilities Advisory Group
February	Strategy updated if required
March	Document presented to Council for endorsement

Measurement and Evaluation

The success of this communications and engagement plan can be measured in the following ways:

- Social media reach including likes, shares and hashtag usage
- Number of hard copy and online feedback forms completed
- Visits to Your Say Victor Harbor website.

5. MINUTES OF THE PREVIOUS MEETING

5.1. Minutes of the Previous Meeting - 27 October 2025

Committee: Ordinary Council Meeting

Meeting Date: 24 November 2025

Report Author: Chelsie Butler

RECOMMENDATION

That the minutes of the Ordinary Council meeting held on Monday, 27 October 2025 be confirmed as true and accurate.

INFORMATION

The purpose of this report is to confirm the minutes of the previous meeting in accordance with Regulation 8(1) of the *Local Government (Meeting) Procedures 2013*.

The minutes of the Ordinary Council meeting held on Monday, 27 October 2025 have been distributed to Council Members.

RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

Legal and Compliance - Preparation and reporting for the endorsement of the minutes can be managed through routine activities and have a negligible impact This risk is assessed as ***low***.

REFERENCES

City of Victor Harbor Community Plan 2030

Aspiration 6 - We are a financially sustainable and well-governed organisation

Other references used:

Local Government (Meeting Procedures) Regulations 2013

- Regulation 8 - Minutes

BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources there are no budget implications from the preparing this report or endorsing the minutes of the previous meeting.

No additional funds are required.

CONSULTATION

Council Members

Chief Executive Officer - Victoria MacKirdy

6. DEPUTATION

6.1 Request for Second Dog Park - Mr Keith Climpson

6.2 Bin at Haywood Court - Mr Brenton Scott

7. QUESTIONS FROM THE GALLERY

8. PETITIONS

9. OFFICE OF CHIEF EXECUTIVE OFFICER

9.1. Outstanding Resolutions - November 2025

Committee: Ordinary Council Meeting

Meeting Date: 24 November 2025

Report Author: Chelsie Butler

RECOMMENDATION

That Council receive and note the Outstanding Resolutions November 2025 report.

PURPOSE

The purpose of this report is to provide Council with an up-to-date listing of the outstanding resolutions of Council as at the time of the agenda preparation.

BACKGROUND

A register of resolutions for the term of Council is maintained and a report included in each Ordinary Council meeting.

The register is presented as an attachment to the report and shows items completed since the last Council meeting and outstanding resolutions that still require action.

COMMENTARY

The Outstanding Resolutions Register provided at Attachment 1 details items still to be actioned and those completed since the Ordinary Council meeting held on Monday, 27 October 2025.

Summary action comments are provided for each item to advise Council of progress to date.

RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

Legal and Compliance - Preparation and reporting for the endorsement of the Outstanding Resolutions Report can be managed through routine activities and have a negligible impact This risk is assessed as ***low***.

REFERENCES

City of Victor Harbor Community Plan 2030

Aspiration 6 - We are a financially sustainable and well-governed organisation

BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources there are no budget implications from the preparation or receipt of the Outstanding Resolutions report.

No additional funds are required.

CONSULTATION

Chief Executive Officer - Victoria MacKirdy

Relevant Staff

ATTACHMENTS

Attachment 1 - Outstanding Resolutions November 2025

Attachment 1 - Outstanding Resolutions - November 2025

COMPLETE

	Meeting Date	Description	Details	WHO	Comments
1	27/10/2025	OC2852025 - Call for Nominations - Australian Coastal Councils Association Committee of Management	That Council supports Cr Marilyn Henderson's nomination for the position of South Australian representative on the Australian Coastal Councils Association Committee of Management.	Chelsie Butler	Cr Henderson's nomination has been lodged.
2	27/10/2025	OC2912025 - Invitation to Join Advocacy for the High Productivity Vehicle Network/Greater Adelaide Freight Bypass	That Council: Note the invitation from the City of Burnside to join the advocacy for the High Productivity Vehicle Network and Greater Adelaide Freight Bypass; and Approve the City of Victor Harbor's participation in the joint advocacy; and Authorise the Mayor and Chief Executive Officer to sign the joint advocacy letter on behalf of the City of Victor Harbor.	Chelsie Butler	Correspondence has been sent to City of Burnside advising of the resolution.
3	27/10/2025	OC2972025 - Regional Community, Sport and Recreation Precinct Heads of Agreement Extension	That Council authorises the Chief Executive Officer to execute the Heads of Agreement for the Regional Community, Sport and Recreation Precinct with a revised expiry date of 15 December 2025.	Rhiannon Scheltus	Heads of Agreement with expiry date of 15 December 2025 executed.
4	27/10/2025	OC2992025 Shared Pathway Investigator College to Armstrong Road	That Council authorise the Mayor and Chief Executive Officer to sign and affix the common seal to the Funding Deed under the State Bicycle Fund for the Shared Pathway – Investigator College to Armstrong Road, on behalf of the City of Victor Harbor. That Council write to the Minister for Infrastructure and Transport thanking her for the support provided for this important project. That Council approve an increase in the 2025/26 capital budget for Project # 300127 (Shared Path Investigator College to Armstrong Road) of $200,000 that is offset with the grant income of $200,000 with no additional funds required.	Rhiannon Scheltus	Deed Signed and posted to Department for Infrastructure and Transport. Thank you letter from Mayor to Minister for Infrastructure and Transport sent.
5	25/08/2025	OC2342025 - Environmental Management Plan	That Council endorse the Draft Environmental Management Plan (2025-2030) for community consultation, in accordance with the Communication and Engagement Plan.	Rhiannon Scheltus	Report with Public Consultation feedback to be presented to Council at the November Ordinary Council Meeting.
6	27/10/2025	OC3032025 - Disability Access and Inclusion Advisory Committee Minutes - 2 October 2025	1. That Council receive and note the minutes of the Disability Access and Inclusion Advisory Committee meeting held on Thursday, 2 October 2025; and 2. That Council advocate to the Minister for Planning and Urban Development regarding safety concerns, overflow parking and traffic impacts associated with affordable housing developments.	Hayley Vowles	Letter has been sent to Minister
7	27/10/2025	OC3132025 - Motion on Notice - Council Led Petition to State Government - Stamp Duty Exemption for First Home Buyers	That Administration investigate and prepare a plan to be presented at the November Ordinary Council for a City of Victor Harbor led petition to the SA State Government's House of Assembly to provide First Home Buyers within *Regional South Australia a Waiver of Stamp Duty on the purchase of Existing Homes on the first $750,000 of the purchase price including: A strategy to maximise signatures over the summer period and make this a State Government Election issue; Request other Councils within Regional SA to endorse the petition, circulate it within their communities and advocate for their local MP to jointly sponsor the petition; Partnering with Regional Development Australia (SA) to gather signatures and support for the petition; Advocating to local and state media to provide support and assistance in bringing awareness and support for the petition; and Have an aim to achieve 10,000 signatures and have the petition tabled in State Parliament.	Katie Common	A report will be presented to the November Ordinary Council meeting.

8	26/02/2024	OC402024 - Marine Safety SA - Harbors and Navigations 23 Regulation Review	That Council work with the Department for Infrastructure and Transport Marine Services Marine Safety and Compliance Unit to undertake broader community consultation on any changes to regulations in relation to considering that: That personal watercraft be permanently banned within the gazetted control area (ensuring that the necessary communications are completed to adequately advertise the extension of the ban). That a no craypot area be implemented at the entrance to the Davenport anchorage for safety of navigation.	Kyla Walker	On 24 January 2025, the SA Recreational Boating Safety Strategy was published, outlining five priority areas and 25 actions to be delivered over the next five years. Since its launch, actions focusing on boating safety education have been initiated, including the successful Stay Afloat lifejacket clinics. Current efforts include investigating a boating safety app, collaborating with the Department for Education on a youth program, starting a boating safety signage project, and expanding the webcam network. The first regulation amendment is being considered to address safer speeds and PWC behaviour near infrastructure. The no-craypot zone near Davenport anchorage and the permanent PWC ban are under review as part of the Strategy.

OUTSTANDING

	Meeting Date	Description	Details	WHO	Comments
9	11/12/2023	OC4552023 - Advisory and Working Group Review	That Council as part of the upcoming introduction of the Sector-wide Community Engagement Charter and subsequent requirement to review its Community Engagement Policy and Framework consider implementing a modern less formal engagement approach to achieve better participation from a broader cross-section of the community.	Kyla Walker	This will be considered when the sector-wide Community Engagement Reforms are rolled out as a part of the Statutes Amendment (Local Government Review) Act 2021. The reforms will see the introduction of a State-wide Charter that all councils will be required align to. Once the Minister for Local Government has developed and released the Charter, work will commence reviewing Council's engagement approach to ensure alignment. This will include a Council Member workshop.
10	22/01/2024	OC192024 - Motion on Notice - Communication and Engagement with the Community - Cr Stewart Burns	That a workshop for elected members be held after the release of the Ministers Draft Community Engagement Charter to discuss ways of improving Councils communication and engagement approach with the community.	Michelle James	A workshop will be scheduled following the release of the Minister's Draft Community Engagement Charter.
11	26/02/2024	OC402024 - Marine Safety SA - Harbors and Navigations 23 Regulation Review	That Council work with the Department for Infrastructure and Transport Marine Services Marine Safety and Compliance Unit to undertake broader community consultation on any changes to regulations in relation to considering that: That personal watercraft be permanently banned within the gazetted control area (ensuring that the necessary communications are completed to adequately advertise the extension of the ban). That a no craypot area be implemented at the entrance to the Davenport anchorage for safety of navigation.	Kyla Walker	COMPLETE On 24 January 2025, the SA Recreational Boating Safety Strategy was published, outlining five priority areas and 25 actions to be delivered over the next five years. Since its launch, actions focusing on boating safety education have been initiated, including the successful Stay Afloat lifejacket clinics. Current efforts include investigating a boating safety app, collaborating with the Department for Education on a youth program, starting a boating safety signage project, and expanding the webcam network. The first regulation amendment is being considered to address safer speeds and PWC behaviour near infrastructure. The no-craypot zone near Davenport anchorage and the permanent PWC ban are under review as part of the Strategy.

12	26/08/2024	OC2792024 - Unsolicited Proposal (USP10) - Biodiversity Victor Harbor	That Council, subject to the establishment of a community native nursery, continue the Unsolicited Proposals process with Biodiversity Victor Harbor for its participation in the operational use of the community nursery, as per the proposal received.	Rhiannon Scheltus	Staff priority is the identification of a site for the nursery/garden. Once Council has decided on a location staff can start looking at the design, stage 1 construction inclusions and an operational model that considers the co-location, site requirements and scope inclusions. Staff are also looking at how additional resources can be applied to this project within existing budget. The Open Space and Property team presented at a Council Briefing on Monday, 10 February 2025. A report is anticipated to be presented to a future Council Meeting for a decision on a potential location, once notification from possible land enquiries is received. Construction allowance included in the Asset Management Plans and 2025/26 budget.
13	28/01/2025	OC12025 - Adjourned Item - Speed Zone Review - The Esplanade/Flinders Parade	1. That Council support a speed zone reduction from 30km/h for The Esplanade/Flinders Parade, Victor Harbor between Albert Place and Coral Street, including Albert Place and Coral Street including Albert Place east of Grozier Road Intersection to the Esplanade. 2. That Administration request a formal speed zone review and provide feedback to the Department for Infrastructure and Transport to support the final authorisation and implementation of the speed limit change. 3. That Council endorse any changes to the speed zone signage as guided by the Department for Infrastructure and Transport.	Rhiannon Scheltus	Administration has commenced the process for requesting a speed zone review from the Department for Infrastructure and Transport. We do not have a proposed end date for this item as DIT can take between 6 months and 3 years to provide feedback. DIT has confirmed that they are aware of the process.
14	23/06/2025	OC1682025 - 2025 Community Satisfaction Survey	That Council receive and note the 2025 Community Satisfaction Analysis Report as provided under separate cover. That an update report be presented back to Council at six-monthly intervals until the next Community Satisfaction Survey is undertaken addressing the actions undertaken in response to the results and recommendations. That Council give consideration during the 2026/27 budget deliberations to undertaking a further Community Satisfaction Survey.	Chelsie Butler	The next update report will be presented in December 2025.
15	28/07/2025	OC2092025 - Encounter Bay Netball Club Lease Variation	That the matter be adjourned until confirmation of the grant funding is known, and that a report be presented to the next Council Meeting following the announcement.	Hayley Vowles	The Encounter Bay Netball Club has been notified and will proceed with the grant application. The adjourned Item will be brought to Council once the outcome of the application is known.

16	25/08/2025	OC2352025 - Speed Limit Reviews Colebatch Road and Agnes Gillespie Drive	1.That Council, considering requests from the community and advice provided by the Department for Infrastructure and Transport (DIT), request the Department for Infrastructure and Transport to provide approval to Council for a 50km/h speed limit sign to replace the 'dust' sign on Colebatch Road, near the intersection with Day Road. 2.That Council, considering requests from the community and advice provided by the Department for Infrastructure and Transport (DIT), remove the 60 km/h signs 20 meters before and after the wombat crossing on Agnes Gillespie Drive, allowing the 40 km/h speed limit to apply to the wombat crossing to terminate at the T-intersection of Adelaide Road. 3.That Council, considering requests from the community and advice provided by the Department for Infrastructure and Transport (DIT), direct Administration to engage a Traffic Engineer to review the residential precinct adjoining Agnes Gillespie Drive and Kleinig Drive at Hayborough for its suitability as a 40 km/h residential zone with the view that the recommendations be presented to Council at a future meeting.	Rhiannon Scheltus	1. Request made to DIT to replace 50km/h signage at the intersection of Day Road and Colebatch Road. 2. COMPLETE in September 2025. 3. COMPLETE a Traffic Engineer has undertaken the review and a report is included in the Agenda fro Council's consideration.
17	22/09/2025	OC2692025 - Motion on Notice - Housing Our Health and Aged Care Workers - Cr Brayden Mann	That Administration: 1.Engage with the developers of the new Retirement / Residential Villages in Victor Harbor that are currently being designed and/or constructed around their willingness to provide affordable housing within their developments for health and aged care workers; and 2.Investigate and report back on whether there are any planning mechanisms that Council could consider implementing to: a.Prevent more Retirement / Residential Villages from being constructed in Victor Harbor within the next 25 years (excluding the 4 recently announced Retirement Villages); or b.Require future Retirement / Residential Villages to provide affordable housing within their developments for health and aged care workers; or c.Require future Retirement / Residential Villages to contribute to a Future Fund with the monies to be used to assist in attracting and retaining health and aged care workers.	Hayley Vowles	Resolutions are in progress and correspondence has been sent to developers.
18	27/10/2025	OC2812025 - Licence Renewal and Beachside Market Location	That Council: note that discussions have occurred around the potential relocation of the Beachside Markets to Ocean St, in line with the Council resolution from 25 August 2025; and endorse retaining the markets in their current location, being Soldiers Memorial Reserve; and endorse the Victor Harbor Beachside Market licence renewal as provided at Attachment 1 for a further four (4) years, noting the licence includes a process and conditions for when vehicles may remain on Soldiers Memorial Reserve	Rhiannon Scheltus	The Lease has been provided to leasee for signing.

19	27/10/2025	OC3092025 - Victor Harbor Horse Tram Authority - 2024/25 Annual Report and Financial Statements	That in recognition of the financial impact of the algal bloom, Council work with the Victor Harbor Horse Tram Authority to increase the level of advocacy to the State Government for financial assistance including: a.Preparing large, visible signage for the Horse Tram and Foreshore Stables that reads "At Risk of Closure due to Algal Bloom. Save us State Government!" b.Social media marketing to alert the broader community and State of the financial impact that the Algal Bloom has had on the Horse Tram; and c.Working with local and state media to help spread our message and call on the State and/or Federal Government to provide the required finances.	Toni Carter	Administration has met with the Horse Tram Authority General Manager to progress this resolution. The Mayor and CEO have discussed financial support directly with the State Government.
20	27/10/2025	OC3112025- Victor Harbor Horse Tram Authority - 2024/25 Annual Report and Financial Statements	Adjourned Motion: That Council approve an amendment to the Victor Harbor Horse Tram Authority Audit Committee Terms of Reference, enabling the CEO to appoint an appropriately skilled staff member to the Committee (non-voting position) to support the oversight of its financial position. Formal Motion: That the matter be adjourned to the December Ordinary Council Meeting, to allow Cr Stewart Burns to submit a Motion on Notice to the November Ordinary Council Meeting in relation to this matter.	Toni Carter	A report will be presented to the December Ordinary Council meeting as per the resolution.

9.2. 2024/25 Financial Statements

Committee: Ordinary Council Meeting

Meeting Date: 24 November 2025

Report Author: Kellie Knight-Stacey

RECOMMENDATION

That Council receive and note the 2024/25 Financial Statements reporting an operating deficit of $822,000 and an unmodified audit opinion for both internal controls and the financial position of Council.

PURPOSE

The purpose of this report is to present the 2024/25 Financial Statements and comparison analysis to Council.

BACKGROUND

Section 127 of the *Local Government Act 1999* (the Act) and Part 4 of the *Local Government (Financial Management) Regulations 2011* (the Regulations) provide the statutory requirements for the preparation of the annual financial statements.

Section 127 of the Act states that:

(*1) a council must prepare for each financial year -*

(a) financial statements and notes in accordance with standards prescribed by the regulations; and

(f) other statements or documentation relating to the financial affairs of the council required by the regulations

Part 4 of the Regulations provides that:

13 - Form of financial statements

The financial statements of a council (...) must be in accordance with the requirements set out in the Model Financial Statements.

The Regulations also provide that an analysis must be considered in regards to actual results compared to the budget as follows:

10 - Report on Financial Results

(1) A council (...) must, by no later than 31 December in each year, prepare and consider a report showing the audited financial results of each item shown in the statement of

comprehensive income and balance sheet of the budgeted financial statements of the council (...) for the previous year compared with the estimated financial results set out in the budget in a manner consistent with the Model Financial Statements.

(2) A council must also include in a report under subregulation (1) audited financial results for the previous financial year of the council's operating surplus ratio, net financial liabilities ratio and asset renewal funding ratio compared with estimates set out in the budget presented in a manner consistent with the note in the Model Financial Statements entitled Financial Indicators.

The 2024/25 Financial Statements and comparison reports were considered by Councils Audit and Risk Committee on Monday, 3 November 2025 with the following resolved:

ARC582025

Moved: Michele Bennett

Seconded: Brendan Dowd

That the Audit and Risk Committee:

a. *receive and note the 2024/25 Financial Statements and tabled Audit Completion Report; and*
b. *advise Council and External Auditors that the 2024/25 Financial Statements have been reviewed and they present a fair view of the financial position of Council; and*
c. *recommends that Council receive and note the 2024/25 Financial Statements reporting an operating deficit of $822,000 and an unmodified audit opinion; and*
d. *recommends that administration ensures that the asset renewal funding ratio calculation accurately reflects work in progress (WIP) completed throughout the year.*
e. *recommends that asset management plans are reviewed to reflect council's actual practices regarding renewal and new or upgrade capital expenditure, as noted in the external audit completion report.*
f. *recommends that administration communicate with Council and the community regarding the adjusted surplus ratio, which provides a more accurate reflection of the council's true operating position.*

CARRIED

COMMENTARY

The 2024/25 Financial Statements have been prepared in line with statutory requirements and Australian Accounting Standards using the Model Financial Statements format as approved by the Minister.

The 2024/25 Financial Statements are provided under separate cover.

Asset Revaluations

Revaluations were undertaken and processed on land, buildings, stormwater, open space and artworks as at 1 July 2024.

The impact on the revaluation reserve as a result was a net increase of $49,371,076 broken down across asset classes as follows:

- Land $27,168,227
- Buildings $ 7,934,173
- Stormwater $13,016,118
- Open Space $ 1,222,358
- Artworks $ 30,200

A summary of the impacts is provided at Attachment 1.

The revalued amounts are included in the 2024/25 financial statements.

Statement of Comprehensive Income

The Statement of Comprehensive Income provides an $822,00 operating deficit compared to a deficit of $3.8 million in 2023/24.

Total operating income was 10.8% higher than in 2023/24 due to rates revenue, user charges and grants.

Total operating expenses were 2% higher than in 2023/24 due to depreciation and materials.

A comparison between this year and last year, including commentary for variances greater than 10% is provided at Attachment 2.

Statement of Financial Position

The Statement of Financial Position provide $426,622 million of net assets compared to $372,472 million in 2023/24.

Total assets increased by 14.6% due to asset revaluations and capitalisation of projects.

Total liabilities increased by 0.2% due to trade payables and provisions, which were offset by a reduction in borrowings required.

A comparison between this year and last year, including commentary for variances greater than 10% is provided at Attachment 3.

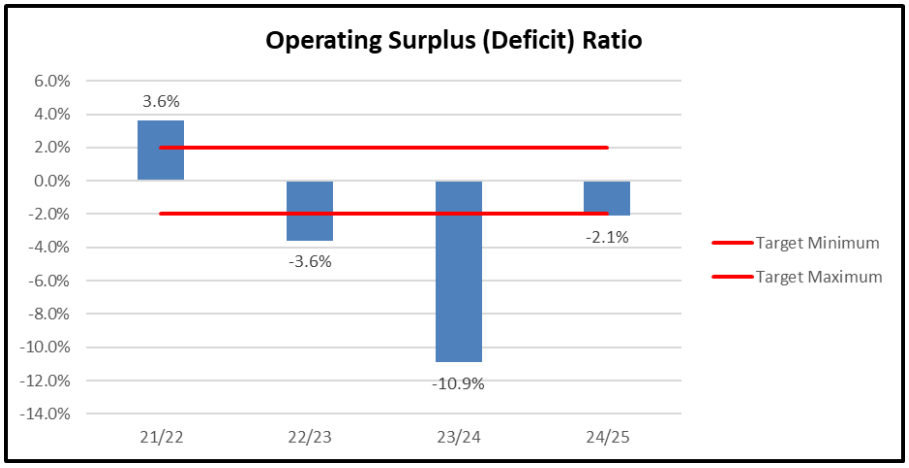
Financial Indicators

The table below provides the key financial indicators for 2024/25 and a comparison to 2023/24:

#	Description	2023/24	2024/25	Comments
1	Operating Surplus Ratio	-10.9%	-2.1%	Increased user charges, grants, investment and reimbursement income
2	CVH Adjusted Operating Surplus Ratio	-5.7%	1.0%	Removal of Corporate System Replacement Project
3	Net Financial Liabilities Ratio	32%	23%	Fixed-term loan repayments and reduction in CAD balances
4	Asset Renewal Funding Ratio	52%	64%	Expenditure levels required within Asset Management Plans were not achieved

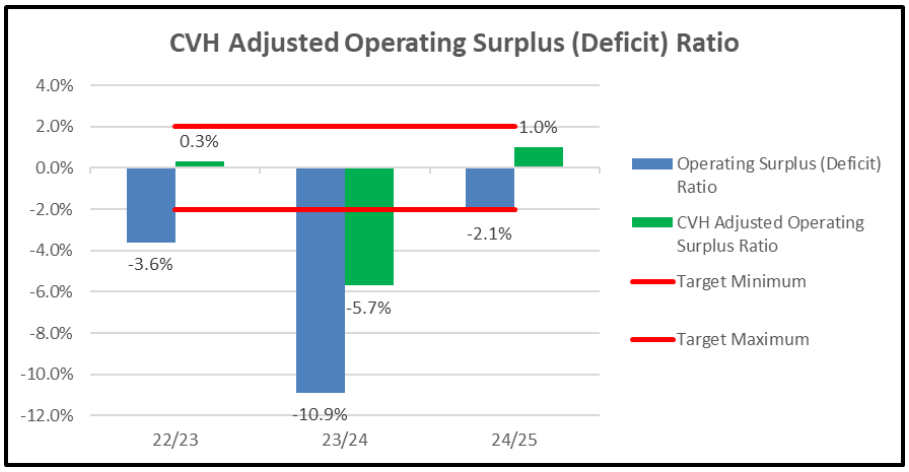
1. Operating Surplus Ratio

This ratio at -2.1% is just outside of Council's target range of -2% to 2%. Whilst a budget deficit was a considered decision in 2024/25, additional income, including advance payments of financial assistance grants assisted in reducing the deficit. The graph below shows the ratio over the past four years:



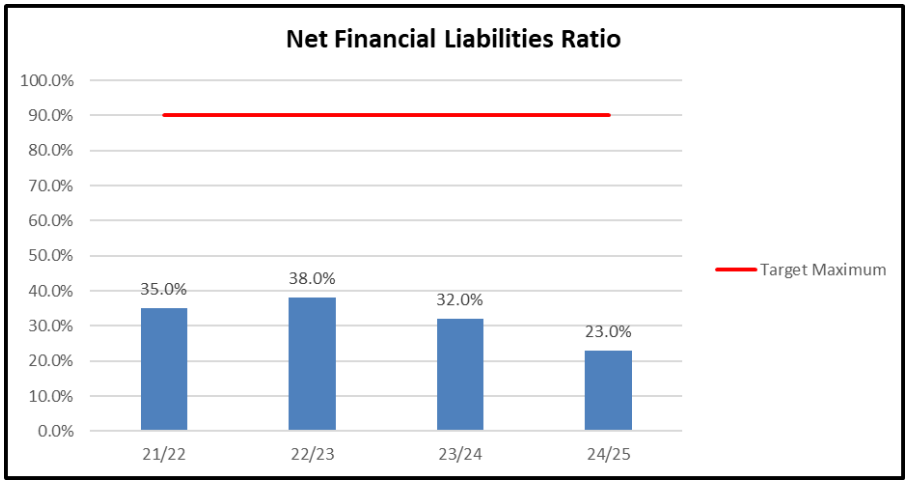
2. CVH Adjusted Operating Surplus Ratio

This ratio excludes the materially significant project amounts for the Corporate System Replacement and Sport and Recreation Precinct, as these are expenses that fall outside of normal operations and, although not assets, are considered to have a longer-term impact than in the one financial year. The ratio at a surplus of 1% reveals the underlying financial position of the Council excluding non-recurring projects. The graph below shows the ratios over the last three years of the corporate system project.



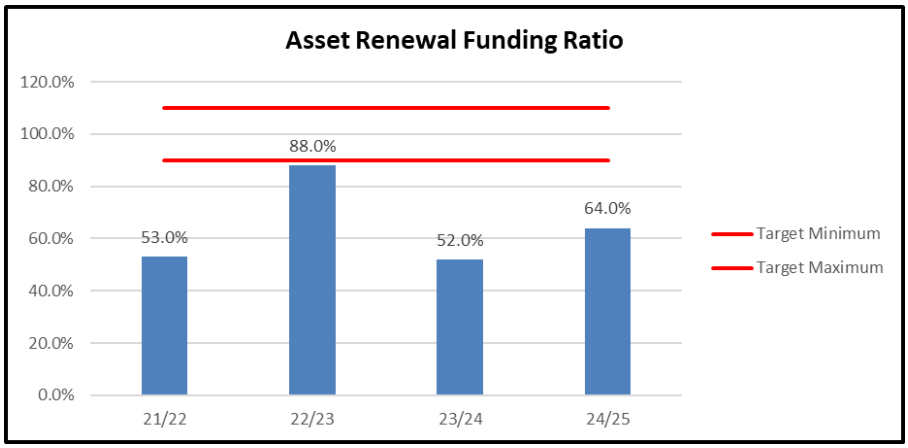
3. Net Financial Liabilities Ratio

This ratio at 23% is well below the council's maximum target of (cap) of 90%. The result is reflective of the reduction in borrowings, with debt being paid down and less reliance on Cash Advance Debentures. Borrowings outstanding as of 30 June 2025 were $8 million. The graph below shows the ratio over the past four years:



4. Asset Renewal Funding Ratio

This ratio at 64% is well below the Council target range of 90% to 110% and continues the trend across a number of years of lower capital expenditure on replacement of assets than required by the Council's Asset Management Plans. Council's target also includes a rolling three-year average of 100% to allow for peaks and troughs in renewal projects. The three-year average as at the end of 2024/25 is also below the target at 68%. This matter was raised by both the external audits in their Audit Completion Report and the Audit and Risk Committee. A review of the Asset Management Plans is underway to assess the allocation of renewal / new expenditure. The graph below shows the ratio over the past four years:



Audit Completion Report

The External Audit Completion Report by DeanNewbery provides an unmodified audit opinion on both the internal controls and the financial statements.

The report also provides recommendations for improvements in future years, with these added to the external audit action register as follows:

- Finalise valuation procedures to detail how to undertake pre-work, review of valuer documentation and uploads to the Fixed Asset Register.
- Address excessive annual leave balances.
- Review Asset Management Plans and Long Term Financial Plan to ensure adequate funding for renewal of assets.

A copy of the External Audit Completion Report is provided at Attachment 4.

RISK ASSESSMENT

The following risks have been assessed in line with the Council's Risk Management Framework and Policy:

Legal and Compliance - The 2024/25 Financial Statements have been prepared in line with legislative requirements and accounting standards. The statements have been externally audited with an unmodified opinion provided. The statements have been reviewed by the Council's Audit and Risk Committee in accordance with the Local Government Act 1999 and their Terms of Reference. This risk is assessed as ***low.***

REFERENCES

City of Victor Harbor Community Plan 2030

Aspiration 6 - We are a financially sustainable and well-governed organisation

Other references used:

Local Government Act 1999

- Section 127 - Financial Statements

Local Government (Financial Management) Regulations 2011

- Part 4 - Financial Statements

BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources, there are no budget implications in the consideration of the 2024/25 Financial Statements and External Audit Completion Report.

No additional funds are required.

CONSULTATION

Audit and Risk Committee - Meeting held 3 November 2025

Accountant - Jeet Thind

ATTACHMENTS

Attachment 1 - Revaluation Reserve Impact

Attachment 2 - Statement of Comprehensive Income

Attachment 3 - Statement of Financial Position

Attachment 4 - External Audit Completion Report

Attachment 1 - Revaluation Reserve Impact

City of Victor Harbor
Revaluation Reserve Impact Report as at 30 June 2025

Asset Class	Before Revaluation			Revaluation			After Revaluation		
	Cost	Accumulated Depreciation	Written Down Value	Cost	Accumulated Depreciation	Written Down Value	Cost	Accumulated Depreciation	Written Down Value
Land	68,463,773	-	68,463,773	27,168,227	-	27,168,227	95,632,000	-	95,632,000
Buildings	58,323,216	19,863,655	38,459,561	23,786,553	15,851,380	7,934,173	82,109,769	35,715,036	46,394,734
Stormwater	64,292,058	17,534,516	46,757,542	18,969,597	5,953,479	13,016,118	83,261,655	23,487,994	59,773,660
Open Space	23,144,174	7,599,095	15,545,079	3,902,569	2,680,211	1,222,358	27,046,743	10,279,305	16,767,438
Artworks	353,650	-	353,650	30,200	-	30,200	383,850	-	383,850
TOTAL	**214,576,871**	**44,997,266**	**169,579,605**	**73,857,146**	**24,485,070**	**49,371,076**	**288,434,017**	**69,482,335**	**218,951,681**

Attachment 2 - Statement of Comprehensive Income

City of Victor Harbor

Last Year v This Year

for the year ended 30 June 2025

Statement of Comprehensive Income	Actual YTD $'000	Last Year $'000	Variance $'000	Variance %	Significant Variations (>10%) from Last Year
Income					
Rates	30,553	28,315	2,238	8%	< 10% Variance
Statutory charges	740	736	4	1%	< 10% Variance
User charges	3,697	3,489	208	6%	< 10% Variance
Grants, subsidies and contributions	3,425	2,092	1,333	64%	24/25 Financial Assistance Grants not received in advance and increase in CNP Funding
Investment income	99	81	18	22%	Increase due to LGFA Special Distribution on Deposits
Reimbursements	490	445	45	10%	Increase due to Study Hub reimbursements received
Other income	31	66	(35)	-53%	Reduced insurance claims paid to Council and general donations in 24/25.
Total Income	**39,035**	**35,224**	**3,811**	**11%**	
Expenses					
Employee costs	13,054	12,906	148	1%	< 10% Variance
Materials, contracts and other expenses	15,676	15,153	523	3%	< 10% Variance
Depreciation, amortisation and impairment	10,184	9,602	582	6%	< 10% Variance
Finance Costs	276	452	(176)	-39%	Decreased reliance on CADs throughout the year
Net loss - equity accounted council business	667	944	(277)	-29%	Decrease in FRWA and FRAC losses
Total Expenses	**39,857**	**39,057**	**800**	**2%**	
Operating Surplus / (Deficit)	**(822)**	**(3,833)**	**3,011**		
Physical resources received free of charge	4,896	2,075	2,821	136%	Value dependent on the number of increment/decrements from revaluations
Asset Disposal and Fair Value Adjustments	(809)	(420)	(389)	93%	Value dependent on the number of increment/decrements from revaluations
Amounts specifically for new or upgraded assets	1,478	808	670	83%	Higher level of grant funding in 24/25 for Coastal Protection
Net Surplus / (Deficit)	**4,743**	**(1,370)**	**6,113**	**-446%**	
Other Comprehensive Income					
Amount which will not be reclassified subsequently to operating result					
Changes in Revaluation Surplus - I, PPE	49,370	(64)	49,434	-77241%	As a result of revaluations undertaken in 24/25.
Share of other comprehensive income - equity accour	38	(38)	76	-200%	FRWA other comprehensive income
Total Other Comprehensive Income	**49,408**	**(102)**	**49,510**	**-48539%**	
TOTAL COMPREHENSIVE INCOME	**54,151**	**(1,472)**	**55,623**	**-3779%**	

Attachment 3 - Statement of Financial Position

City of Victor Harbor

Last Year v This Year

for the year ended 30 June 2025

Statement of Financial Position	Actual YTD	Last Year	Variance		Significant Variations (>10%) from Last Year
	$'000	$'000	$'000	%	
ASSETS					
Current Assets					
Cash and cash equivalents	3,310	1,367	1,943	142%	Greater cash in bank held due to LGGC Grants paid in advance
Trade and other receivables	2,014	1,813	201	11%	Increased Prepayments recorded
Inventories	309	327	(18)	-6%	< Less than 10% variance
Total Current Assets	5,633	3,507	2,126	61%	
Non-Current Assets					
Trade and other receivables	324	359	(35)	-10%	Repayments of Loans to Community Club reducing balances
Equity accounted investments in Council businesses	10,710	11,340	(630)	-6%	< Less than 10% variance
Other Non-Current Assets	5,260	3,304	1,956	59%	Increase in expenditure held in WIP
Infrastructure, property, plant and equipment	419,404	368,651	50,753	14%	Revaluations and capitilisation
Total Non-Current Assets	435,698	383,654	52,044	14%	
TOTAL ASSETS	441,331	387,161	54,170	14%	
LIABILITIES					
Current Liabilities					
Trade and other payables	4,268	2,900	1,368	47%	Increase to Accrued Expenses due to invoices received late in July
Borrowings	688	663	25	4%	< Less than 10% variance
Provisions	2,213	2,532	(319)	-13%	Reduction in current LSL provision
Total Current Liabilities	7,169	6,095	1,074	18%	
Non-Current Liabilities					
Borrowings	7,316	8,398	(1,082)	-13%	Loans reducing in line with repayments
Provisions	226	196	30	15%	Increase to non-current LSL provision
Total Non-Current Liabilities	7,542	8,594	(1,052)	-12%	
TOTAL LIABILITIES	14,711	14,689	22	0.1%	
NET ASSETS	426,620	372,472	54,148	15%	
EQUITY					
Accumulated surplus	78,388	73,940	4,448	6%	< Less than 10% variance
Asset revaluation reserve	347,071	297,800	49,271	17%	24/25 Revaluations
Other reserves	1,161	732	429	59%	Increased Open Space Reserve contributions
TOTAL EQUITY	426,620	372,472	54,148	15%	

Attachment 4 - External Audit Completion Report

External Audit Completion Report

Financial Year Ended 30 June 2025

City of Victor Harbor

DeanNewbery

3 November 2025

Dear Audit & Risk Committee Members

This report has been prepared for the City of Victor Harbor's (the Council) Audit & Risk Committee in relation to the financial year ended 30 June 2025 external audit.

The purpose of this report is to provide members of the Audit & Risk Committee a summary of the significant matters that have arisen from our audit which we believe covers material matters dealt within our work completed.

As at the time of preparing this report, we have completed a sufficient level of work to enable us to provide you with our expected audit opinions subject to finalisation of the outstanding matters outlined within this report. We are pleased to report that we expect to issue unmodified audit reports subject to the successful completion of the outstanding matters noted.

Should you require any further information, please contact me on 8267 4777.

I would like to take this opportunity to thank the Administration for the assistance provided throughout the audit process.

Your sincerely

SAMANTHA CRETEN
Director

Contents

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Key Audit Matters Considered	9
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Draft Assurance Report on the Financial Controls of Council	17

Executive Summary

Scope

The audit procedures have been designed and carried out by the audit team in accordance with Australian Auditing Standards and per the audit scope prescribed under the *Local Government Act 1999* and applicable Regulations for the financial year ended 30 June 2025.

Our audit procedures were designed to undertake the work necessary to form opinions as required per the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* as to whether:

- the financial report was prepared, in all material respects, in accordance with the Australian Auditing Standards and the *Local Government Act 1999* (the Act) and applicable Regulations; and,
- controls exercised by the Council in relation to the receipts, expenditure and investment of moneys, the acquisition and disposal of property and the incurring of liabilities are sufficient to provide assurance that the financial transactions of the Council have been conducted properly and in accordance with law. The opinion is to based on the criteria established in the *Better Practice Model – Financial Internal Control* issued by the Local Government Association of South Australia.

Audit Status

All requested audit adjustments have been processed and disclosures within the financial report appropriately modified based on audit testing completed. All requested information has been provided by the Administration during the course of the audit.

Subject to the finalisation of the matters outlined in this report, our audit opinions for the financial year ended 30 June 2025 will be signed without reference to any qualifications. Draft copies of the audit reports have been provided within this report.

Executive Summary

Outstanding Matters to be Completed

- Undertake a review of subsequent events since balance date.
- Obtain certified financial statements as required.
- Receipt of the signed Management Representation Letter.

Independence

In accordance with our professional ethical requirements, we confirm that, for the audit of the Council for the financial year ended 30 June 2025, all members of our audit team have maintained their independence in accordance with the requirements of APES 110 – Code of Ethics for Professional Accountants, Part 4A, published by the Accounting Professional and Ethical Standards Board and in accordance with *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*.

Summary of Misstatements

Below is a summary of misstatements identified during the course of the Balance Date audit and the status of matters identified. Any misstatements, either individually or in aggregate, that are considered to be immaterial, have not been adjusted.

Misstatements which are considered trivial have not been included in the table below.

Matter No.	Description	Operating Surplus/ (Deficit) ($'000)	Net Surplus/ (Deficit) ($'000)	Assets Dr/(Cr) ($'000)	Liabilities Dr/(Cr) ($'000)	Equity Dr/(Cr) ($'000)	Status of Matter
1	Asset revaluation and disposal adjustment	-	(401)			401	Corrected
Summary Corrected Misstatements Impacting FY25		**-**	**(401)**	**-**	**-**	**401**	
Summary Uncorrected Misstatements		**-**	**-**	**-**	**-**	**-**	

Summary of Misstatements (continued)

Below is a description of the issues identified with misstatements reported on Page 6:

No.	Matter	Description
1	Asset revaluation and disposal adjustment	A valuation movement for a Building asset was incorrectly processed in the Council's Building Fixed Asset Register module. To correct the error, a disposal entry was recorded for the transaction which resulted in an overstatement of the Asset Revaluation Reserve balance and Net Loss on Disposal (Note 4 of the financial statements). A correction has been recorded to adjust for this identified error.
Disclosure Adjustment	Cashflow Statement	Corrections were required to the Cash Flow Statement disclosures for the following matters: • Operating cash flows misclassified to renewal and replacement of assets (capital expenditure). Adjustment resulted in $2.335 million increase to Operating Cash Flows and a corresponding decrease to Investing Activities. • Misclassification of expenditure between expenditure on new/upgraded assets versus expenditure on renewal/replacement of assets. Resulted in a further $3.88 million adjustment to decrease expenditure on asset renewal costs and a subsequent increase on expenditure on new/upgraded spend. Classification of above cash flow transactions are important to ensure that ratios reported within the financial statements have been accurately calculated.

DeanNewbery

Matters for Those Charged with Governance and Management

Fraud	
Description	**Outcome**
The external audit is not designed to detect fraud however our audit procedures include evaluating the risk of material misstatement due to fraud whilst maintaining professional scepticism and evaluating evidence for signs of fraud. Should any instances arise and we become aware of it, we will report them to you.	Management have confirmed to us that there were no matters of fraud identified for the financial year and we have not identified any instances of fraud in the work we have completed. We believe it is important for the Administration and the Audit & Risk Committee to continually evaluate and enhance the effectiveness of the internal control environment to identify and mitigate potential fraud risks.

Legal Compliance	
Description	**Outcome**
We have made enquiries with the Administration in relation to non-compliance with laws and regulations during the course of the financial year.	No instance of non-compliance have been identified as a result of the enquires we have made with the Administration.

Key Audit Matters Considered

As part of our audit planning process we identified key audit and accounting matters that were considered and tested during the course of the audit which represented areas of identified risk where material misstatements could occur.

As a result of the work we have recently completed, we have provided further detail below of the key audit matters and the outcomes from our testing completed.

Management Override of Internal Controls		
Key Audit Matter Description	**Audit Work Undertaken**	**Outcomes of Testing Completed**
The Australian Auditing Standards mandate that the external auditor must assume there is a risk that the Council's Administration can override internal controls, even those that appear to be functioning effectively, leading to potential manipulation of accounting records.	• Review and observation of controls in operation to assess whether controls are operating effectively as intended throughout the period. • Perform analytical reviews and recalculation of transactions. • Test the appropriateness of journal entries processed to prepare the financial statements. • Review of accounting estimates and assumptions applied to the preparation of those estimates to evaluate its appropriateness and relevance.	No matters were identified during the course of our audit.

Key Audit Matters Considered (cont.)

Infrastructure, Property, Plant & Equipment (IPPE)		
Key Audit Matter Description	**Audit Work Undertaken**	**Outcomes of Testing Completed**
Infrastructure, Property, Plant & Equipment (IPPE) sample transaction review	• Conducted sample testing on asset additions and disposals to verify accuracy and compliance with accounting policies. • Performed sample testing of depreciation calculations to verify that the inputs were consistent with the Council's Asset Accounting Policies. • Reviewed the presentation and disclosure of fixed assets in Note 7 of the financial statements to ensure alignment with the South Australian Local Government Model Financial Statements. • Reviewed Capital Works In Progress (WIP) reconciliations to identify any long-term projects recorded to ensure correct ongoing classification of costs as WIP. • Tested transactions allocated to WIP to ensure appropriate allocation of expenses incurred as Operating vs Capital in line with AASB 116 including costs related to the transition of new Accounting System.	Several presentation issues were identified, requiring multiple revisions to the Note 7 disclosures. Adjustments were required to correctly classify asset recorded between 'at cost' and 'at fair value'. Furthermore, all disposals were incorrectly allocated to the 'at cost' column. Without correction, this would suggest that Council was replacing assets constructed within the past 2–4 years. No exceptions were noted with WIP and Capital Additions.

Key Audit Matters Considered (cont.)

Revaluation of Infrastructure, Property, Plant & Equipment (IPPE) Assets		
Key Audit Matter Description	**Audit Work Undertaken**	**Outcomes of Testing Completed**
Valuation of Land, Land Improvements & Playgrounds and Buildings & Other Structure Asset Classes	• Evaluation of assumptions and data used to calculate carrying values and annual depreciation expenses. • Assessment of capabilities, experience and work undertaken of valuers engaged to conduct independent valuations to ensure assumptions applied to the valuations are reasonable. • Reviewed the application and presentation of the revalued data within Councils Asset Registers.	Misstatements relating to Building assets have been addressed in this report. No exceptions were identified in other asset classes; however, issues within the valuation process were brought to our attention and are further discussed in the 'Matters to be Considered in Future Years' section of this report.

Accounting for Grant Income		
Key Audit Matter Description	**Audit Work Undertaken**	**Outcomes of Testing Completed**
Treatment of Grant Income Received	• Reviewed Grant Agreements and identified specific performance obligation to assess whether there were any unrecorded liabilities, and the recognition of revenue was appropriate per accounting standards. • Reviewed accounting treatment of funding received (e.g., Capital vs Operating) to ensure appropriate classification and disclosure per the Model Financial Statements.	No material exceptions were noted

Key Audit Matters Considered (cont.)

Provision for Employee Entitlements		
Key Audit Matter Description	**Audit Work Undertaken**	**Outcomes of Testing Completed**
Provision for Employee Entitlements	• Reviewed the assumptions and formulas used to calculate the Employee Entitlement Provisions including oncosts and present value discounting to ensure these were consistent with industry standards and Australian Accounting Standards. • Reviewed data used from council finance system to ensure integrity of worksheets used to calculate the entitlement provisions.	No material exceptions were noted.

Internal Controls		
Key Audit Matter Description	**Audit Work Undertaken**	**Outcomes of Testing Completed**
Internal control deficiencies were identified in FY24 that resulted in a qualified opinion on the Assurance Report on Internal Controls. These issues related to inappropriate user access permissions, inappropriate financial delegations, segregation of duties and general ledger reconciliations.	• As reported in our Interim Audit Management letter issued 30 April 2025; the Administration has taken corrective action to address these deficiencies. The original control weaknesses have been resolved, and effective compensating controls have been implemented to ensure the issues do not recur.	The internal control issues identified in the prior year have been addressed as previously reported.

Matters to be Addressed in Future Financial Years

As a result of audit work completed, the following audit matters have been identified during the course of our audit which we have summarised below.

Revaluation Process

Audit Matter Description	Audit Recommendation
The Administration has brought to our attention the following matters: • The Council's Asset Module (held within the TechnologyOne system) is not capable of generating a prior-period report. Without realising this, the asset data sent by Council to the external valuers included post valuation date additions and disposals, requiring manual adjustments after the valuation had been completed. • Land assets worth $1.48 million were incorrectly recorded as being "Found" but were in fact road reserves (i.e. not Council assets). Additionally, Buildings and Stormwater assets worth $0.831 million were marked as "Found" but were identified as duplicate assets. Manual intervention was needed to exclude these assets from valuations after they were loaded into registers. • The Administration were unable to obtain amended reports from the external valuers for the above matters. Council's Finance team identified and resolved these issues; however, the reconciliation process was time-intensive and caused delays in completing the external audit.	• The Administration has advised that they are in the process of developing a step-by-step procedure on what is required to undertake a valuation process with the new system. • This will be an important process to document to ensure accuracy and completeness of Councils fixed asset valuations in future periods.

Matters to be Addressed in Future Financial Years (Cont.)

Excessive Leave Balances	
Audit Matter Description	**Audit Recommendation**
As at 30 June 2025, there were 22 of 135 employees with leave balances exceeding 8 weeks of leave. This represented 43% ($564.232) of the total Annual Leave Provision ($1,322,116). 8 weeks of leave accrued is considered excessive under the National Employment Standards (NES).	• Recommend that Council put in place leave management plans to reduce these balances, not only from a financial risk perspective but also promote employee wellbeing in line with occupational health and safety standards.

Asset Renewal Program	
Audit Matter Description	**Audit Recommendation**
A review of the Council's Asset Renewal Funding Ratio (ARFR) notes that for the last 5-years, the Council has averaged a ratio of 61% which is well below the minimum target range of 90% - 110%. The average spend of 61% indicates that Council is investing significantly below the recommended target range for annual asset renewals. This underinvestment suggests a risk of failing to maintain desired asset service standards and may lead to a substantial backlog of capital works in future years to address deterioration across the asset network.	• Council should review its strategic plans, including the Annual Business Plan and Long-Term Financial Plan, to ensure that the concerns outlined in this report are addressed and incorporated into funding strategies for the long-term asset renewal program.

Draft Audit Report

INDEPENDENT AUDITOR'S REPORT

To the members of the City of Victor Harbor

Report on the Audit of the Financial Report

Opinion

We have audited the accompanying financial report of the City of Victor Harbor (the Council), which comprises the Statement of Financial Position as at 30 June 2025, the Statement of Comprehensive Income, the Statements of Changes in Equity, the Statement of Cash Flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and other explanatory information and the Certification of the Financial Statements.

In our opinion, the accompanying financial report presents fairly, in all material aspects, the financial position of the Council as at 30 June 2025, and its financial performance and its cash flows for the year then ended in accordance with the *Local Government Act 1999*, *Local Government (Financial Management) Regulations 2011* and the Australian Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described as in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Council in accordance with the auditor independence requirements of the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Council's Responsibility for the Financial Report

The Council is responsible for the preparation of the Council's financial report in accordance with Australian Accounting Standards, the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*, and for such controls as Council determines is necessary to enable the preparation of the financial report is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Council is responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless Council either intends to liquidate the Council or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Council's financial reporting process.

DRAFT

Draft Audit Report (Cont.)

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that the audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Council.
- Conclude on the appropriateness of the Council's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Council's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

DRAFT

DEAN NEWBERY

SAMANTHA CRETEN

Director

Signed on the day of 2025

Draft Assurance Report on Internal Controls

INDEPENDENT ASSURANCE REPORT ON THE INTERNAL CONTROLS OF THE CITY OF VICTOR HARBOR

Opinion

In our opinion, the City of Victor Harbor (the Council) has complied, in all material respects, with *Section 125 of the Local Government Act 1999* in relation to the Internal Controls established by the Council relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities so as to provide reasonable assurance that the financial transactions of the Council have been conducted properly and in accordance with law for the period 1 July 2024 to 30 June 2025.

Basis for Opinion

We have audited the Internal Controls of the Council under the requirements of *Section 125 of the Local Government Act 1999* in relation only to the Internal Controls established by the Council to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities for the period 1 July 2024 to 30 June 2025 have been conducted properly and in accordance with law.

We conducted our engagement in accordance with Standard on Assurance Engagements *ASAE 3000 Assurance Engagements Other than Audits or Reviews of Historical Financial Information and ASAE 3150 Assurance Engagements on Controls* issued by the Auditing and Assurance Standards Board.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

The Council's Responsibility for the Internal Controls

The Council is responsible for implementing and maintaining an adequate system of internal controls, in accordance with Section 125 of the *Local Government Act 1999* to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and incurring of liabilities have been conducted properly and in accordance with law.

Our Independence and Quality Control

We have complied with the independence and other relevant ethical requirements relating to assurance engagements, and applying Auditing Standard *ASQC 1 Quality Control for Firms that Perform Audits and Review of Financial Reports and Other Financial Information*, and Other Assurance Engagements in undertaking the assurance engagement.

Assurance Practitioner's Responsibilities

Our responsibility is to express an opinion on the Council's compliance with *Section 125 of the Local Government Act 1999* in relation only to the Internal Controls established by the Council to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities, based on our procedures have been conducted properly and in accordance with law.

ASAE 3150 requires that we plan and performed our procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the control objectives and the controls operating effectively through the period. ASAE 3000 also requires us to comply with the relevant ethical requirements for the Australian professional accounting bodies.

An assurance engagement to report on the designed and operating effectiveness of controls involves performing procedures to obtain evidence about the suitability of the design of the controls to achieve the control objectives and the operating effectiveness of the controls throughout the period. The procedures selected depend on our judgement, including the assessment of the risks that the controls are not suitably designed or the controls did not operate effectively. Our procedures included testing the operating effectiveness to the controls that we consider necessary to achieve the control objectives identified. An Assurance engagement of this type also includes evaluating the suitability of the control objectives.

DRAFT

Draft Assurance Report on Internal Controls

Limitation on Use

This report has been prepared for the members of the Council in accordance with *Section 129(1)(b) of the Local Government Act 1999* in relation to the Internal Controls specified above. We disclaim any assumption of responsibility for any reliance on this report to any persons or users other than the members of the Council, or for any purpose other than that for which it was prepared.

Limitations of Controls

Because of the inherent limitations of any internal control structure it is possible that, even if the controls are suitably designed and operating effectively, the control objectives may not be achieved so that fraud, error, or non-compliance with laws and regulations may occur and not be detected.

An assurance engagement on operating effectiveness of controls is not designed to detect all instances of controls operating ineffectively as it is not performed continuously throughout the period and the tests performed are on a sample basis. Any projection of the outcome of the evaluation of controls to future periods is subject to the risk that the controls may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate

DRAFT

DEAN NEWBERY

SAMANTHA CRETEN

Director

Signed on the day of 2025

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9.3. 2024/25 Budget V Actuals Analysis

Committee: Ordinary Council Meeting

Meeting Date: 24 November 2025

Report Author: Kellie Knight-Stacey

RECOMMENDATION

That Council receive and note the 2024/25 Budget v Actuals Analysis report and attachments.

PURPOSE

The purpose of this report is to present a report for consideration, in line with the requirements of the Local Government (Financial Management) Regulations 2011, comparing the original budget with end of financial year actual results.

BACKGROUND

The Local Government (Financial Management) Regulations 2011 require Council to prepare and consider a report, prior to 31 December of the relevant year, showing the audited financial results compared to budget estimates as follows:

10 - Report on Financial Results

(*1) A council, council subsidiary or regional subsidiary, must, by no later than 31 December in each year, prepare and consider a report showing the audited financial results of each item shown in the statement of comprehensive income and balance sheet of the budgeted financial statements of the council, council subsidiary or regional subsidiary (as the case may be) for the previous financial year compared with the estimated financial results set out in the budget presented in a manner consistent with the Model Financial Statements.*

(2) A council must also include in a report under subregulation (1) audited financial results for the previous financial year of the councils' operating surplus ratio, net financial liabilities ratio and asset renewal funding ratio compared with estimates det out in the budget, presented in a manner consistent with the note in the Model Financial Statements entitled Financial Indicators.

The analysis report was presented to the Audit and Risk Committee at its meeting held on Monday, 3 November 2025 with the following resolved:

ARC602025

Moved: Mayor Moira Jenkins

Seconded: Michele Bennett

That the Audit and Risk Committee:

1. *receive and note the 2024/25 Budget v Actuals Analysis report and attachments and*

2. *recommends that administration, review employee costs in particular staff vacancies, as part of the budget review process to enable more accurate forecasting.*

CARRIED

COMMENTARY

An analysis comparing the estimate financial results (budget) to the audited financial results has been undertaken and the following commentary provides an overview of significant variances.

Statement of Comprehensive Income

The adopted budget provided a $4.014m deficit. Council decisions and budget reviews throughout the year provided a decrease to the deficit to $2.768m.

The final result provides a $822,000 deficit ($1.946m variance from the March Budget Review).

Total operating revenue increased by $2.542m, with the variance due to a combination of:

- Increase in Financial Assistance Grants received in advance.
- Consolidation of Victor Harbor Horse Tram Authority (VHHTA) results in City of Victor Harbor Financial Statements (100% Council controlled subsidiary).
- Study Hub Reimbursements.

Total operating expenses decreased by $650k, with the variance being due to a combination of:

- Decreased Employee Costs due to staff vacancies
- Decreased materials and contract expenses due to a combination of consolidation of the VHHTA and removal of the contribution to the Sport and Recreation Precinct.
- Increased depreciation above forecast due to 2024/25 revaluations, capitalisation and the inability to forecast at the time the 2024/25 Original budget was adopted.
- Decreased Finance Costs due to the removal of the contribution to the Sport and Recreation Precinct and decreased reliance on CADs throughout the year.
- Increased losses from equity accounted council business Fleurieu Regional Aquatic Centre and Fleurieu Regional Waste Authority Financial Statements incurred.

Statement of Financial Position

There was a 5% increase in net assets from the original budget to audited results due to:

- Revaluation of assets in 2024/25
- Capital works uncompleted at 30 June
- Reduction in borrowings (budgeted $13.4m / actuals $8m)

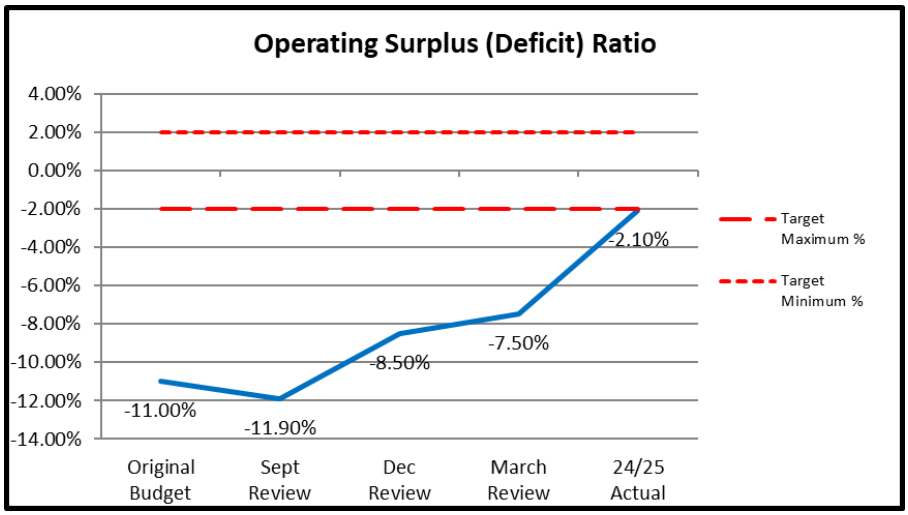
Financial Indicators

The commentary and graphs below provide the key financial indicators and comparison to the original budget:

Operating Surplus (Deficit) Ratio

This ratio, at (2.1%) is just outside of Council's target range of (2%) to 2%. Whilst a budget deficit was a considered decision in 2024/25, there has been additional income received reducing the deficit. Increases in User charges, grant, investment and reimbursement income have all contributed to the deficit reduction.

The graph below shows the movement in the ratio throughout budget reviews:



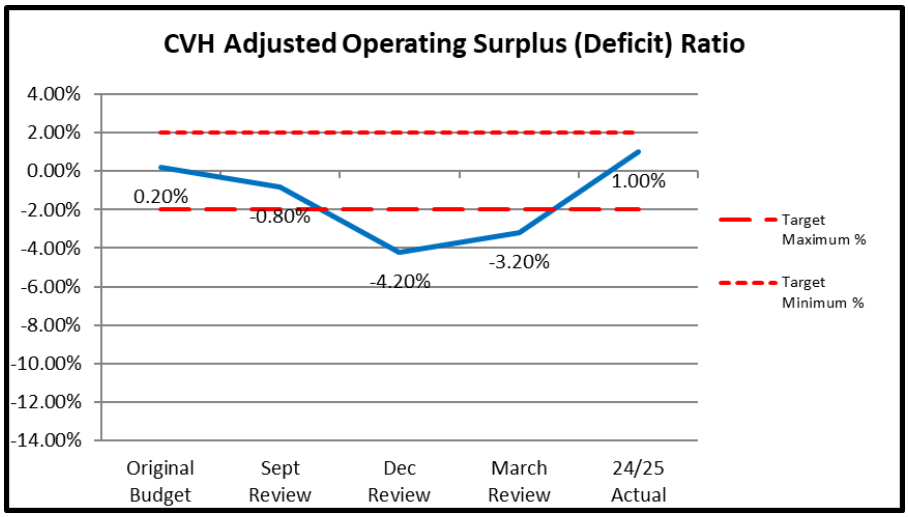
CVH Adjusted Operating Surplus (Deficit) Ratio

This ratio provides the result with the removal of two significant projects (Sport and Recreation Precinct and Corporate System Replacement) to show the recurring budget impact.

This ratio has been provided in line with Audit and Risk Committee feedback and recommendations to show the result without projects that are non-recurring initiatives.

The result of a 1.0% surplus ratio is within council's target range and demonstrates the underlying financial position of Council.

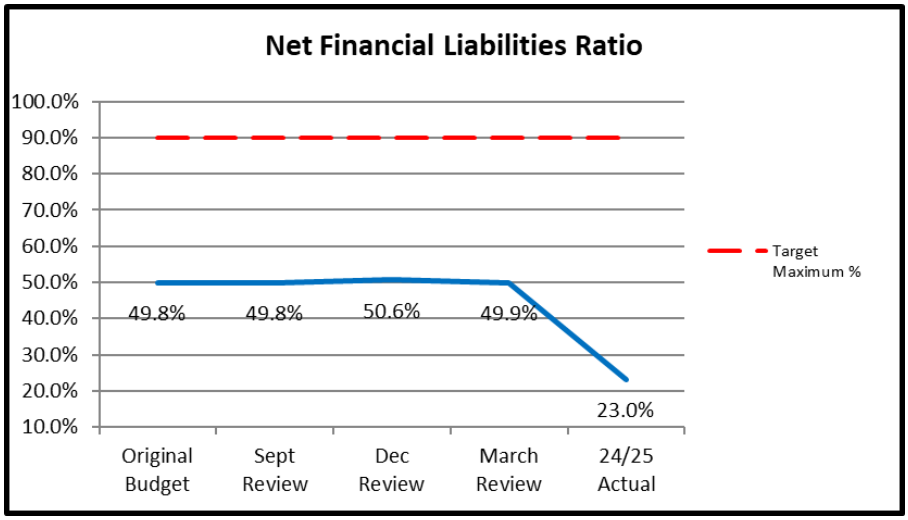
The graph below shows the movement in the ratio throughout budget reviews:



Net Financial Liabilities Ratio

This ratio, at 23%, is well below Council's maximum target (cap) of 90%. The result is reflective of the reduction in borrowings, with debt being paid down and less reliance on Cash Advance Debentures.

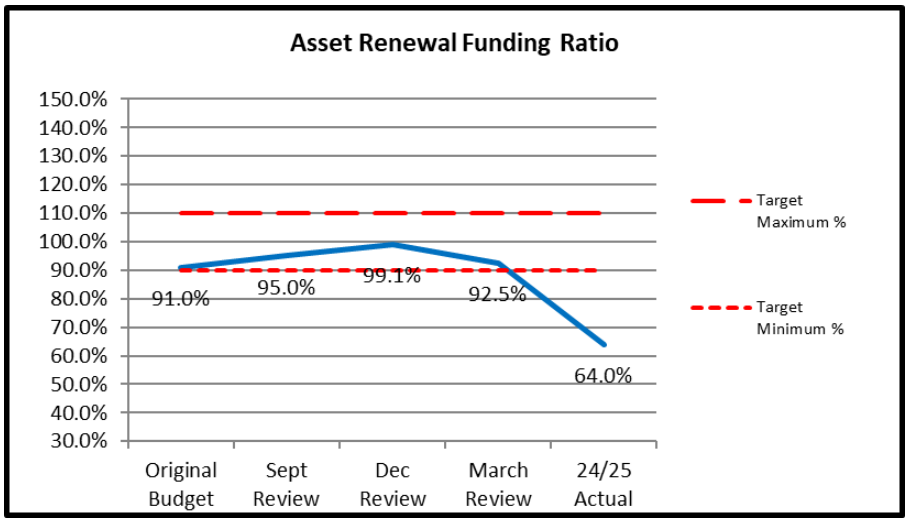
The graph below shows the movement in the ratio throughout budget reviews:



Asset Renewal Funding Ratio

The ratio, at 64.0% is well below Council's target range of 90% to 110% and has continued the trend with lower expenditure than required by Council's Asset Management Plans on the renewal of assets.

The graph below shows the movement in the ratio throughout budget reviews:



A review of Council's Asset Management Plans is being undertaken and Council needs to be mindful of renewal requirements when considering decisions in regards to the purchase / construction of new assets.

Work in Progress (WIP)

The total amount expended in 2024/25 on capital was $10,745,431.

The movement in the WIP account is as follows:

Description	Amount ($M)
Opening Balance	3.3
less projects completed	1.6
add projects uncompleted	3.6
Closing Balance	**5.3**

The following provides a breakdown of the significant projects added to WIP (uncompleted as at 30 June 2025):

Description	Comments	Amount ($M)
Coastal Sea Defences (Seawall)	Planned multi-year project	1.3
Arts and Culture Centre Design	Works delayed due to fire safety works at Cinema	0.3
Gibson St Stormwater	Planned multi-year project	1.0
Fire Safety - Victa Cinema	Works delayed to minimise disruption over school holidays	0.4
Various Renewal Projects	Resourcing and/or external stakeholder challenges	0.3
Various New Projects	Resourcing and/or external stakeholder challenges	0.3

Description	Comments	Amount ($M)
TOTAL	**Added to WIP**	**3.6**

RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

Legal and Compliance - The provision of this report fulfills Council's legislative obligation in regard to Regulation 10 of the Local Government (Financial Management) Regulations 2011. This risk is assessed as ***low***.

REFERENCES

City of Victor Harbor Community Plan 2030

Aspiration 6 - We are a financially sustainable and well-governed organisation

Other references used:

Local Government (Financial Management) Regulations 2011

- Regulation 10 - Report on Financial Results

BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources there are no budget implications in the preparation or consideration of this report.

No additional funds are required.

CONSULTATION

Audit and Risk Committee at a meeting on 3 November 2025

Finance Manager - Stephanie Juhas

ATTACHMENTS

Attachment 1 - 2024-25 Financial Statement Analysis - Budget v Actuals

Attachment 1 - 2024-25 Financial Statement Analysis - Budget v Actuals

City of Victor Harbor
Budget v Actuals
for the year ended 30 June 2025

Statement of Comprehensive Income	Original Budget $'000	Sept Review $'000	Dec Review $'000	March Review $'000	Actual YTD $'000	Variance $'000	Variance %	Significant Variations (>10%) from Original Budget
Income								
Rates	30,507	30,507	30,507	30,518	30,553	46	0%	< 10% Variance
Statutory charges	672	672	678	769	740	68	10%	< 10% Variance
User charges	1,995	2,029	2,018	2,138	3,697	1,702	85%	EOFY includes consolidation of VHHTA Income
Grants, subsidies and contributions	2,835	2,835	2,873	2,936	3,425	590	21%	Financial Assistance Grants received in advance
Investment income	36	37	37	37	99	63	175%	Increase due to LGFA Special Distribution on Deposits
Reimbursements	125	128	152	198	490	365	292%	Increase due to Study Hub reimbursements received
Other income	323	293	338	384	31	(292)	-90%	Study Hub reimbursements classified as reimbursements in financial statements.
Total Income	**36,493**	**36,501**	**36,603**	**36,980**	**39,035**	**2,542**	**7%**	
Expenses								
Employee costs	13,748	13,748	13,832	13,731	13,054	(694)	-5%	< 10% Variance
Materials, contracts and other expenses	16,999	17,337	15,030	15,165	15,676	(1,313)	-8%	< 10% Variance
Depreciation, amortisation and impairment	9,018	9,018	9,970	9,970	10,184	1,166	13%	Depreciation increase from capitilisation and revaluation post adoption
Finance Costs	460	460	460	460	276	(184)	-40%	Decreased reliance on CADs throughout the year
Net loss - equity accounted council business	292	292	422	422	667	375	128%	Increase in FRWA & FRAC losses
Total Expenses	**40,507**	**40,855**	**39,714**	**39,748**	**39,857**	**(650)**	**-2%**	
Operating Surplus / (Deficit)	**(4,014)**	**(4,354)**	**(3,111)**	**(2,768)**	**(822)**	**3,192**	**-80%**	
Physical resources received free of charge	1,000	1,000	1,000	1,000	4,896	3,896	390%	Value dependent on the number of increment/decrements from revaluations
Asset Disposal and Fair Value Adjustments	(1,000)	(1,000)	(1,000)	(1,000)	(809)	191	-19%	Value dependent on the number of increment/decrements from revaluations
Amounts specifically for new or upgraded assets	0	0	818	1,323	1,478	1,478	0%	No grants anticipated at budget adoption
Net Surplus / (Deficit)	**(4,014)**	**(4,354)**	**(2,293)**	**(1,445)**	**4,743**	**8,757**	**-218%**	
Other Comprehensive Income								
Amount which will not be reclassified subsequently to operating result								
Changes in Revaluation Surplus - I, PPE	26,194	19,015	17,703	17,394	49,370	23,176	88%	As a result of revaluations undertaken in 24/25 post adoption
Share of other comprehensive income - equity accoun	-	-	-	-	38	38		
Total Other Comprehensive Income	**26,194**	**19,015**	**17,703**	**17,394**	**49,408**	**23,214**	**88%**	
TOTAL COMPREHENSIVE INCOME	**22,180**	**14,661**	**15,410**	**15,949**	**54,151**	**31,971**	**88%**	

City of Victor Harbor

Budget v Actuals

for the year ended 30 June 2025

Statement of Financial Position	Original Budget $'000	Sept Review $'000	Dec Review $'000	March Review $'000	Actual YTD $'000	Variance $'000	Variance %	Significant Variations (>10%) from Original Budget
ASSETS								
Current Assets								
Cash and cash equivalents	322	421	193	223	3,310	2,988	928%	Increase due to LGGC funds advance payment
Trade and other receivables	1,000	1,000	731	739	2,014	1,014	101%	
Inventories	416	416	371	371	309	(107)	-26%	
Total Current Assets	1,738	1,837	1,295	1,333	5,633	3,895	224%	
Non-Current Assets								
Trade and other receivables	359	359	359	359	324	(35)	-10%	
Equity accounted investments in Council businesses	6,738	11,048	11,048	11,048	10,710	3,972	59%	Variance addressed in BR1, with a less than 10% decrease
Other Non-Current Assets	4,000	4,000	4,000	4,000	5,260	1,260	32%	Increased WIP Value
Infrastructure, property, plant and equipment	413,707	389,898	390,149	390,149	419,404	5,697	1%	< Less than 10% variance
Total Non-Current Assets	424,804	405,305	405,556	405,556	435,698	10,894	3%	
TOTAL ASSETS	426,542	407,142	406,851	406,889	441,331	14,789	3%	
LIABILITIES								
Current Liabilities								
Trade and other payables	3,500	3,109	2,886	2,890	4,268	768	22%	Value dependent on timing of payment runs
Borrowings	672	672	672	672	688	16	2%	< Less than 10% variance
Provisions	2,647	2,647	2,647	2,647	2,213	(434)	-16%	Reduction in current LSL provision
Total Current Liabilities	6,819	6,428	6,205	6,209	7,169	350	5%	
Non-Current Liabilities								
Borrowings	12,709	13,250	13,250	13,250	7,316	(5,393)	-42%	
Provisions	332	332	332	332	226	(106)	-32%	Decrease to Non-Current LSL Entitlement
Total Non-Current Liabilities	13,041	13,582	13,582	13,582	7,542	(5,499)	-42%	
TOTAL LIABILITIES	19,860	20,010	19,787	19,791	14,711	(5,149)	-26%	
NET ASSETS	406,682	387,132	387,064	387,098	426,620	19,938	5%	
EQUITY								
Accumulated surplus	71,268	69,586	70,829	71,172	78,388	7,120	10%	< Less than 10% variance
Asset revaluation reserve	334,617	316,815	315,503	315,194	347,071	12,454	4%	< Less than 10% variance
Other reserves	797	732	732	732	1,161	364	46%	Increased Open Space Reserve contributions
TOTAL EQUITY	406,682	387,133	387,064	387,098	426,620	19,938	5%	

City of Victor Harbor
Budget v Actuals
for the year ended 30 June 2025

Financial Indicators	Original Budget	Sept Review	Dec Review	March Review	Actual YTD	Variance	Significant Variations (>10%) from Original Budget
	$'000	$'000	$'000	$'000	$'000	%	
Operating Surplus (Deficit) Ratio *Operating surplus (deficit) expressed as a percentage of operating income* ***TARGET = (2%) to 2%***	-11.0%	-11.9%	-8.5%	-7.5%	**-2.1%**	11.00%	Contribution to Sport and Recreation Precinct Deferred LGGC advance payments Operating revenue
CVH Adjusted Operating Surplus Ratio *Operating surplus (deficit) expressed as a percentage of operating income excluding Major Projects (Corporate System Replacement / Sports and Recreation Precinct)* ***TARGET = (2%) to 2%***	0.2%	-0.8%	-4.2%	-3.2%	**1.0%**	0.80%	< less than 10% variance
Net Financial Liabilities Ratio *Total liabilities less financial assets (excluding equity accounted investments in Council Business) expressed as a percentage of total operating income.* ***TARGET = Maximum of 90%***	49.8%	49.8%	50.6%	49.9%	**23%**	-26.80%	Contribution to Sport and Recreation Precinct Deferred Decreased reliance on CADs, reduction of fixed loans
Asset Renewal Funding Ratio *Capital renewal expenditure as a percentage of recommended expenditure in Council's Asset Management Plans.* ***TARGET = 90% to 110%***	91%	95%	99.1%	92.5%	**64%**	-26.90%	$3.5m added to Work in Progress

9.4. 2024/25 Annual Report

Committee: Ordinary Council Meeting

Meeting Date: 24 November 2025

Report Author: Emma Warren

RECOMMENDATION

That Council adopt the 2024/25 Annual Report as provided under separate cover.

PURPOSE

The purpose of this report is to present the 2024/25 Annual Report to Council for adoption.

BACKGROUND

Section 131 of the *Local Government Act 1999* requires Council to produce an Annual Report and adopt it on or before 30 November each year.

131-Annual report to be prepared and adopted

(1) A council must, on or before 30 November in each year, prepare and adopt an annual report relating to the operations of the council for the financial year ending on the preceding 30 June.

(1a) The annual report must include the amount of legal costs incurred by the council in the relevant financial year.

(2) The annual report must include the material, and include specific reports on the matters, specified in Schedule 4 as amended from time to time by regulation.

(3) The annual report must comply with any requirement prescribed by the regulations.

(4) A copy of the annual report must be provided by the council to each member of the council.

(5) A copy of the annual report must be submitted by the council to the persons or bodies prescribed by the regulations on or before a day determined under the regulations.

(7) A council may provide to the electors for its area an abridged or summary version of its annual report.

As well as being a legislative requirement, the Annual Report is a tool for Council to record and promote its services, projects, performance and achievements for the financial year.

A copy of Schedule 4 - Materials to be included in the annual report of a council is provided at Attachment 1.

COMMENTARY

The 2024/25 Annual Report has been produced in accordance with the Local Government Association's Annual Report Guidelines, Section 131 of the Local Government Act 1999 and the Local Government (General) Regulations 2013.

The 2024/25 Annual Report was reviewed by the City of Victor Harbor's Audit and Risk Committee at its meeting on 3 November 2025 where the following was resolved:

ARC612025

Moved: Mayor Moira Jenkins

Seconded: Michele Bennett

1. *That the Audit and Risk Committee receive and note the City of Victor Harbor Draft 2024/25 Annual Report, including subsidiary annual reports as appendices, as provided under separate cover.*

2. *That the Audit and Risk Committee recommends:*

    a. *That Council endorse the 2024/25 Annual Report, as provided under separate cover, subject to the inclusion of financial information.*

3. *That the Audit and Risk Committee recognise the efforts of staff and the quality of the Annual Report produced.*

CARRIED

Once adopted, the 2024/25 Annual Report will be available for viewing on Council's website and in hard copy at the City of Victor Harbor Civic Centre. Copies will also be provided to the Parliamentary Librarian of South Australia, the State Library of South Australia, the National Library of South Australia and the South Australian Local Government Grants Commission.

The 2024/25 Annual Report is provided under separate cover due to size.

RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

Legal and Compliance - The 2024/25 Annual Report has been prepared in accordance with legislative and best practice requirements. This risk is assessed as ***low.***

REFERENCES

City of Victor Harbor Community Plan 2030

Aspiration 6 - We are a financially sustainable and well-governed organisation

Other references used:

Local Government Act 1999

- Section 139 - Annual Report
- Schedule 4 - Materials to be included in the annual report of a Council

Local Government (General) Regulations 2013

- Schedule 4 - Annual Reports

BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources there are no budget implications in adopting the 2024/25 Annual Report.

No additional funds are required.

CONSULTATION

Audit and Risk Committee at a meeting on 3 November 2025

Senior Management Team

Strategy and Engagement Business Partner - Michelle James

ATTACHMENTS

Attachment 1 - Schedule 4 - Materials to be included in the annual report of a council

Attachment 1 - Schedule 4 Materials to be included in the annual report of a council

Schedule 4—Material to be included in annual report of council

1 The following material must be included in the annual report of a council:

(a) a copy of the audited financial statements of the council for the relevant financial year;

(b) a list of the registers that are required to be kept under this Act or the *Local Government (Elections) Act 1999*;

(c) a list of the codes of conduct or practice required under this Act or the *Local Government (Elections) Act 1999*;

(d) a report relating to contraventions of Chapter 5 Part 4 Division 2 by members of the council during the relevant financial year containing the information required by the regulations;

(f) information on allowances paid to members of the council or a council committee;

(g) information on the number of senior executive officers and information on the kinds of allowances, bonuses and benefits that are made available to those officers as part of a salary package;

(ga) a report on the use of sections 90(2) and 91(7) by the council and its council committees containing the information required by the regulations;

(gb) a report on the applications made to the council under the *Freedom of Information Act 1991* during the relevant financial year containing the information required by the regulations;

(h) a statement of—

(i) the council's representation quota; and

(ii) the average representation quota for councils of a similar size and type (taking into account various factors prescribed by the regulations); and

(iii) when the council is next required to conduct a review under Chapter 3 Part 1 Division 2;

(ha) the annual report of any subsidiary received by the council under Schedule 2 for the relevant financial year;

(i) other material prescribed by the regulations;

(j) other information to be included in the annual report under this or another Act.

2 The following matters must be reported on in the annual report of a council:

(a) the council's performance in implementing its strategic management plans during the relevant financial year, and the council's projections and targets under its plans for the next financial year;

(ab) the council's performance against its annual business plan for the relevant financial year;

(b) the extent to which activities of the council have been subjected to competitive tender or other measures to ensure services are delivered cost-effectively, and the extent (if any) to which the council has pursued policies for purchasing local goods and services;

(ca) the training and development activities for members of the council during the relevant financial year;

(e) the progress of the council in preparing or finalising any management plans for community land required under the Chapter 11;

(f) other matters prescribed by the regulations.

3 In this Schedule—

representation quota for a council is an amount ascertained by dividing the number of electors for the area of the council (as at the last closing date under the *Local Government (Elections) Act 1999*) by the number of members who constitute the council (ignoring any fractions resulting from the division and expressed as a quota).

9.5. 2025/26 September Budget Review (BR1)

Committee: Ordinary Council Meeting

Meeting Date: 24 November 2025

Report Author: Kellie Knight-Stacey

RECOMMENDATION

That Council approve the 2025/26 September Budget Review (BR1) providing net capital expenditure of $16,520,800 and an operating deficit of $4,105,600, noting that it has been reviewed by the Audit and Risk Committee.

PURPOSE

The purpose of this report is to present the 2025/26 September Budget Review (BR1) to Council for approval.

BACKGROUND

Council adopted the 2025/26 Annual Business Plan and Budget on Monday, 23 June 2024.

The budget allowed for net capital expenditure of $15,916,300 and an operating deficit of $4,249,700.

Section 9 of the *Local Government (Financial Management) Regulations 2011* requires that Council review its budget three times a year, with one budget update each side of a mid-year review that occurs between November and March in a financial year.

The 2025/26 September Budget Review has been collated using information from relevant budget officers and incorporates amendments from Senior Management's review as well as Council resolutions since adoption.

The Budget Review was considered by the Audit and Risk Committee at its meeting held Monday, 3 November 2025 with the following resolved:

ARC622025

Moved: Brendan Dowd

Seconded: Michele Bennett

That the Audit and Risk Committee recommends:

That Council approve the 2025/26 September Budget Review providing net capital expenditure of $16,520,800 and an operating deficit of $4,105,600, noting that it has been reviewed by the Audit and Risk Committee.

The Budget Review was presented to a Council information session on Monday, 10 November 2025 prior to formal presentation for approval.

CARRIED

COMMENTARY

The September Budget Review is presented as per the model financial statements principal documents. The documents provided include the original budget, revised forecast, year to date actuals, variance, key financial indicators and commentary for any amendments.

The September Budget Review Budgeted Financial Statements are provided at Attachment 1.

The following provides a summary of the review:

Capital

Net capital expenditure has increased by $604,500 due to a reduction in grant income and amended WIP requirements.

Council resolutions since adoption account for $636,000 of the increase, with the variance of $31,500 being income:

- Sale of land - awaiting settlement - $26,000
- Biodiversity grant - $5,500

A summary by financial project including comments is provided at Attachment 2.

Operating

The operating deficit has decreased by $144,100.

Income has increased by $134,600 predominantly due to additional grants, and expenses have decreased by $9,500.

A summary by financial project including commentary is provided at Attachment 3.

Financial Indicators

The key financial indicators have been updated as follows:

- Operating Surplus / (Deficit) Ratio - the deficit ratio of (11.1%) has reduced slightly to (10.7%) due to the $114,100 improvement in the operating deficit.
- Net Financial Liabilities Ratio - this ratio has reduced from 47.3% to 41.1% mainly due to the reduction in forecast borrowings from $10 million to $7.5 million.
- Asset Renewal Funding Ratio - this ratio has increased from 144.6% to 157.2% due to the increase in WIP amounts carried forward.

The Operating Surplus Ratio, adjusted for significant projects (Corporate System Replacement / Sports and Recreation Precinct) is a deficit ratio of (2.7%).

RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

Legal and Compliance - The 2025/26 September Budget Review has been prepared using information available at the time of collation in line with relevant legislation and Council Policy. This risk is assessed as ***low***.

Financial Management - The 2025/26 September Budget Review provides a increase to net capital expenditure and a small decrease to the operating deficit. As a deficit budget is forecast, Council needs to continue to be mindful of decisions during the financial year that have a resource or financial impact. This risk is assessed as ***medium***.

REFERENCES

City of Victor Harbor Community Plan 2030

Aspiration 6 - We are a financially sustainable and well-governed organisation

Other references used:

Local Government (Financial Management) Regulations 2011

- Regulation 7 - Budgets

BUDGET IMPLICATIONS

The 2025/26 September Budget Review provides an increase to the forecast net capital expenditure of $604,500 and a decrease to the forecast operating deficit of $114,100.

CONSULTATION

Audit and Risk Committee at a meeting on 3 November 2025

Senior Management Team

Finance Manager - Stephanie Juhas

Budget Officers

ATTACHMENTS

Attachment 1 - Budgeted Financial Statements

Attachment 2 - Capital Budget Summary

Attachment 3 - Operating Budget Summary

Attachment 1 - Budgeted Financial Statements

City of Victor Harbor
UNIFORM PRESENTATION OF FINANCES
For the year ending 30 June 2026

	2025/26 ORIGINAL BUDGET $'000	2025/26 SEPT BUDGET REVIEW $'000
Operating Revenues	38,238	38,372
less Operating Expenses	(42,488)	(42,478)
Operating Surplus / (Deficit)	**(4,250)**	**(4,106)**
Net Outlays on Existing Assets		
Capital Expenditure on Renewal/Replacement of Existing Assets	(6,571)	(7,149)
Finance Lease payments for Right of Use Assets	0	
add back Depreciation, Amortisation and Impairment	10,648	10,648
add back Proceeds from Sale of Replaced Assets	151	151
Subtotal	**4,228**	**3,650**
Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets	(12,017)	(10,645)
add back Amounts received specifically for new/upgraded assets	2,521	1,092
add back Proceeds from Sale of Surplus Assets	0	30
Subtotal	**(9,496)**	**(9,523)**
NET BORROWING FOR FINANCIAL YEAR	**(9,518)**	**(9,979)**

FINANCIAL INDICATORS

Operating Surplus Ratio		
Operating surplus (deficit) expressed as a percentage of operating income ***TARGET = 0% to 3%***	**-11.1%**	**-10.7%**
Adjusted Operating Surplus Ratio		
Operating surplus (deficit) expressed as a percentage of operating income excluding Major Projects (Corporate System Replacement / Sports and Recreation Precinct) ***TARGET = 0% to 3%***	**-3.0%**	**-2.7%**
Net Financial Liabilities Ratio		
Total liabilities less financial assets (excluding equity accounted investments in Council Business) expressed as a percentage of total operating income. ***TARGET = Maximum of 90%***	**47.3%**	**41.1%**
Asset Renewal Funding Ratio		
Capital renewal expenditure as a percentage of recommended expenditure in Council's Asset Management Plans. ***TARGET = 90% to 110%***	**144.5%**	**157.2%**

City of Victor Harbor
STATEMENT OF COMPREHENSIVE INCOME
for the year ending 30 June 2026

	2025/26 ORIGINAL BUDGET $'000	2025/26 SEPT BUDGET REVIEW $'000
OPERATING INCOME		
Rates	32,502	32,500
Statutory charges	689	689
User charges	2,204	2,180
Grants, subsidies and contributions	2,330	2,483
Investment income	42	42
Reimbursements	121	297
Other revenues	351	181
Net Gain - Equity Accounted Council Business	0	0
Total Income	**38,238**	**38,372**
OPERATING EXPENSES		
Employee costs	14,164	14,304
Materials, contracts and other expenses	17,096	16,946
Finance costs	350	350
Depreciation, amortisation and impairment	10,648	10,648
Net Loss - Equity Accounted Council Business	230	230
Total Expenses	**42,488**	**42,478**
OPERATING SURPLUS / (DEFICIT)	**(4,250)**	**(4,106)**
Asset Disposal and fair value adjustments	(1,000)	(1,000)
Amounts specifically for new or upgraded assets	2,521	1,092
Physical resources received free of charge	1,000	1,000
NET SURPLUS / (DEFICIT)	**(1,729)**	**(3,014)**
Other Comprehensive Income		
Amounts which will not be reclassified subsequently to operating result		
Changes in Revaluation Surplus - I,PP & E	26,021	26,021
Impairment / Recoupment Offset to Asset Revaluation Reserve	-	-
Total Other Comprehensive Income	**26,021**	**26,021**
Total Comprehensive Income	**24,292**	**23,007**

City of Victor Harbor
STATEMENT OF FINANCIAL POSITION
as at 30 June 2026

	2025/26 ORIGINAL BUDGET $'000	2025/26 SEPT BUDGET REVIEW $'000
ASSETS		
Current Assets		
Cash and Cash Equivalents	181	343
Trade and Other Receivables	1,697	1,706
Inventories	400	400
Total Current Assets	**2,278**	**2,449**
Non-Current Assets		
Financial Assets	459	459
Equity Accounted Investments in Council Business	10,818	10,480
Infrastructure, Property, Plant and Equipment	414,232	450,537
Other Non-Current Assets	4,000	4,000
Total Non-Current Assets	**429,509**	**465,476**
TOTAL ASSETS	**431,787**	**467,925**
LIABILITIES		
Current Liabilities		
Trade and Other Payables	1,587	1,600
Borrowings	696	696
Provisions	2,800	2,800
Total Current Liabilities	**5,083**	**5,096**
Non-Current Liabilities		
Borrowings	14,948	12,800
Provisions	400	400
Total Non-Current Liabilities	**15,348**	**13,200**
TOTAL LIABILITIES	**20,431**	**18,296**
NET ASSETS	**411,356**	**449,629**
EQUITY		
Accumulated Surplus	69,100	75,277
Asset Revaluation Reserve	341,524	373,191
Other Reserves	732	1,161
TOTAL EQUITY	**411,356**	**449,629**

City of Victor Harbor

STATEMENT OF CHANGES IN EQUITY
For the year ending 30 June 2026

	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000	TOTAL EQUITY $'000
2025/26 ORIGINAL BUDGET				
Balance at end of previous reporting period	70,829	315,503	732	**387,064**
a) Net Surplus / (Deficit) for Year	(1,729)	-	-	**(1,729)**
b) Other Comprehensive Income				
Gain (Loss) on Revaluation of I,PP&E	-	26,021	-	**26,021**
Total Comprehensive Income	**(1,729)**	**26,021**	**-**	**24,292**
c) Transfers between Reserves	-	-	-	-
Balance at end of period	**69,100**	**341,524**	**732**	**411,356**
2025/26 SEPT BUDGET REVIEW				
Balance at end of previous reporting period	78,291	347,170	1,161	**426,622**
a) Net Surplus / (Deficit) for Year	(3,014)	-	-	**(3,014)**
b) Other Comprehensive Income				
Gain (Loss) on Revaluation of I,PP&E	-	26,021	-	**26,021**
Total Comprehensive Income	**(3,014)**	**26,021**	**-**	**23,007**
c) Transfers between Reserves	-	-	-	-
Balance at end of period	**75,277**	**373,191**	**1,161**	**449,629**

City of Victor Harbor
CASHFLOW STATEMENT
For the year ending 30 June 2026

	2025/26 ADOPTED BUDGET $'000	2025/26 SEPT BUDGET REVIEW $'000
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts		
Operating Receipts	36,540	36,666
Investment Receipts	42	42
Payments		
Operating Payments to Suppliers and Employees	(29,672)	(29,650)
Finance Payments	(350)	(350)
Net cash provided by (or used in) operating activities	**6,560**	**6,708**
CASHFLOWS FROM INVESTING ACTIVITIES		
Receipts		
Amounts Received Specifically for New or Upgraded Assets	2,521	1,092
Sale of replaced assets	151	151
Sale of surplus assets	-	30
Repayments of loans by community groups	34	34
Payments		
Expenditure on renewal/replacement of assets	(6,571)	(7,149)
Expenditure on new/upgraded assets	(12,017)	(10,645)
Loans made to community groups	0	0
Net cash provided by (or used in) investing activities	**(15,882)**	**(16,487)**
CASHFLOWS FROM FINANCING ACTIVITIES		
Receipts		
Proceeds from Borrowings	10,000	7,500
Proceeds from Bonds & Deposits	-	-
Payments		
Repayments of Borrowings	(672)	(672)
Repayment of Finance Lease Liabilities	(16)	(16)
Repayment of Bonds & Deposits	-	0
Net cash provided by (or used in) financing activities	**9,312**	**6,812**
NET INCREASE (DECREASE) IN CASH HELD	**(11)**	**(2,967)**
Cash & cash equivalents at beginning of period	192	3,310
CASH & CASH EQUIVALENTS AT END OF PERIOD	**181**	**343**

Attachment 2 - Capital Budget Summary

DRAFT 2025/26 Capital Budget - BR1 - September Budget Review

Project	Description	Original Budget Net Capital Expenditure	BR1 Proposed Income	BR1 Proposed Expense	BR1 Net Capital Expenditure	Actual YTD	Variance Original V BR1	Comments
300001	Cemetery Terrace Lawn Expansion and Development	(47,400)	0	47,400	(47,400)	0	0	
300004	Coastal Seawall - Franklin Parade / Esplanade	(3,573,900)	115,500	4,380,400	(4,264,900)	1,238,337	(691,000)	Council Resolution OC2612025 ($126k) Council Resolution OC2622025 ($565k)
300009	CCTV Project Capital	(10,200)	0	10,200	(10,200)	0	0	
300011	Arts & Culture Precinct	(1,115,000)	0	1,115,000	(1,115,000)	0	0	
300014	Depot Plant & Equipment Replacement	(20,200)	0	20,200	(20,200)	2,015	0	
300015	Depot Furniture & Fitting Replacement	(2,300)	0	2,300	(2,300)	0	0	
300017	Tram Horse Stock	(25,600)	0	25,600	(25,600)	14,300	0	
300020	Server Replacements	(140,000)	0	140,000	(140,000)	0	0	
300022	Device Replacement/New	(512,200)	0	512,200	(512,200)	1,853	0	
300024	Kerb Replacement	(287,000)	0	287,000	(287,000)	8,434	0	
300025	Footpath Replacement Program	(230,600)	0	230,600	(230,600)	19,022	0	
300028	Library Furniture & Fittings Replacement	(4,500)	0	4,500	(4,500)	0	0	
300029	Civic Plant & Equipment Replacement	(16,500)	0	16,500	(16,500)	0	0	
300030	Civic Furniture & Fittings Replacement	(11,300)	0	11,300	(11,300)	0	0	
300031	Civic Centre Solar System Replacement	(779,400)	0	779,400	(779,400)	0	0	
300032	Civic Centre HVAC Replacement	(576,800)	0	646,800	(646,800)	614,750	(70,000)	Council Resolution OC2612025
300035	Walking Trails	(98,400)	0	98,400	(98,400)	0	0	
300037	Community Garden	(203,000)	0	203,000	(203,000)	0	0	
300038	Reserve Furniture	(86,000)	0	86,000	(86,000)	0	0	
300043	Fleet Purchases	(412,700)	150,700	563,400	(412,700)	(4,545)	0	
300044	Strategic Land Purchases	(450,000)	0	450,000	(450,000)	0	0	
300045	Yacht Club Upgrade	(235,200)	0	235,200	(235,200)	0	0	
300049	Road Reseal Program	(615,000)	250,000	865,000	(615,000)	0	0	
300052	Inlet Upgrade Program	(123,000)	0	103,000	(103,000)	17,440	20,000	$20k transferred to 300142
300055	Street Furniture Expansion and Replacement	(52,200)	0	52,200	(52,200)	170	0	
300056	Town Hall Equipment Replacement	(3,100)	0	3,100	(3,100)	0	0	
300057	Town Hall Furniture Replacement	(2,000)	0	2,000	(2,000)	0	0	
300059	Culvert Guardrailing	(179,000)	0	179,000	(179,000)	90	0	
300061	Acraman Street Traffic Corridor	0	0	0	0	(88,778)	0	
300062	Unsealed Roads Resheet Program	(461,300)	0	461,300	(461,300)	1,458	0	
300064	Cinema Equipment Replacements	(3,300)	0	3,300	(3,300)	0	0	
300065	Cinema Furniture & Fittings Replacement	(2,200)	0	2,200	(2,200)	0	0	
300067	VHVC Equipment Replacement	(5,600)	0	5,600	(5,600)	0	0	
300068	VHVC Furniture Replacement	(3,600)	0	3,600	(3,600)	0	0	
300071	Mainstreet Design	(72,000)	0	72,000	(72,000)	0	0	
300074	McKinlay St Car Park	(21,600)	0	21,600	(21,600)	0	0	
300090	Gibson St Stormwater	(70,000)	0	70,000	(70,000)	0	0	
300095	Haywood Crt Beach Access	(100,000)	0	180,000	(180,000)	90	(80,000)	Council Resolution OC2612025
300096	SMR Beach Access	(212,000)	0	212,000	(212,000)	0	0	
300101	Reserve Structures and Shelters	(61,500)	0	61,500	(61,500)	0	0	
300103	VH Tennis Club Courts	(104,200)	520,800	625,000	(104,200)	(520,110)	0	
300105	Fire Safety Capital	(152,500)	0	152,500	(152,500)	15,484	0	
300107	Stormwater - Crozier Rd	(525,000)	0	230,000	(230,000)	0	295,000	Council Resolutions OC2622025 and OC3002025
300108	Irrigation Capital	(82,000)	0	82,000	(82,000)	0	0	
300109	Pram Ramps Capital	(41,000)	0	41,000	(41,000)	11,529	0	
300110	Encounter Bikeway Capital	(50,000)	0	50,000	(50,000)	0	0	
300112	Footbridge - Canton Place	(153,700)	0	243,700	(243,700)	3,900	(90,000)	Council Resolution OC3002025

Project	Description	Original Budget Net Capital Expenditure	BR1 Proposed Income	BR1 Proposed Expense	BR1 Net Capital Expenditure	Actual YTD	Variance Original V BR1	Comments
300119	Disposal of Land Portion Lot A Bluff Cres	0	30,000	4,000	26,000	(26,337)	26,000	WIP - Sale of Land (Bluff Crescent)
300121	Encounter Bay Football Club Carpark	(268,700)	0	268,700	(268,700)	502	0	
300122	Reserve Development – Allowance	(123,000)	0	123,000	(123,000)	511	0	
300123	Footpath Lamont Road	(153,700)	0	153,700	(153,700)	1,059	0	
300124	Footpath Ridgeway Street	(61,500)	0	61,500	(61,500)	0	0	
300125	Signalised Crossings Renewal	(76,900)	0	76,900	(76,900)	0	0	
300126	Playground Renewal and Upgrades – Allowance	(98,400)	0	98,400	(98,400)	213	0	
300127	Shared Path (Investigator College to EB Recreation Gro	(246,000)	200,000	446,000	(246,000)	0	0	
300128	Encounter Bikeway - Yacht Club to Alexandrina Council	(246,000)	0	246,000	(246,000)	0	0	
300129	EB Netball Club Courts Resurfacing	(205,000)	0	205,000	(205,000)	0	0	
300130	Recreation Centre Fire Safety Provisions	(76,900)	0	76,900	(76,900)	0	0	
300131	Road Sealing Mont Rosa	(76,900)	0	76,900	(76,900)	0	0	
300132	Whalers Road Reconstruction	(1,845,000)	0	1,845,000	(1,845,000)	1,451	0	
300133	Pedestrian Crossing – Esplanade	(184,500)	0	184,500	(184,500)	0	0	
300134	Wattle Drive Bridge Resurfacing	(20,500)	0	20,500	(20,500)	0	0	
300135	Council Chamber - Audio/Visual	(201,400)	0	201,400	(201,400)	0	0	
300136	Coral St Plant and Equipment	(3,000)	0	3,000	(3,000)	0	0	
300137	Open Space Plant and Equipment	(16,900)	0	16,900	(16,900)	0	0	
300138	Coral St Furniture and Fittings	(42,000)	0	42,000	(42,000)	0	0	
300139	CCTV Recorder Capital	(20,000)	0	20,000	(20,000)	0	0	
300140	Public Safety - Body Cameras	(10,500)	0	10,500	(10,500)	8,459	0	
300141	Biodiversity / Conservation Capital	(5,500)	5,500	5,500	0	0	5,500	Native Vegetation Grant Received
300142	Rosemary Court Stormwater	0	0	20,000	(20,000)	0	(20,000)	$20k from 300052
TOTALS		**(15,916,300)**	**1,272,500**	**17,793,300**	**(16,520,800)**	**1,321,296**	**(604,500)**	

Attachment 3 - Operating Budget Summary

DRAFT 2025/26 Operating Budget Summary - BR1 - September Budget Review

Project	Description	Original Budget	BR1 Proposed Income	BR1 Proposed Expense	BR1 Proposed Budget	Actual YTD	Variance Original V BR1	Comments
100001	Coral St Art Space	(114,500)	20,000	134,500	(114,500)	0	0	
100002	Victor Harbor Visitor Centre	(711,200)	161,000	872,200	(711,200)	220	0	
100003	Study Hub	0	174,800	174,800	0	2,485	0	
100005	Arts and Culture	(252,100)	10,000	262,100	(252,100)	635	0	
100006	Civic Centre*	(597,700)	500	598,200	(597,700)	29,300	0	
100009	Caring Neighbourhood Program	(106,000)	297,700	403,700	(106,000)	25,201	0	
100011	Cemetery	1,700	223,900	222,200	1,700	(29,790)	0	
100012	CEO Admin	(1,499,000)	636,000	2,135,000	(1,499,000)	176,969	0	
100013	Community Assistance	(300,600)	1,000	301,600	(300,600)	53,516	0	
100014	Town Hall	(124,400)	20,400	144,800	(124,400)	5,278	0	
100015	Recreation Centre	(226,400)	128,400	354,800	(226,400)	6,107	0	
100016	Senior Citizens	(52,400)	0	52,400	(52,400)	3,209	0	
100017	Old School Building	(24,200)	7,000	25,800	(18,800)	9,903	5,400	Reduced expenses - Old School Building closed for repairs
100018	SCOTS	(166,200)	648,700	814,900	(166,200)	86,157	0	
100020	C & C Admin*	(425,000)	800	425,800	(425,000)	(6,214)	0	
100021	Council Members	(444,000)	0	444,000	(444,000)	91,336	0	
100022	Customer Services	(571,100)	100	571,200	(571,100)	148,743	0	
100023	Depot	(315,400)	0	315,400	(315,400)	49,931	0	
100024	Economic Development	(564,400)	87,500	652,900	(565,400)	85,471	(1,000)	Increased Income from Employee Contributions
100025	Engineering	(844,500)	0	767,500	(767,500)	221,152	77,000	Reduced salaries - increased in capital
100027	Environment	(1,167,500)	0	1,167,500	(1,167,500)	254,879	0	
100028	Coastal Environment	(19,200)	80,000	99,200	(19,200)	(75,646)	0	
100032	Finance*	(1,120,100)	0	1,120,100	(1,120,100)	(30,704)	0	
100033	Fleet and Equipment	(827,800)	0	825,700	(825,700)	72,346	2,100	Increased plant hire recoveries - increased in capital
100034	Fleurieu Families	(183,700)	305,300	489,000	(183,700)	22,532	0	
100037	Governance	(372,700)	500	373,200	(372,700)	74,847	0	
100038	Horse Tram	(360,000)	140,900	500,900	(360,000)	365,260	0	
100039	Human Resources*	(404,000)	0	404,000	(404,000)	40,186	0	
100040	Information Management*	(236,400)	0	236,400	(236,400)	(5,577)	0	
100041	Information Technology*	(2,322,700)	0	2,322,700	(2,322,700)	315,257	0	
100042	Library	(1,448,000)	145,800	1,593,800	(1,448,000)	323,011	0	
100045	Parks and Gardens	(1,659,500)	11,400	1,730,900	(1,719,500)	197,796	(60,000)	Biodiversity Reserve works - offset in Open Space Admin
100046	Sport	(3,757,900)	38,600	3,796,500	(3,757,900)	28,232	0	
100047	Payroll*	(112,300)	0	112,300	(112,300)	(10,750)	0	
100048	Planning	(824,900)	276,500	1,101,400	(824,900)	177,881	0	
100049	Positive Aging	(51,600)	85,500	137,100	(51,600)	15,227	0	
100051	Property	(447,900)	437,600	885,500	(447,900)	61,327	0	
100052	Public Conveniences	(369,300)	4,000	373,300	(369,300)	105,844	0	
100053	Rates Revenue	32,501,500	32,499,500	0	32,499,500	(32,432,768)	(2,000)	Council Resolution OC2492025 - Discretionary Rebate
100054	Rates Adminstration	(459,100)	76,900	536,000	(459,100)	108,881	0	
100055	Cat Control	23,100	25,500	2,400	23,100	(4,258)	0	
100056	Dog Control	(441,700)	160,700	602,400	(441,700)	123,186	0	
100057	Parking Control	13,600	236,800	223,200	13,600	(22,560)	0	
100058	Building Control	(203,600)	77,300	280,900	(203,600)	33,496	0	
100059	Health Control	(211,800)	26,500	238,300	(211,800)	51,533	0	
100061	Stormwater	(824,000)	0	840,500	(840,500)	52,801	(16,500)	Storm Damage - Oliver's Parade
100062	Kerb	(862,900)	0	862,900	(862,900)	15,052	0	
100065	Traffic	(487,500)	0	487,500	(487,500)	71,104	0	

Project	Description	Original Budget	BR1 Proposed Income	BR1 Proposed Expense	BR1 Proposed Budget	Actual YTD	Variance Original V BR1	Comments
100066	Footpaths	(675,700)	0	675,700	(675,700)	20,349	0	
100067	Sealed Roads	(4,089,000)	437,800	4,526,800	(4,089,000)	93,275	0	
100068	Unsealed Roads	(797,800)	0	797,800	(797,800)	73,111	0	
100069	Streetscape	(1,036,800)	9,400	1,046,200	(1,036,800)	164,711	0	
100070	Waste Management	(2,640,400)	3,100	2,643,500	(2,640,400)	776,245	0	
100071	Victa Cinema	(195,500)	800,000	995,500	(195,500)	21,018	0	
100072	WHS and Risk Management*	(715,500)	0	715,500	(715,500)	251,199	0	
100074	Youth Development	(213,900)	43,100	257,000	(213,900)	39,723	0	
100076	Active Wellbeing	(256,900)	0	216,900	(216,900)	34,864	40,000	Reduced Grant Program to offset Master's Games
100078	Regulatory Control	(221,300)	2,500	223,800	(221,300)	51,662	0	
100079	Fire Prevention	(17,700)	9,500	27,200	(17,700)	210	0	
100080	Festival and Events	(299,300)	20,000	359,300	(339,300)	65,712	(40,000)	Council Resolution OC170205 - Master's Games
100082	Operations Admin	(1,260,800)	0	1,205,600	(1,205,600)	376,375	55,200	Increased salaries recoveries
100083	Open Space Admin	(1,496,300)	0	1,412,400	(1,412,400)	311,756	83,900	Increased salaries recoveries
100084	Engagement	(473,600)	0	473,600	(473,600)	93,181	0	
100085	E & I Admin	(522,900)	0	522,900	(522,900)	146,954	0	
100086	Coastal Maintenance	(102,100)	0	102,100	(102,100)	1,646	0	
100087	C & D Admin	(1,192,600)	0	1,192,600	(1,192,600)	333,190	0	
*	Corporate Overhead Distribution	5,933,700	0	(5,933,700)	5,933,700	0	0	
TOTALS		**(4,249,700)**	**38,372,500**	**42,478,100**	**(4,105,600)**	**(26,256,791)**	**144,100**	

9.6. Asset Accounting Policy - Capitalisation Thresholds

Committee: Ordinary Council Meeting

Meeting Date: 24 November 2025

Report Author: Jeet Thind

RECOMMENDATION

That Council approve an adjustment to the Asset Accounting Policy, effective 1 July 2026, increasing the capitalisation threshold for assets categorised as Furniture and Fittings from $1,000 to $5,000.

PURPOSE

The purpose of this report is to seek Council approval to increase the capitalisation threshold for furniture and fittings to $5,000, addressing inflationary effects on the cost of the furniture and fittings, budgetary impact and reducing administrative burden while maintaining compliance with Australian Accounting Standards (AASB).

BACKGROUND

There are a number of reasons that have prompted a review of the capitalisation thresholds including the following:

- Inflation has materially eroded the usefulness of legacy capitalisation threshold ($1,000) for office Furniture and Fittings, pulling immaterial items onto the balance sheet and increasing administrative effort.
- Adopting a higher threshold (e.g., $5,000) better reflects materiality, enhances efficiency, and improves clarity of financial reporting while remaining compliant with Australian Accounting Standards.
- The *Better Practice Model - Internal Financial Controls for South Australian Councils* framework requires councils to adhere to Section 125 of the *Local Government Act 1999* (the Act) when implementing changes to accounting practices and procedures.

Section 125 of the Act requires that:

(1) A council must ensure that appropriate policies, practices and procedures of internal control are implemented and maintained in order to assist the council to carry out its activities in an efficient and orderly manner to achieve its objectives, to ensure adherence to management policies, to safeguard the council's assets, and to secure (as far as possible) the accuracy and reliability of council records.

Australian Accounting Standards require that:

AASB101 para 117 - *An entity shall disclose its significant accounting policies comprising:*

(a) the measurement basis (or bases) used in preparing the financial statements; and

(b) the other accounting policies used that are relevant to an understanding of the financial statements.

AASB101 para 122 - *An Entity shall disclose, along with its significant accounting policies or other notes, the judgements, apart from those involving estimates (see paragraph 125), that management has made in the process of applying the entity's accounting policies and that have the most significant effect on the amounts recognised in the financial statement.*

AASB108 para 10 - *In the absence of an Australian Accounting Standard that specifically applies to a transaction, other event or condition, management shall use its judgement in developing and applying an accounting policy that results in information that is:*

(a) relevant to the economic decision-making needs of users; and

(b) reliable, in that the financial statements:

(i) represent faithfully the financial position, financial performance and cash flows of the entity;

(ii) reflect the economic substance of transactions, other events and conditions, and not merely the legal form;

(iii) are neutral, i.e. free from bias;

(iv) are prudent; and

(v) are complete in all material respects.

AASB 108 Para 12 - *In making the judgement described in paragraph 10, management may also consider the most recent pronouncements of other standard-setting bodies that use a similar conceptual framework to develop accounting standards, other accounting literature and accepted industry practices, to the extent that these do not conflict with the sources in paragraph 11.*

The proposed amendment to the Asset Accounting Policy was presented to the Audit and Risk Committee at its meeting held on 3 November 2025 with the following resolved:

ARC642025

Moved: Brendan Dowd

Seconded: Michele Bennett

That the Audit and Risk Committee :

i. *Endorse the increase of the capitalisation threshold for furniture and fittings from $1,000 to $5,000; and*

ii. *Recommends Council approve the revised threshold commencing 1 July 2026, and updates the Asset Accounting Policy, Fixed Asset Register procedures, and related procurement documentation accordingly; and*

iii. *Notes that the change is consistent with Australian Accounting Standards (AASB 116 and materiality), reduces administrative burden, and is projected to deliver a net favourable operating impact through administrative efficiencies and reduced depreciation processing in the long term.*

CARRIED

COMMENTARY

Assets categorised as 'Furniture and Fittings' include the following sub-classes:

- Display
- Desks and Tables
- Seating
- White goods
- Soft furnishings
- Storage

The entire class has a written down value (depreciated value) as at 30 June 2025 of $533,000

The proposed increase to the capitalisation threshold for low-value assets aligns with the requirements outlined in Section 125 of the *Local Government Act 1999* ("the Act") and the Better Practice Model - Internal Financial Controls for South Australian Councils. Section 125 of the Act mandates that any modifications to accounting practices must be conducted in accordance with prescribed legislative requirements and maintain compliance with Australian Accounting Standards.

This report demonstrates council's adherence to these statutory obligations. The recommended threshold increase from $1,000 to $5,000 has been proposed with careful consideration of the Acts provisions and applicable accounting standards. The changes preserve the integrity of financial reporting while enhancing operational efficiency through reduced administrative burden. Importantly, the proposal ensures continued transparency and compliance with the legislative framework governing local government financial management practices.

Following the due process outlined in the Better Practice Model, this report provides the necessary justification, impact analysis, and transitional considerations to support the accounting policy change. Council can be confident that the proposed threshold increase meets all relevant statutory requirements while delivering meaningful improvements to the management of low-value assets.

Benchmarking

Benchmarking has been undertaken to assist with this review, with the results as follows:

Council	Threshold ($)	Alignment with Proposal
Alexandrina Council	5,000	Matches the proposed threshold
City of Port Lincoln	5,000	Matches the proposed threshold
City of Marion	5,000	Matches the proposed threshold
Kangaroo Island Council	5,000	Matches the proposed threshold
Mid-Murray Council	5,000	Matches the proposed threshold
Rural City of Murray Bridge	5,000	Matches the proposed threshold
City of Charles Sturt	3,000	Below the proposed threshold
City of Tea Tree Gully	3,000	Below the proposed threshold
District Council of Yankalilla	3,000	Below the proposed threshold
Town of Walkerville	3,000	Below the proposed threshold
City of Holdfast Bay	2,000	Below the proposed threshold
City of West Torrens	2,000	Below the proposed threshold
City of Burnside	1,000	Below the proposed threshold
City of Prospect	1,000	Below the proposed threshold
Yorke Peninsula Council	1,000	Below the proposed threshold

40% of surveyed councils (6 out of 15) already operate with a $5,000 threshold, and industry trend demonstrates movement towards higher thresholds.

Others range from $1,000 - $3,000, indicating the proposal is within sector norms and aligned to the upper bound of current practice in line with anticipated economic trends in the longer term.

When implemented, there will be lower carrying amounts on the balance sheet due to low value assets being expensed, with no net effect on cash flows due to the change in accounting treatment.

Budget Impact

- Operating Expenditure: Slight increase in the year of implementation as more items are expensed rather than capitalised. Offset by lower depreciation and productivity savings, leading to a net favourable operating impact in the medium term.

- Depreciation Expense: Decrease due to fewer low-value assets on the asset register, ongoing simplification of capitalisation and depreciation processing in the medium to long term.

- Capital Expenditure: Reduction in minor capital allocations for furniture and fittings, corresponding reallocation to the operating budget for ongoing purchases.

In recent years there has been an underspend on the capital renewal allowances for furniture and fittings resulting in a lower end of year Asset Renewal Ratio. Increasing the capitalisation threshold would result in smaller renewals being expensed as operating and will reduce the likelihood of underspend in capital renewal that impacts on the Asset Renewal Ratio.

Amendments to plant and equipment thresholds are also being investigated, however a stepped approach is advised in consideration of the potential impact on Council's operating budget in the short term.

The increase is being presented for implementation as at 1 July 2026, so that there are no impacts in the current budget and so that the 2026/27 budget preparation can occur in line with the adjusted threshold.

RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

Legal and Compliance - The Asset Accounting Policy changes will be made in compliance with legislative requirements of the *Local Government Act 1999*, Better Practice Model - Internal Financial Controls for SA Councils and Accounting Standards. This risk is assessed as ***low***.

Financial Management - The materiality level of transactions related to low-value assets will have an impact on the operating budget in the short term but will provide longer term benefits and efficiencies. This risk is assessed as ***low***.

REFERENCES

City of Victor Harbor Community Plan 2030

Aspiration 6 - We are a financially sustainable and well-governed organisation

Other references used:

Local Government Act 1999

- Chapter 8 - Administrative and financial accountability - Part 3 - Accounts, financial statements and audit

Better Practice Model - Internal Financial Controls for SA Councils

Local Government (Financial Management) Regulations 2011.

Australian Accounting Standards

- AASB 101 (para 7-10) - Presentation of Financial Statements
- AASB108 - Accounting Policies, Changes in Accounting Estimates and Errors

- AASB116 - Property, Plant and Equipment

Asset Accounting Policies from the surveyed councils.

BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources there are no budget implications to the 2025/26 budget for increasing the capitalisation threshold for furniture and fittings effective from 1 July 2026. There are no changes to the current year budget and/or capitalisation processes.

No additional funds are required.

There will be an impact on future years budgets, with a net nil impact on cashflow, as the budget will be moved from capital expenditure to operating expenditure.

Endorsement of the proposed change commencing as at 1 July 2026 will be incorporated into the preparation of the draft 2026/27 budget.

CONSULTATION

Audit and Risk Committee at a meeting on 3 November 2025

Group Manager Governance and Finance - Kellie Knight-Stacey

Manager City Infrastructure - Mark Buckerfield

Finance Manager - Stephanie Juhas

ATTACHMENTS

Nil.

9.7. Council-led Petition to State Government - Stamp Duty Exemption for First Homebuyers in Regional South Australia

Committee: Ordinary Council Meeting

Meeting Date: 24 November 2025

Report Author: Victoria MacKirdy

RECOMMENDATION

1. That Council receive and note the report outlining investigations and considerations relating to a Council-led petition to the State Government seeking Stamp Duty Exemptions for First Homebuyers on the first $750,000 of the purchase price.

Option 1

2. That Council:
   a. submit a standalone petition to the South Australian State Government's House of Assembly that seeks a waiver of Stamp Duty for First Home buyers in regional areas up to the first $750,000 of the purchase price; and
   b. authorises the Mayor and Chief Executive Officer to affix the common seal of the City of Victor Harbor to the petition as provided at Attachment 2.

Option 2

3. That Council;
   a. endorses the petition to the South Australian State Government's House of Assembly that seeks a waiver of Stamp Duty for First home buyers in regional areas up to the first $750,000 of the purchase price as provided at Attachment 2;
   b. authorises administration to implement the signature collection strategy as outlined within the report;
   c. notes the signature collection period will run from December 2025 to the end of April 2026, with the aim of presenting the petition to the new Parliament in May 2026;
   d. requests Administration monitor progress and provide updates to Council via the weekly update as required;
   e. approves the $3,000 increase to the operating budget within Project #100084 (Engagement) to allow for the execution and promotion of the petition; and
   f. acknowledges that a report will be presented at a future council meeting for council to seek endorsement of the petition, along with the collected signatures and to authorise the Mayor and Chief Executive Officer to affix the common seal of the City of Victor Harbor.

PURPOSE

The purpose of this report is to present the investigations undertaken in response to the resolution made at the October 2025 Ordinary Council Meeting relating to a City of Victor Harbor led petition to the SA State Government's House of Assembly to provide First Home Buyers within regional South Australia a waiver of Stamp Duty on the purpose of existing homes on the first $750,000 of the purchase price.

BACKGROUND

At the Ordinary Council meeting held on Monday, 27 October 2025, council resolved:

OC3132025

Moved: Cr Brayden Mann

Seconded: Cr Michael Quinton

*That Administration investigate and prepare a plan to be presented at the November Ordinary Council for a City of Victor Harbor led petition to the SA State Government's House of Assembly to provide First Home Buyers within *Regional South Australia a Waiver of Stamp Duty on the purchase of Existing Homes on the first $750,000 of the purchase price including:*

- *A strategy to maximise signatures over the summer period and make this a State Government Election issue;*
- *Request other Councils within Regional SA to endorse the petition, circulate it within their communities and advocate for their local MP to jointly sponsor the petition;*
- *Partnering with Regional Development Australia (SA) to gather signatures and support for the petition;*
- *Advocating to local and state media to provide support and assistance in bringing awareness and support for the petition; and ? Have an aim to achieve 10,000 signatures and have the petition tabled in StateParliament.*

CARRIED UNANIMOUSLY

Following the decision of Council, Administration contacted both the Parliament of South Australia House of Assembly Procedure Office and the Local Member for Finniss to seek advice on a Council-led petition.

COMMENTARY

Eligible petitions must be tabled by a Member of the House (Sponsor) and are presented as the first item of business at 2pm on each sitting day. There is currently no mechanism for presenting petitions when the House is not sitting, including periods when Parliament is dissolved. The Parliament of South Australia provides a Petitions Information Sheet (see Attachment 1) to guide this process. Notably, Council is not restricted in its choice of Member

to present the petition, and multiple Members may present petitions on the same issue, each receiving a unique petition number.

Advice has highlighted that the final date to submit a petition before the 2026 State Election is 25 November 2025. This deadline does not allow sufficient time to gather the targeted 10,000 signatures. The timing also limits Council's ability to make the petition an election issue. It is worth noting that the Liberal Party has recently announced a commitment to abolish Stamp Duty if elected.

As an alternative, Council may resolve to submit a petition under its common seal, without signatures. However, this does not then necessitate the referral of the petition to the Legislative Review Committee which requires over 10,000 signatures. Instead the petition would be referred to the Minister responsible for the matters raised who may choose to respond in any way that they see fit. In this case, it is likely that this would be a letter with a similar response to previous correspondence referred to the Minister on this issue.

Petition Requirements

The Parliament does not accept online petitions. It encourages the use of the template it provides on its website as it conforms to the requirements for tabling petitions. A copy of this template with the proposed petition wording is provided at Attachment 2.

Timing of the Petition

Should Council wish to proceed with the petition it is suggested that the capturing of signatures commences in December 2025 and continues until the end of April 2026 prior to being presented to the new parliament in May 2026. This will enable the monitoring of the number of signatures durig this period with an ability to increase promotion of the petition if required.

Maximising Signatures

The following initiatives could be considered to maximise the number of signatures captured for the petition, noting that this would occur over 6 months given the fact that the petition will not be able to be lodged until May 2026.

Tactic	Description	Cost
Petitions displayed in local businesses	Council to provide copies of the petition to local businesses for display to assist capture signatures	Printing - $300 Staff time to coordinate
Liftout in local newspaper	A copy of the petition provided in the local newspaper for people to collect signatures and return to Council (or central locations)	Printing - $600 Insert fee - $800
Advertising	Advertising to support awareness of the petition and encourage signatures	Radio advertising - $1,500

Tactic	Description	Cost
		Print advertising - $3,000 Social media advertising - $500
Signage	Display of signage in prominent locations advising of the petition and how people can sign to show their support	Design - $150 Printing - $2,000
Rates Notice Insert	A copy of the petition (one page) to be provided in the 3rd Quarter rates mailout for returning to Council	Printing - $600
Shopping Centre and Local Events Pop-ups	Stands at shopping centre and local events to capture signatures: • Farmers' Market • Artisan Market • Beachside Market • Victor Central • Mainstreet Precinct • Christmas Pageant	$500 - $2,000 Cost dependent on whether staff managed or volunteers
Media Releases	Provided to encourage stories in local and state-wide publications about the petition and Council's intent	Staff time
Letters to other Councils	Letters sent to other regional councils encouraging support of this initiative and inviting assistance to collect signatures	Print, post and preparation - $150

If Council were to undertake all of these promotional initiatives a budget allocation of $10,000 would be required. However, a more conservative option (~$3,000) could be considered to concentrate on high exposure initiatives such as:

- Providing copies of petitions to local businesses for display - $300
- Liftout in local newspapers - $1,400
- Rates notice insert - $600

- Social Media advertising - $500
- Letters to other councils - $150

Further to this, the petition could be available for the six-month period at Council sites (Civic Centre, Library, Visitor Centre, Coral Street Art Space and Cinema) and also on hand at any face-to-face engagement initiatives that are undertaken during this time. Council Members can also take the lead on collecting signatures in the course of their duties and interactions with the community.

Alternate Options for Consideration

The petition requesting the removal of stamp duty for first homebuyers in regional South Australia aims to improve housing affordability and help attract more young professionals and families to the area. While this initiative may provide short-term financial relief and attract some younger residents to settle in the area, it does not address the underlying drivers of housing affordability challenges. The real issue is far more complex and requires a strategic, evidence-based approach from all levels of government to address.

Rather rushing toward a perceived solution, Council's approach should remain strategic and informed by significant investigations already undertaken. These investigations have underpinned our key planning strategic planning blueprint, the Urban Growth Management Strategy, and will inform further planning via the Future Ready Strategy and the Local Housing Strategy. Together, these strategies aim to deliver a balanced housing mix, maintain long-term affordability, and support a community demographic that reflects Victor Harbor's vision for growth and sustainability.

Pursuing an ad hoc approach such as petitioning for stamp duty changes risks being perceived as ill-informed and diverts resources away from these strategic projects that Council have tasked administration with delivering. This diversion places pressure on delivery timelines and compromises the integrity of evidence-based planning.

While acknowledging the intent of the petition, Council should advocate for long-term solutions that address housing supply and diversity rather than relying solely on stamp duty relief. Our current strategic planning initiatives are the pathway to achieve these outcomes.

Next Steps

Administration requires a decision from Council as to whether to proceed with the petition;?

- Option 1 - Standalone with Council common seal only?

  Council to submit a petition with the City of Victor Harbor common seal as a standalone petition to the South Australian State Government's House of Assembly that seeks a waiver of Stamp Duty for First Home Buyers in regional areas up to the first $750,000 of the purchase price.?

- Option 2 - Petition with 10,000 signatures and Council common seal?

The Council endorses the collection of 10,000 or more signatures in support of the petition to the South Australian State Government's House of Assembly that seeks a waiver of Stamp Duty for First Home Buyers in regional areas up to the first $750,000 of the purchase price.

Should the Council resolve to proceed with Option 2, the signature collection period is suggested to run from December 2025 to the end of April 2026, with the aim of presenting the petition to the new Parliament in May 2026.

Administration will monitor the progress of the petition and provide updates to Council as required via the weekly update.

Additionally, this option will require a report to be presented to a future Council Meeting for council to authorise to affix the common seal on the petition.

RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

Reputation - There is a risk that Council's active promotion and leadership of the stamp duty waiver petition may be perceived by some stakeholders as exceeding its traditional role, and not fully addressing the broader challenges of housing supply and diversity of options. Thus, the adhoc nature of this initiative does not reflect Council's strategic approach to such matters. This risk is assessed as ***medium.***

Service Delivery - Supporting the execution and promotion of this petition is an additional commitment on top of the Council's current workplan. It will redirect resources away from business as usual. This risk is assessed as ***medium.***

REFERENCES

City of Victor Harbor Community Plan 2030

Aspiration 3 - We manage growth and change responsibly

- Objective 3.1 - Attract and retain young professionals and families in Victor Harbor for long-term demographic sustainability

Other references used:

Parliament of South Australia - Petitions Information Sheet

Greater Adelaide Regional Plan

Victor Harbor Urban Growth Management Strategy 2025

BUDGET IMPLICATIONS

There are no budget implications for progressing with Option 1 which submits a petition to the State Government House of Assembly under the City of Victor Harbor Common Seal. This can be undertaken within current resources.

There are insufficient funds in Project #100084 (Engagement) to undertake the activities to support Option 2 as outlined within this report (the promotion and execution of the petition to capture 10,000 signatures) at an estimate between $3,000 to$10,000.

No budget offset has been identified.?

There will be an increase, subject to Council approval of Option 2, to operating expenses of a estimate between $3,000 to $10,000.

CONSULTATION

Council Member - Brayden Mann

Strategy and Engagement Business Partner - Michelle James

Governance and Policy Officer - Kyla Walker

Parliament of South Australia Procedure Office (Will Coad - Acting Parliamentary Assistant)

Finniss Electoral Office (Catherine Jamieson - Office Manager)

ATTACHMENTS

Attachment 1 - Parliament of South Australia Petition Information Sheet

Attachment 2 - Draft Petition Form - Stamp Duty Waiver for Regional First Homebuyers

Attachment 1 - Parliament of South Australia Petition Information Sheet

Parliament of South Australia
House of Assembly

Information Sheet 2024

Petitions

Making a Petition to the House of Assembly

Petitioning Parliament is a long-established fundamental right of all citizens. It allows any individual or group to place grievances before the Parliament. It is one of the few direct means of communication between people and the Parliament.

What is a Petition?

A petition is a request for action. Any citizen, or group of citizens, may petition either House of Parliament requesting that action on a particular matter be taken.

What can a Petition ask for?

The subject of a petition must be a matter on which the Parliament has the power to act. Usually something that the State Government has responsibility for. Examples of petitions presented to the House of Assembly in the last decade include - a request that the Government includes free cat desexing programs; that the Government commit necessary funding to deliver radiation treatment services in the Limestone Coast; and that a commitment to the duplication of the Sturt Highway Truro Freight Route be made.

Rules for Petitions

In order to be presented to the House of Assembly, petitions must be in the correct format and comply with the rules set by the House of Assembly Standing Orders. Petitions that do not comply with the rules will not be accepted. Please refer to the attached Rules for Petitions before preparing your petition and/or speak with the Contact Officer (refer details below). A Petition Proforma and a Sample Petition to assist in developing your petition is also attached.

Having your Petition presented

A petition can only be presented to the House by a Member of that House. This can be any Member of Parliament (MP), including a Minister, and does not have to be the petitioner's local MP. Contact details for the current House of Assembly MPs who can be approached to present a petition is available on the Parliament's website.

After the Petition is presented

Petitions are announced by the Clerk of the House as one of the first items of routine business after 2.00 pm on each sitting day. The Clerk announces the electorate of the MP presenting the petition, the number of signatories and summary of the request made. Petitions are not debated at the time of tabling.

1

On presentation to the Parliament the petition becomes a public document and can be viewed by anyone upon request. Standing Orders also require that the Clerk of the House refer the petition to the Minister responsible for the matters raised. Ministers may respond to a petition in any way they see fit, for example by writing to the petitioners or a selection of them, or by ordering some administrative action to be taken.

Petitions over 10,000 signatures

A single petition with over 10,000 signatures will be referred to the relevant standing committee of the Parliament. The committee is required to investigate the petition and report back to both Houses. The responsible Minister in each House is then required to table a response and make a statement outlining what, if any, action is to be taken in relation to the petition.

For Further Information

Any questions relating to the appropriate form of a petition, preferably before its circulation for signatures, should be directed to:

Contact:	Procedure Office
Address:	House of Assembly Parliament House North Terrace ADELAIDE 5000
Telephone:	08 8237 9384 or 8237 9206
Email:	procedure@parliament.sa.gov.au
Website:	www.parliament.sa.gov.au

2

RULES FOR PETITIONS		
Format of your Petition		
1	Must be addressed to Parliament	Every Petition to be presented to the House of Assembly must begin with the words *"To the Honourable the Members of the House of Assembly in Parliament Assembled"*. This statement must appear on every page of the Petition.
2	Must contain a Request	Every Petition must contain a Request which sets out what your issue is and what action you are requesting that Parliament takes. This Request must appear on every page of the Petition.
Content of your Petition		
3	Must use polite and respectful language	A Petition must use polite and respectful language.
4	Must not reference debates in Parliament	A Petition must not reference a Member's contribution to a debate which has taken place in Parliament.
5	Must be legible	A Petition may be hand-written, typed or printed but must be legible.
6	Must be in English	A Petition must be in English or be accompanied by an English translation certified to be correct by the Member who lodges it.
7	Cannot include attachments	No letters, affidavits or other documents may be attached to a Petition.
Petition Signatures		
8	Must be signed	A Petition must be signed. Other details, such as name, address, email or phone may be included, but are not required. The minimum number of signatures is one. There is no age limit for who may sign a petition.
9	Signatures must be original (no copies)	Each signature included on a Petition must be original. Copies or facsimiles of signatures are not acceptable. Signatures cannot be pasted or otherwise transferred to the Petition. Corporations contributing to Petitions must do so under their Common Seal.
Presentation of your Petition		
10	Must be presented by a Member	Petitions can only be lodged for presentation to the House by a Member of that House. Once you have a completed Petition please contact an MP to arrange for presentation to Parliament. House of Assembly MP contact details can be found on the Parliament website.

3

To the Honourable the Members of the House of Assembly in Parliament Assembled:

Petition Title:	*<Insert a brief title of your Petition. This section is optional and if included should appear on the front page, or on every page.>* EXAMPLE: Roadworks on North-East Road at Campbelltown
Background:	*<Insert a short description outlining the reason for your Petition. This section is optional and if included should appear on the front page, or on every page.>* EXAMPLE: We draw the House's attention to the great inconvenience suffered by the residents of Campbelltown by the lack of action in completing the road works on North-East Road. In particular, the lack of traffic lights at the junction of Smith Street and North-East Road has made it virtually impossible to turn left onto North-East Road between 5-6pm on a weekday. This situation has led to a number of impatient drivers taking risks with their safety and that of others.
From:	*<Insert a description of who the petition is from. This section is optional and if included should appear on the front page, or on every page>* EXAMPLE: Residents of Campbelltown and greater South Australia
Request:	*<Set out what your issue is and what action you are requesting the Parliament to take. The information you include in this section **must** appear on the front page and every subsequent page of the Petition>* EXAMPLE: Your petitions request the House to urge the Government to take immediate action to complete the road works on the North-East Road in the Campbelltown area, and in particular, install traffic lights at the junction of Smith Street and North East Road.

SIGNATURE	NAME	ADDRESS

PETITION PROFORMA – THIS DOCUMENT SHOWS HOW THE 1ST PAGE OF YOUR PETITION SHOULD BE SET OUT AND WHAT INFORMATION SHOULD BE INCLUDED.

Upon presentation to the House of Assembly, the Petition will become a public document.

4

To the Honourable the Members of the House of Assembly in Parliament Assembled:

Request:	*<Set out what your issue is and what action you are requesting the Parliament to take. The information you include in this section **must** appear on each subsequent page of the Petition.>* EXAMPLE: Your petitions request the House to urge the Government to take immediate action to complete the road works on the North-East Road in the Campbelltown area, and in particular, install traffic lights at the junction of Smith Street and North East Road.

SIGNATURE	NAME	ADDRESS

PETITION PROFORMA – THIS DOCUMENT SHOWS HOW THE 2ND AND ALL SUBSEQUENT PAGES OF YOUR PETITION SHOULD BE SET OUT AND WHAT INFORMATION SHOULD BE INCLUDED.

Upon presentation to the House of Assembly, the Petition will become a public document.

5

Attachment 2 - Stamp Duty Waiver Regional First Homebuyers - Draft Petition

To the Honourable the Members of the House of Assembly in Parliament Assembled:

Petition Title:	Waiver of Stamp Duty on the first $750,000 of existing homes for first homebuyers in regional South Australia	
Background:	The City of Victor Harbor is advocating for a stamp duty exemption for first homebuyers purchasing an existing home in regional South Australia, applicable to the first $750,000 of the purchase price. This initiative seeks to ease the growing affordability pressures faced by young families and professionals, where high housing costs and significant upfront fees create barriers to home ownership. By reducing the financial hurdle of stamp duty on existing homes (for up to the first $750,000 of the purchase price), the proposal aims to make regional areas more attractive for younger demographics and working-age residents. Encouraging settlement in regions will help strengthen local economies, support workforce availability, and enrich community life, particularly in areas that often experience lower numbers of young people. This approach is not only about affordability, but also about fostering vibrant, sustainable communities for the future.	
From:	City of Victor Harbor	
Request:	We request the House to call on the State Government to waive the stamp duty for first home buyers purchasing an existing home in regional South Australia, up to the first $750,000 of the purchase price.	
SIGNATURE	**NAME**	**ADDRESS**

Upon presentation to the House of Assembly, this Petition will become a public document.

1

To the Honourable the Members of the House of Assembly in Parliament Assembled:

Petition Title:	Waiver of Stamp Duty on the first $750,000 of existing homes for first homebuyers in regional South Australia	
From:	City of Victor Harbor	
Request:	We request the House to call on the State Government to waive the stamp duty for first home buyers purchasing an existing home in regional South Australia, up to the first $750,000 of the purchase price.	
SIGNATURE	**NAME**	**ADDRESS**

Upon presentation to the House of Assembly, this Petition will become a public document.

2

9.8. Reviewed - Emergency Management Policy

Committee: Ordinary Council Meeting

Meeting Date: 24 November 2025

Report Author: Kyla Walker

RECOMMENDATION

That Council adopt the reviewed Emergency Management Policy as provided at Attachment 2.

PURPOSE

The purpose of this report is for Council to adopt the reviewed Emergency Management Policy.

BACKGROUND

The State Emergency Management Plan (SEMP) outlines South Australia's comprehensive emergency management arrangements. It promotes a coordinated approach to building resilience and reducing vulnerability across government, business, non-government sectors, and the community.

The SEMP was updated in August 2022, incorporating principles that define agency responsibilities and acknowledging the amplified impacts of climate change such as increased fire danger and more frequent extreme weather events. Agencies are now required to consider these influences in their planning and implementation.

The 2022 review of the SEMP acknowledges the amplified effects and impacts of climate change on emergencies; these include higher temperatures, increased fire danger, and more frequent extreme weather-related events such as bushfire, heatwaves, droughts and floods. Further, this review noted that Agencies must take into account the uncertain and complex influences of climate change in the development and implementation of their plans and other responsibilities under the SEMP.

Principle 2.2.5 specifically considers the role of local government and states that "Emergency management is led collaboratively by state government in partnership with local government, non-government organisations, businesses and the community, and is supported by the Australian government."

In a response to the SEMP, the Local Government Association (LGA) has created the Local Government Emergency Management Framework (LGEMF). The LGEMF provides clarity and direction to the role of local government in emergency management within the SEMP framework.

COMMENTARY

Section 7(c) and (d) of the *Local Government Act 1999* (the Act), states that the relevant emergency management functions of a Council include:

- Providing for the welfare, wellbeing and interests of individuals and groups within its community;
- Taking measures to protect its area from natural and other hazards and to mitigate the effects of such hazards.

In addition, section 8 of the Act, requires councils to give due weight in their plans, policies and activities to regional, state and national objectives, councils are required to align their plans and activities to the objectives and strategies of the State Emergency Management Plan.

As our council participates in emergency support activities, we must ensure appropriate arrangements are in place including:

- Emergency Management Policy
- i-Responda Training
- Register of Employees
- Register of Plant and Equipment

Council's Emergency Management Policy recognises the potential of emergencies disrupting the strategic and operational activities of Council and the impact they could have on the community. The policy outlines the emergency management roles and responsibilities of Councils as set out by the *Emergency Management Act 2004*, the State Emergency Management Plan (SEMP) and the Local Government Emergency Management Framework (LGEMF).

Administration have undertaken a review of the Policy to align with Local Government Association's latest template. A summary of the key changes to the Policy are as follows:

- Alignment with the four phases of emergency management: Prevention, Preparedness, Response, and Recovery (PPRR) and updated LGA Terminology
- Integration of the former i-Responda Policy
- Clear separation between the Policy Statement and Emergency Management approach
- Included guidance for policy development.

Due to the amount of amendments, a clean version of the policy is provided at Attachment 2, while the current version is provided at Attachment 1.

Next Steps

Following the adoption of the reviewed Emergency Management Policy, administration will undertake a review of the following current documents:

- Emergency Support Plant and Equipment Register
- Employee Training Register
- Emergency Management Plan
- i-Responda Plan
- Recovery Plan and development of a recovery action plan
- Emergency Services Support Policy.

Noting the above documents are internal that do not require endorsement of Council and therefore will be presented to the Senior Management Team for consideration and adoption.

RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

Legal and Compliance - The revised policy will ensure compliance with Sections 7 and 8 of the *Local Government Act 1999*, while the council manages risks associated with emergencies and clarifies its role. This risk is assessed as ***low***.

REFERENCES

City of Victor Harbor Community Plan 2030

Aspiration 4 - We protect and restore our environment

Aspiration 5 - We have services and infrastructure that meet our community's needs

Aspiration 6 - We are a financially sustainable and well-governed organisation

Other references used:

Local Government Act 1999

- Section 7 - Functions of council
- Section 8 - Principles to be observed by council

Emergency Management Act 2004

BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources there are no budget implications in Council adopting the reviewed Emergency Management Policy.

No additional funds are required.

CONSULTATION

Senior Management Team

Manager City Infrastructure - Mark Buckerfield

Manager Open Space and Environment - Mark Short

Manager Operations - Michael Ross

ATTACHMENTS

Attachment 1 - Current - Emergency Management Policy

Attachment 2 - Clean Version - Reviewed Emergency Management Policy

Attachment 1 - Current - Emergency Management Policy

city of Victor Harbor

POLICY

Policy Name	Emergency Management Policy
Policy Category	Governance
Department / Officer	Environment and Infrastructure Services/Director
Date Adopted	14 December 2020
Date/s Reviewed	
Review Frequency	Every Three Years
Strategic Plan Reference	Aspiration 5 – We have services and infrastructure that meet our community's needs Strategy – Facilitate capacity to deal with emergencies
Attachments	Attachment A - Delegations

1. Purpose

The purpose of this policy is to define and ensure the City of Victor Harbor's:

- roles and responsibilities in emergency management
- maintain appropriate delegations and authority to undertake its emergency management responsibilities
- prepare and maintain appropriate emergency management documents
- maintain safe working practices during emergencies
- maintain effective protection for Council employees, assets and liabilities associated with emergency management activities.

2. Scope

This policy applies to the City of Victor Harbor in exercising powers and functions under the various legislation and agreements to which Council is a party in the State of South Australia.

3. Policy Statement (Summary)

The City of Victor Harbor will undertake the following roles and responsibilities in accordance with the *State Emergency Management Plan* and the *Local Government Emergency Management Framework* in the areas of disaster risk reduction, incident operations and recover as outlined in Clause 6.1 – 6.3 (inclusive).

4. Legislation and Compliance

The *Emergency Management Act 2004* provides the authority for the State Emergency Management Plan. The State Emergency Management Plan is prepared in accordance with

Section 9 of the *Emergency Management Act 2004* and details the role of Local Government in emergency management.

Section 7 (c) of the *Local Government Act 1999* requires Council to provide for the welfare, well-being and interests of individuals and groups within its community. While Section 7(d) of the *Local Government Act 1999* requires Council to take measures to protect its area from natural and other hazards and to mitigate the effects of such hazards.

In accordance with Section 8 of the *Local Government Act 1999*, Council must give due weight, in all its plans, policies and activities to regional, state and national objectives and strategies concerning the economic, social, physical and environmental development and management of the community. This includes consideration of the objectives and strategies of the State Emergency Management Plan (SEMP)

5. Definitions

Council means the Elected Body and the City of Victor Harbor

Council Employee means Staff or Volunteers of Council and does not include any person who separately undertakes duties as a registered Country Fire Service Firefighter/volunteer.

Disaster Risk means the potential loss of life, injury or destroyed or damaged assets which could occur to a system, society or a community in a specific period of time, determined probabilistically as a function of hazard, exposure, vulnerability and capacity

Disaster Risk Reduction means action to avoid the creation of new disaster risks, reducing existing disaster risks, and managing any residual risk

Incident Operations means actions undertaken, immediately before during and immediately after an emergency

I-Responda refers to the action plans and principles under which Council employees work in an emergency.

Recovery means the process of restoring emotional, social, economic and physical wellbeing, reconstructing physical infrastructure and restoring the environment following an emergency.

6. Policy Content

6.1 Disaster Risk Reduction

In accordance with the State Emergency Management Policy, Council will endeavour to:

- Build and promote disaster resilience
- Undertake cost-effective measures to mitigate the effects of emergencies on local communities, including routinely conducting emergency risk assessments
- Systematically taking proper account of risk assessments in land-use planning to reduce hazard risk

- Represent community interests in emergency management to other spheres of government and contribute to decision-making processes
- Ensure all requisite local emergency planning and preparedness measures are undertaken
- Undertake public education and awareness to support community-preparedness measures

In accordance with the Local Government Emergency Management Framework, Council will endeavour to:

- Understand and communicate current and emerging disaster risks
- Integrate disaster risk into existing plans and decision-making (eg strategic plans, risk frameworks, asset management plan, climate change plans)
- Partner with local stakeholders in addressing priority emergency risks
- Strengthen disaster resilience in communities through community development.

6.2 Incident Operations

In accordance with the State Emergency Management Plan, Council will endeavour to:

- Ensure an adequate local council emergency response capability is in place, including resources for the local volunteers.
- Ensure appropriate local resources and arrangements are in place to provide and support emergency relief and recovery services to communities
- Participate in post-emergency assessment and analysis

In accordance with the Local government Emergency Management Framework, Council will endeavour to:

- Develop a locally relevant risk based suite of incident operational arrangements.
- Build capability of Council to participate in the Local Government Functional Support Group
- Participate in incident operations in accordance with the i-Responda operating platform.

6.3 Recovery

In accordance with the Statement Emergency Management Plan, Council will endeavour to:

6.3.1 Leadership

- Provide senior representation on local recovery committees
- Provide representation at community meetings
- Identify community impacts
- Liaise with the state agencies to determine potential recovery services
- Act as media spokesperson for local recovery issues
- Appoint a local recovery coordinator (if not provided by the State)

6.3.2 Community Liaison

- Open lines of communication with local recovery service providers
- Establish communications with the community
- Support relief/recovery centres

- Provide support in assessing, mapping and informing the community of the impacts of the disaster on the council area
- Support liaison between the local recovery coordinator and the local recovery committee
- Provide support and coordination to local volunteer efforts

6.3.3 Community Development

- Appoint a community development officer (if not provided by the State)
- Support State agencies to identify impacts and areas of need
- Implement community development packages (if not provided by the State)
- Support recovery centres
- Coordinate local recovery service providers.

In accordance with the Local Government Emergency Management Framework, Council will endeavour to:

- Provide leadership, co-ordination and advocacy when the community is impacted by disasters
- Plan for recovery to establish the principles, structures, partnerships and approaches that will guide council.
- Secure grants and other funding assistance to support disaster recovery

6.4 Emergency Management Documents

In addition to this policy, Council will maintain an Emergency Management Plan, Incident Operations Arrangements, Recovery Arrangements and any other supporting documentation that:

- Describes the strategies and actions that Council will take to implement this policy
- Identifies relevant local, regional and state emergency management plans and arrangements that impact upon Council
- Responds to guidance for Council provided by the State Emergency Management Plan and other emergency management plans, strategies, frameworks and guidelines.
- Identifies linkages between emergency management objectives and Council's strategies and business, financial and other plans

Council will maintain its commitment to locally relevant plans developed in consultation with the City of Victor Harbor. Where Council resource commitments are made in these plans they will be subject to normal strategic and business planning processes of Council.

Council's emergency management documentation as shown in Attachment B will be reviewed in line with Council's review requirements.

6.5 Financial Spending During Emergencies

Delegations and arrangements for financial spending during emergencies are covered in Council's Annual Budget and Council's Procurement Policy.

Councils Incident Operations Arrangements document contains further details in relation to Emergency Management expenditure.

6.6 Support to Control Agencies and Emergency Services

Council works within the requirements of the *Work Health and Safety Act 2012*. Occasionally Council employees and/or equipment will be requested to support control agencies and emergency services in managing an emergency.

When Council resources are made available to support control agencies and emergency services this will be in accordance with:

1. Councils incident operations arrangements
2. Local Government Association South Australia Mutual Protection guide for incident operations
3. The Local Government Incident Operations guide (including i-Responda)

6.6.1 Local Government Functional Support Group

Council is a participating organisation of the Local Government Functional Support Group. The Local Government Association Functional Support Group has the responsibility of "Coordinating response from local government during an emergency" in accordance with Section 2.2 of Part Two of the State Emergency Management Plan.

6.6.2 Protection

To maintain effective workers compensation and liability coverage, Council when supporting the emergency services and control agencies in incident operations will:

- Apply appropriate risk management principles; and
- Have regard to the arrangements of the Local Government Association Asset Mutual Fund, the Local Government Association Workers Compensation Scheme and the Local Government Association Mutual Liability Scheme.

To achieve this, Council resources will operate in line with the i-Responda operational platform and Local Government Financial Services Group operational arrangements.

6.6 Communication

The media Spokesperson for Council during an incident will be the Mayor or the Chief Executive Officer.

Council Members do not have an operational role during an emergency but are kept up-to-date of the incident response and recovery by the Chief Executive Officer.

7. Risk Management

Council's role in emergency management is as a support agency only. Risk will be managed in accordance with Council's Risk Management Plan, Risk Management Policy, Risk

Management Procedure and Risk Management Framework and the State Emergency Management Plan.

8. Implementation/Delegations

The Chief Executive Officer has the delegated authority to implement this policy.

Council will maintain relevant emergency management delegations as listed in Attachment A.

9. Related Documents

Business Continuity Emergency Management Plan
Business Continuity Emergency Management Action Plan
Emergency Support Services Policy
I-Responda Framework
Local Government Emergency Management Framework
Procurement Policy
State Emergency Management Plan
Work Health and Safety Emergency Management Policy
Adelaide Hills and Fleurieu and Kangaroo Island Zone Emergency Management Plan

10. Availability of Policy

This policy is available on Council's website at www.victor.sa.gov.au. It may also be inspected or purchased at the Principal Office of the Council at 1 Bay Road, Victor Harbor.

Attachment A

Legislation	Delegations
Burial and Cremation Act 2013	√
Burial and Cremation Regulations 2014	√
Coast Protection Act 1972	
Development Act 1993	√
Electricity (Principles of Vegetation clearance) Regulations 2010	
Environment Protection (Waste to Resources) Policy 2010	√
Environment Protection Act 1993	√
Fire and Emergency Services Act 2005 (Bushfire)	√
Fire Emergency Services Act 2005 (via State Emergency Management Plan)	√
Food Act 2001	√
Local Government (Stormwater Management) Amendment Act 2007	
Local Government Act 1999	√
Native Vegetation Act 1991	
Planning, development and Infrastructure Act 2016	√
Public Health Act 2011	√
Road Traffic (Miscellaneous) Regulations 2014	√
Road Traffic (Road Rules – Ancillary and Miscellaneous Provisions) Regulations 2014	√
Road Traffic Act 1961	√
South Australian Public Health (Legionella) Regulations 2013	√
South Australian Public Health (General) Regulations 2013	√
South Australian Public Health (Wastewater) Regulations 2013	√
Work Health and Safety Act 2012	√

Attachment 2 - Clean Version - Reviewed Emergency Management Policy

city of Victor Harbor

POLICY

Policy Name	Emergency Management Policy
Policy Category	Governance
Department / Officer	Environment and Infrastructure /Director Environment and Infrastructure
Date Adopted	14 December 2020
Date/s Reviewed	24 October 2025
Review Frequency	Every Three Years
Strategic Plan Reference	Aspiration 5 – We have services and infrastructure that meet our community's needs Objective 5.5 – Facilitate capacity to deal with emergencies and build community resilience
Attachments	

1. Purpose

The purpose of this policy is to define roles and responsibilities in emergency management based on a comprehensive approach (Prevention, Preparedness, Response and Recovery) and ensure that Council

- contributes to South Australia's emergency management arrangements based on available capacity and resources
- prepares and maintains appropriate emergency management documents, registers and records
- participates in emergency management training and exercises (internal and cross-sector)
- manages risks to council and council employees
- maintain safe working practices during emergencies and applies good decision-making during emergency management activities.

2. Scope

This policy applies to the City of Victor Harbor in exercising powers and functions under the various Acts and agreements to which Council is a party in the State of South Australia.

This policy does not apply to a person responding to an incident in their role as a registered volunteer with external agencies for example, South Australia Country Fire Service or South Australia State Emergency Service.

3. Policy Statement (Summary)

Given the changing climate and increasing frequency and severity of emergencies, Australian governments have recognised that a national, coordinated and cooperative effort is required to enhance Australia's capacity to withstand and recover from emergencies. The City of Victor Harbor recognises the shared responsibility to help protect and assist its community to prevent, prepare, respond and recover from disasters.

The City of Victor Harbor emergency management arrangements align with the South Australian emergency arrangements with an all hazards and comprehensive approach, reflecting the collective responsibility of all sectors of the community (state and local government, the business and non-government sectors, and individuals), and recognising that effective arrangements require a coordinated approach.

The City of Victor Harbor is committed to partnering with the Government of South Australia and local emergency management stakeholders and seeks to:

- foster collaboration across the layers of government and between organisations to share best practices and resources
- highlight emergency management and climate issues, opportunities and policy initiatives to build community awareness, preparedness and resilience
- integrate climate and emergency management measures into standard practice to enhance organisational, community and cross-governmental resilience
- identify funding sources and allocate resources to implement emergency management and climate-related initiatives
- collaborate with and provide coordinated support to emergency management agencies whilst responding to and recovering from emergencies.

4. Legislation and Compliance

The *Emergency Management Act 2004* provides the authority for the State Emergency Management Plan. The State Emergency Management Plan is prepared in accordance with Section 9 of the *Emergency Management Act 2004* and details the role of Local Government in emergency management.

Section 7 (c) of the *Local Government Act 1999* requires Council to provide for the welfare, well-being and interests of individuals and groups within its community. While Section 7(d) of the *Local Government Act 1999* requires Council to take measures to protect its area from natural and other hazards and to mitigate the effects of such hazards.

In accordance with Section 8 of the *Local Government Act 1999*, Council must give due weight, in all its plans, policies and activities to regional, state and national objectives and strategies concerning the economic, social, physical and environmental development and management of the community. This includes consideration of the objectives and strategies of the State Emergency Management Plan (SEMP).

5. Definitions

Capability means the ability to achieve a defined outcome applying a defined set of skills and assets.

Capacity means the ability to deploy a defined capability at a sustained level over a period of time.

Council means the Elected Body and the City of Victor Harbor.

Council Employee means Staff or Volunteers of Council and does not include any person who separately undertakes duties as a registered Country Fire Service Firefighter/volunteer.

Comprehensive Approach means emergency management considers planning for all phases of emergencies – prevention, preparedness, response and recovery.

Control means the overall direction of emergency management activities in an emergency. Authority for control is established in the SEMP and carries the responsibility for tasking organisations in accordance with the needs of the situation.

Control Agency means an agency that exercises control of an emergency as designated by the SEMP.

Coordination means the facilitation of agencies, functions and/or resources to ensure effective control and/or effective outcomes.

Emergency means an event that causes or threatens to cause the death of, or injury or other damage to the health of, any person; or the destruction of, or damage to, any property; or a disruption to essential services or to services usually enjoyed by the community; or harm to the environment, or to flora or fauna.

Emergency Management means a range of measures to manage risks to communities and the environment. The organisation and management of resources for dealing with all aspects of emergencies. Emergency management involves the plans, structures and arrangements established to bring together government and non-government agencies in a comprehensive and coordinated way to deal with the emergency needs including prevention, risk reduction, preparedness, response and recovery.

Emergency Support means provision of resources supporting Control Agency response.

Functional Support Group (FSG) means a group of participating organisations coordinated by a lead agency that performs a functional role as part of the State Emergency Centre arrangements to support response and recovery operations for an emergency.

Incident Management means the processes, decisions and actions taken to resolve an emergency incident and support recovery that will enable the community to return to normality.

Incident Management Team means a group of control agency incident management personnel including an Incident Controller, established for incident management.

I-Responda Plan is how Council will organise itself and take actions immediately before, during and immediately after an emergency incident. It defines the scope of incident

operations for the council, provides delegation and authority for Council Commanders and describes arrangements.

Local Government Association means LGA South Australia which is a voluntary membership-based organisation providing councils with access to services, resources and support.

LGA Mutual means South Australian Local Government Mutual Risk Schemes and Services delivered in partnership by LGA Mutual Liability Scheme (LGAMLS), LGA Workers Compensation Scheme (LGAWCS), and LGA Asset Mutal Fund (LGAAMF).

LG Emergency Management Framework (LGEMF) means a framework that outlines the broad roles of the South Australian local government sector in emergency management.

Local Government Functional Support Group means the Functional Support Group comprised of LGA as the lead agency and all 68 councils and Regional Local Government Associations as participating organisations, performing functional roles and capability that support the agencies responsible for managing and coordinating emergency response and recovery.

Preparedness means all activities undertaken in advance of the occurrence of an incident to decrease the impact, extent and severity of the incident and to ensure more effective response activities.

Prevention means undertaking of activities to understand disaster risk and reduce the likelihood of a disaster event occurring or the consequences of an event should it eventuate.

Recovery means the process of restoring or improving the livelihood and health, and the economic, physical, social, cultural and environmental assets, systems and activities of a disaster-affected community. It is a complex process that provides an opportunity to enhance community resilience and to 'build back better' to avoid or reduce future emergency/disaster risk.

Relief means provision of material aid and emergency medical care necessary to save and preserve human lives and enable families to meet their basic needs for shelter, clothing, water, and food (including the means to prepare food).

Resilience means the readiness and ability to withstand, adapt, respond or recover from adversity across man remits such as an individual level, to teams, organisations, community, assets, infrastructure, environment, economy, systems.

Response means measures taken in anticipation of, during or immediately after an emergency to ensure that the effect of the emergency is minimised and that affected individuals are given immediate relief and support.

State Emergency Management Plan (SEMP) means a plan outlining South Australia's emergency management arrangements developed and maintained by the Department of Premier and Cabinet.

Support Agency means an agency that provides support to the control agency.

6. Policy Content

Emergency management in the City of Victor Habor is enabled and supported by legislation and delegations. The City of Victor Harbor will undertake the following roles and responsibilities in accordance with the State Emergency Management Plan and Local Government Emergency Management Framework:

6.1 Prevention

South Australian councils make a significant contribution to disaster mitigation and risk reduction; however, it is often a by-product of other strategic priorities and council activities, rather than for the purpose of prevention. Examples include establishing risk registers, asset management plans, strategic planning processes, and activities such as tree management and waterway management. This policy incorporates this business-as-usual contribution and provides additional considerations for Council's contribution to disaster prevention and mitigation activities.

Council is committed to understanding disaster risk, reducing the likelihood of a disaster event occurring or the consequences of an event should it eventuate and will:

- collaborate with local emergency management stakeholders, including in the Zone Emergency Management Committee (ZEMC), and proactively contribute to the identification, adaptation and mitigation of local climate and emergency risks
- contribute to disaster and climate resilience by developing, adapting and maintaining council-owned assets and infrastructure that avoids the creation of new risk, reduces existing risks and manages residual risk
- partner with local stakeholders in addressing priority emergency risks and seek cost-effective measures to mitigate the effects of emergencies within Council's area.

6.2 Preparedness

Council takes proactive measures to build resilience, undertake planning, and engage in training and exercises in preparation for emergency events. To prepare for emergencies, Council will undertake the following actions:

- provide representation on the ZEMC and contribute to zone emergency management planning
- contribute to local, zone and regional emergency planning and preparedness measures (e.g. Zone Emergency Management Plans, Bushfire Management Plans, Regional Public Health Plans) within available resources
- integrate emergency management into existing plans, processes and decision-making arrangements (e.g. strategic, community and asset management plans, risk frameworks, budgeting, asset management plan)
- undertake business continuity and workplace planning to reduce the likelihood and impact of emergencies and outages
- promote public awareness of climate and emergency management issues, policy initiatives and preparedness actions that contribute to community resilience and readiness
- identify, maintain and prepare arrangements for existing capabilities and capacity that contribute to emergency response, relief and recovery

- determine council training needs and ensure relevant employees participate in i-Responda and emergency management training
- proactively engage and collaborate with local emergency management response and recovery partners to practice the implementation of council and interagency plans
- identify, understand and negotiate financial arrangements during emergencies to ensure systems and procedures capture relevant evidentiary requirements.

6.2.1 Emergency Management Documents

Council will establish relevant plans and documentation including:

- Emergency Management Plan that describes the role of Council in emergency management and the strategies and actions that council will take to implement this policy.
- An internal i-responda plan that describes the scope of incident operations for council and how council will organise itself and take practical actions immediately before, during and immediately after an emergency incident.
- An Emergency Support Employee Register that:
  - Records suitable and interested employees that may be requested to provide emergency support.
  - Confirms employees are suitably trained to undertake identified capabilities.
  - Does not obligate any Council employee to be listed on the register, nor obligate any Council employee listed on the register to respond to a particular incident.
  - Ensures council employees who may be requested to support an emergency response participate relevant i-Resonda training.
- An emergency support plant and equipment register that records:
  - Council-owned vehicles, plant and equipment that may be requested by a Control Agency for emergency support operations.
  - Persons on the Emergency support employee register who are competent to operate the various items of plant and equipment.
- A Recovery Plan that describes the roles that Council will participate in during recovery and it will occur in a coordinated way that meets community needs and avoids duplication of effort.
- Develop, record, maintain and review a emergency management document register.

6.3 Response

When requested to support an emergency response, Council will:

- Enact council's i-Responda Plan and ensure any council support to emergencies is provided in accordance with the i-Responda Framework principles, the Council Emergency Support Employee Register and the Council Emergency Support Plant and Equipment Register
- Consider establishing a Council i-Responda Management Team (CIMT) to coordinate activities such as the two-way flow of information, prioritising,

recording and actioning requests, maintaining welfare needs of frontline support staff, amplification of messages to community and elected members

- Provide representation in the Zone Emergency Support Team (ZEST) and contribute to information sharing, understanding of impacts and consequences, resource and local knowledge sharing
- Make assessments and decisions on council involvement in line with the i-Responda Framework to ensure that requests and activities are undertaken in a consistent manner that maximises safety and minimises risk exposure
- Liaise with the Control Agency or other relevant stakeholder to establish information about the emergency situation, risk, lines of communication, the delivery of, or access to, vehicles, plant and equipment
- Maintain records of council support, decisions, actions and activities in line with existing policies, procedures, risk and work, health and safety systems
- Ensure Council employees have Council supervision and robust lines of communication to ensure oversight of its own workers whilst preserving their health and safety
- Retain the right not to release, or to withdraw Council employee participation in an emergency event where extenuating circumstances exist (as deemed by the CEO or Council Commander)
- Uphold regard to the arrangements of the LGA Asset Mutual Fund, the LGA Workers Compensation Scheme and LGA Mutual Liability Scheme, including the LGAMLS i-Responda Risk Management and Protections Guide
- Seek to understand impacts and consequences of the emergency to prepare for restoration of council assets and infrastructure and potential recovery needs
- Provide timely, clear and consistent communications to varying stakeholders through established channels.

6.4 Recovery

Council is committed to supporting recovery agencies and its communities in recovery and will act based on capacity and resources. If Council's area is impacted by emergency events, Council will:

- Enact Council's Recovery Plan
- Notify the State Recovery Office that at a natural disaster has caused damage in the council's area and provide an overview of the damage, community impacts and broader consequences
- Provide representation on Local Recovery Committees, and share information about impacts and consequences, resources and local knowledge
- Participate, represent and provide council leadership at local community meetings to ensure recovery actions are community-driven and promote the activities being undertaken
- Identify assets, infrastructure and systems that may be rebuilt to a more resilient standard and scope opportunities to build back better
- Collaborate with local recovery service providers to secure grants and advocate for funding to deliver recovery actions
- Promote public awareness of ongoing service outages and actions being implemented by Council

- Amplify key messages and recovery opportunities from local recovery service providers to build community awareness of recovery support offerings
- Consider appointing a Council recovery team to support the lead agency in coordination and address social, economic, built and natural of recovery across the initial, short term and long-term needs

6.6 Communication

The media Spokesperson for Council during an incident will be the Mayor or the Chief Executive Officer.

Council Members do not have an operational role during an emergency but are kept up-to-date of the incident response and recovery by the Chief Executive Officer.

Communication for emergency events that extend beyond the Council area must follow the Adelaide Hills, Fleurieu and Kangaroo Island Emergency Risk Communicaiton Plan to provide consistent messages at the Zone level and to point the community to the relevant key sources of information from other agencies.

7. Risk Management

Council's role in emergency management is as a support agency only. Risk will be managed in accordance with Council's Risk Management Plan, Risk Management Policy, Risk Management Procedure and Risk Management Framework and the State Emergency Management Plan.

8. Implementation/Delegations

The Chief Executive Officer has the delegated authority to implement this policy.

9. Related Documents

Business Continuity Emergency Management Plan
Council's Emergency Management Plan
Council's i-Responda Plan
Council Recovery Plan
Council Emergency Support Employee Register
Council Emergency Support Plant and Equipment Register
Emergency Support Services Policy
Emergency Management Document Register
Local Government Emergency Management Framework
Procurement Policy
State Emergency Management Plan
Work Health and Safety Emergency Management Policy
Adelaide Hills and Fleurieu and Kangaroo Island Zone Emergency Management Plan
Adelaide Hills and Fleurieu and Kangaroo Island Zone Emergency Risk Communication Plan

10. Availability of Policy

This policy is available on Council's website at www.victor.sa.gov.au.

9.9. Review - Serious Incident Response Policy (under the Aged Care Act 2024)

Committee: Ordinary Council Meeting

Meeting Date: 24 November 2025

Report Author: Kyla Walker

RECOMMENDATION

That Council adopts the reviewed Serious Incident Response Policy (under the Aged Care Act 2024) as provided at Attachment 1.

PURPOSE

The purpose of this report is for Council Members to adopt the Reviewed Serious Incident Response Policy (under the Aged Care Act 2024).

BACKGROUND

The *Aged Care Act 2024* (Act) becomes effective on 1 November 2025 and is the main law that covers government-funded aged care. It sets out the legal requirements for accessing aged care, who can provide services, funding and regulation.

Under this Act, the providers are responsible for complying with all relevant legislation when delivering funded aged care services. In addition to legislation referred to in this Guide, other Australian Government portfolios and state and territory jurisdictions may have separate legislation relevant to providers' operations as a registered provider. It is the provider's responsibility to understand and meet their obligations as they relate to all applicable legislation.

Providers should consider getting their own legal or professional advice relevant to their circumstances, especially in relation to requirements and obligations for delivering funded aged care services that may be new or different under the new Act and related rules.

The new *Aged Care Rules 2025*, which also comes into effect on 1 November 2025 provides further detail and explanation of how the *Aged Care Act 2024* will work.

COMMENTARY

Due to recent changes in legislation, a review has been conducted on several council policies affected by the *Aged Care Act 2024* and the Aged Care Rules 2025. Administration has developed a plan to ensure that the relevant policies are reviewed promptly. The Serious Incident Response Policy is a high priority, and the administration has undertaken a review to update this policy in alignment with legislative requirements, as well as to improve the wording in several sections.

A summary of the key changes is as follows:

- Clause 1 - Purpose: The paragraph has been reworded slightly for better readability.
- Clause 2 - Scope: The eight types of reportable incidents under the Serious Incident Response Scheme have been updated, resulting in the removal of "Missing consumers," which has been replaced with "Unexplained Absence."
- Clause 3 - Policy Statement: The paragraph has been reworded while retaining the original intent.
- Clause 4 - Legislation and Compliance: The reference to the legislation has been shortened to provide a high-level summary.
- Clause 5 - Definitions: "Aged Care Quality Standards" has been renamed to "Strengthened Aged Care Quality Standards."
- Clause 6 - Policy Content: The introductory paragraphs have been modified for conciseness.
- Clause 6.1 - Reportable Incidents: Minor amendments have been made.
- Clause 6.3 - Notifying Reportable Incidents: Minor amendments have also been made in this section.
- Clause 9 - Related Documents: Relevant documents have been updated.

A copy of the reviewed Serious Incident Response Policy, showing the tracked changes, is provided at Attachment 1.

RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

Legal and Compliance -Reviewing the Serious Incident Response Policy ensures that the Council fulfills its obligations to keep the Policy updated with relevant legislation. This risk is assessed as ***low.***

REFERENCES

City of Victor Harbor Community Plan 2030

Aspiration 6 - We are a financially sustainable and well-governed organisation

Other references used:

Aged Care Act 2024

Aged Care Rules 2025

BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources there are no budget implications in Council adopting the reviewed Serious Incident Response Policy.

No additional funds are required.

CONSULTATION

Manager Community Wellbeing - Leann Symonds

Coordinator - Caring Neighbourhood Program - Jo Daniels

SCOTS Coordinator - Laura Lewis

Strategy and Engagement Business Partner - Michelle James

ATTACHMENTS

Attachment 1 - Review - Serious Incident Response Policy (Under the Aged Care Act 2024)

Attachment 1 - Review - Serious Incident Response Policy (under the Aged Care Act 2024)

POLICY

Policy Name	Serious Incident Response Policy (under the Aged Care Act 2024)
Policy Category	Statutory
Department / Officer	Community and Development / Manager Community Wellbeing
Date Adopted	24 April 2023
Date/s Reviewed	24 November 2025
Review Frequency	Every Three Years
Strategic Plan Reference	Aspiration 6 – We are a financially sustainable and well-governed organisation~~s~~
Attachments	

1. Purpose

The purpose of this policy is to ensure protective practices are in place for older ~~people~~ individuals receiving services from ~~in connection with services by an~~ approved providers funded by the Department of Health ~~and Aged Care~~Disability and Ageing. ~~These practices are implemented by t~~The City of Victor Harbor implements practices to safeguard individuals ~~keep people safe~~ from intentional ~~deliberate~~ or unintentionalinadvertent ~~risk of~~ harm and to promote awareness of ~~provide them with an understanding of such~~ protective ~~practices~~measures.

2. Scope

This policy applies to the City of Victor Harbor Council Employees, Council Members, Volunteers, Contractors and Consultants. It covers ~~and~~ the eight types of reportable incidents under the Serious Incident Response Scheme (SIRS)~~as follows~~:

- Unreasonable use of force
- Unlawful sexual contact or inappropriate sexual conduct
- Neglect of a person who receives aged care
- Psychological or emotional abuse
- Unexpected death
- Stealing or financial coercion by a staff member
- Inappropriate use of restrictive practices
- ~~Missing consumers~~Unexplained absence

3. Policy Statement (Summary)

As a registered aged care provider under the Aged Care Act 2024, ~~T~~the City of Victor Harbor ~~as a provider under the *Aged Act 1997*,~~ is committed to managing~~e~~ incidents and preventing serious incidents. This includes take reasonable steps to

prevent incidents, including through implementing and maintaining an incident management system.

4. Legislation and Compliance

~~Serious Incident Response Scheme (SIRS) is an initiative from the Aged Care Quality and Safety Commission (the Commission) to help reduce the risk of abuse and neglect for older people receiving services by Aged Care approved providers funded by the Department of Health and Aged Care. These providers are governed by the Aged Care Quality Standards and the *Aged Care Act* (1997)~~

~~The SIRS requires aged care providers to identify, record, manage, resolve, and report all serious incidents to the Commission that occur, or are alleged or suspected to have happened, in an aged care service.~~

~~From 1 December 2022, the SIRS has been extended from residential aged care to home and flexible care that is delivered in a home or community setting. This includes providers of Commonwealth Home Support Programme (CHSP). Council currently provides CHSP services through the Caring Neighbourhood Program and the Southern Communities Transport Scheme.~~

~~Incident management and prevention responsibilities apply to incidents that occur 'in connection with' the provision of care and services to older persons. 'In connection with' refers to the relationship or association between the incident and the provider. It includes all incidents that have occurred (or are suspected to have occurred) during the course of providing care and services or due to the provision (or lack thereof) of care and services.~~

~~Under the SIRS, an allegation, suspicion, or witness account of any of the stated serious incidents must be reported to the Commission.~~
SIRS, ~~is~~ overseen by the Aged Care Quality and Safety Commission, aims to reduce the risk of abuse and neglect ~~risks~~ for older people receiving care. ~~Since~~From 1 December 2022, SIRS haswas extended to home and community based care, such as those delivered under including services under the Commonwealth Home support Programme (CHSP). This includes services provided by Council~~, which Council delivers~~ through the Caring Neighbourhood Program and Southern Communities Transport Scheme.

5. Definitions

For the purposes of this policy, the definitions are from the Serious Incident Response Scheme Guidelines for Providers of Home Services and *Aged Care Act* *2024~~1997~~*.

Aged Care Quality and Safety Commission (The Commission) is the national regulator of aged care services and the primary point of contact for consumers and providers in relation to quality and safety in Aged Care in Australia.

~~Aged Care Quality Standards~~Strengthened Aged Care Quality Standards (the Quality Standards) the quality standards in which organisations approved to provide aged care services in Australia are legally required to comply.

Approved Provider is a provider approved under the Aged Care Act (or funded through

funding agreements) to provide Commonwealth-funded aged care services delivered in the home or community.

Harm means physical, sexual, emotional or psychological harm

Older Person in the context of this policy, an older person refers to a person 65 years or older who is receiving services funded through Department of Health, Disability and Ageing ~~and Aged Care~~.

Open disclosure means an expression of regret, a factual explanation of what happened, the potential consequences and a description of the steps being taken to manage the harm associated with the incident and to prevent it from happening again.

Reportable Incident *means* the current Serious Incident Response Scheme for residential aged care, home and community care defines a 'reportable incident' as an incident (actual, alleged, or suspected) committed to a care recipient in connection with the provision of services in an aged care setting. Providers are required to notify the Aged Care Quality and Safety Commission of reportable incidents.

Reasonable Grounds may include scenarios where an approved provider is aware of facts or circumstances (alleged or known) that lead to a belief that an incident is likely to be of a criminal nature and therefore should be reported to the Police.

Risk of Harm *means* the likelihood of inflicting harm (either directly or as a consequence of otheractions or inaction) and the severity of that harm.

6. Policy Content

Management of incidents must be focused on the safety, health, wellbeing and quality of life of ~~the~~ older individ~~d~~iuals~~people~~ that use the City of Victor Harbor aged care services.

Council must respond to an incidents by:

- Assessing and providing necessary support to ~~the support and assistance required to ensure the safety, health and wellbeing of those~~ affected indidvidualsby ~~the incident and providing support and assistance~~;
- Involving affected individuals and their ~~each person affected by the incident (or a~~ representatives ~~of the person) in the management and~~in incident resolution ~~of the incident~~
- ApplyingUsing an an open disclosure process, to ensure transparency and engagement.~~which means Council should facilitate an open discussion with those affected by an incident and engage with that person (or people) in the management and resolution of the incident.~~
- Applying learning from the incident to foster a culture of continuous improvement

6.1 Reportable Incidents

A ~~reportable~~ incident must be reported if it ~~they~~is:

- ~~An incident that has~~ Occured~~red~~, ~~or is alleged or suspected of having occurred,~~ in connection with the provision of care to a consumer.

- The incident has cCausedd harm, or could reasonably have beenbe expected to have caused harm, to a consumer, and
- Falls under one of Tthe incident is one of the following following eight types of incidents:
  - Unreasonable use of force
  - Unlawful sexual contact or inappropriate sexual conduct
  - Psychological or emotional abuse
  - Unexpected death
  - Stealing or financial coercion
  - Neglect
  - Inappropriate use of restrictive practice or
  - Missing consumersunexplained absence

The period for notifying the Commission of a reportable incident to the Commission will depend on the classification of the incident as Priority 1 or Priority 2, which is outlined in Clause 6.3

6.2 Classifying Reportable Incidents as Priority 1 or Priority 2

Council is required to notify all actual, suspected or alleged reportable incidents as outlined in Clause 6.1 and is required to classify a reportable incident as either:

- A Priority 1 reportable incident; or
- A Priority 2 reportable incident

When classifying a reportable incident, some must always be classified as a Priority 1 based on the incident type or if there are reasonable grounds to report the incident to police.

For other types of reportable incidents, Council needs to classify the incident priority based on whether the incident caused (or could reasonably have been expected to have caused) physical or psychological injury or discomfort to a consumer requiring medical or psychological treatment to resolve.

6.3 Timeframes for Reportable Incidents

Classifying the incident as either a Priority 1 or 2 determines the relevant timeframes for notifying the incident to the Commission and the information required to be included in the notification.

6.3.1 Priority 1

All Priority 1 incidents must be notified to the Commission within 24 hours of the person becoming aware of the reportable incident.

A Priority 1 reportable incident is a reportable incident:

- that caused, or could reasonably have been expected to have caused, a consumer physical or psychological injury or discomfort that requires medicalmedial or psychological treatment to resolve.

- where there are reasonable grounds to report the incident to police
- involving unlawful sexual contact or inappropriate sexual conduct inflicted on a consumer
- that is an unexpected death of a consumer; or
- where a consumer goes missing in the course of provision of home services

6.3.2 Priority 2

Priority 2 incidents include any reportable incident that does not meet the Priority 1 criteria as outlined in Clause 6.2.1 and includes:

- Unreasonable use of force
- Psychological or emotional abuse
- Neglect of a consumer
- Stealing or financial coercion by a Council Employee or volunteer
- Inappropriate use of restrictive practices

All priority 2 reportable incidents must be notified to the Commission within 30 calendar days of the person becoming aware of the reportable incident.

6.3 Notifying Reportable Incidents

Council Employees, Volunteers and Contractors who become aware of a reportable incident must notify one of the following people immediately:

- Chief Executive Officer; or
- Director Community and Development; or
- Manager Community Wellbeing; or
- Coordinator ~~or Assistant Coordinator~~ of Aged Care ~~the~~ program

~~All reportable incidents are to be notified~~Notifications to the Commission must be submitted ~~by providers~~ via the My Aged Care Service and Support portal, within the period as specified in Clause 6.3.

~~Must notify the~~ Police must be notified if ~~of an incident when~~ there are reasonable grounds ~~to do so~~.

6.4 Incident Management System

An Incident Management System is required to be kept to record each incident that occurs in the service, regardless of whether or not it is a reportable incident.

6.5 Continuous Improvement

A reportable incident will be recorded in Council's Incident Management System, to identify trends and issues and pursue continuous improvement in the quality of care and services the Council delivers.

6.6 Training

Council Employees must be trained to use and comply with the Incident Management system and understand their role in identifying, managing and resolving incidents and in preventing incidents from occurring.

Volunteers must be trained in Serious Incident Response to be aware of their role in preventing, ~~and~~ managing and reporting an incident.

7. Risk Management

This Policy ~~provides~~ outlines ~~specific~~ obligations to ensure an effective incident management system is in place and identifies the range of incidents that must be reported to the Commission.

8. Implementation/Delegations

The Chief Executive Officer or delegates are responsible for implementing this policy and reporting all reportable incidents to the Aged Care Quality and Safety Commission (the Commission) ~~and are responsible for implementing this, Policy~~.

9. Related Documents

Aged Care Act 2025~~54~~~~1997~~
Aged Care Rules 2025
Serious Incident Response Scheme Guidelines for providers of home services
Serious Incident Response Scheme
Incident Response Procedure
Serious Incident Response Scheme Fact Sheet – Reportable Incidents
Records Management Policy
Volunteer Policy and Induction Booklet
~~Quality of Care~~Statement of Principles within Aged Care Act~~2014~~
Strengthened Aged Care Quality Standards

10. Availability of Policy

This policy is available on Council's website at www.victor.sa.gov.au.

10. COMMUNITY AND DEVELOPMENT

10.1. Building Fire Safety Committee

Committee: Ordinary Council Meeting

Meeting Date: 24 November 2025

Report Author: Dustin Georgeson

RECOMMENDATION

1. That Council dissolves the City of Victor Harbor Building Fire Safety Committee effective 31 December 2025, to enable the establishment of the Fleurieu Regional Building Fire Safety Committee.
2. That Council, endorses pursuant to Section 157 (17) of the *Planning, Development and Infrastructure Act 2016*, the establishment of the Fleurieu Regional Building Fire Safety Committee for the term 1 January 2026 to 31 December 2029, and adopts the Terms of Reference as provided at Attachment 1.

PURPOSE

The purpose of this report is to seek Council's endorsement to dissolve the Victor Harbor Building Fire Safety Committee and to endorse the establishment of the Fleurieu Regional Building Fire Safety Committee (FRBFSC) and adoption of the accompanying Terms of Reference (as provided at Attachment 1).

The Committee will act as the 'appropriate authority' for fire safety matters within commercial and public buildings across the City of Victor Harbor, Alexandrina Council and the District Council of Yankalilla, in accordance with Section 157(17) of the PDI Act 2016.

BACKGROUND

In accordance with the *Planning, Development and Infrastructure Act 2016* (PDI Act), councils are required to appoint a Building Fire Safety Committee (BFSC) as the appropriate authority to assess and enforce building fire safety compliance within their jurisdictions.

Historically, the City of Victor Harbor, Alexandrina Council and the District Council of Yankalilla operated separate BFSCs. To streamline operations and enhance regional collaboration, the establishment of a regional Building Fire Safety Committee is proposed.

The formation of the Fleurieu Regional Building Fire Safety Committee (FRBFSC) fulfills the next phase of building and development related regional collaboration initiatives between Alexandrina Council, the District Council of Yankalilla and the City of Victor Harbor. This collaborative service delivery approach aligns well with the recent establishment of the Fleurieu Regional Assessment Panel (FRAP) and has found success in other regional areas, for example the Riverland Regional Building Fire Safety Committee. The model will enable further administrative efficiency and improved service delivery.

The Terms of Reference were adopted by Alexandrina Council on 20 October 2025. At the time of writing this report, the District Council of Yankalilla has not yet adopted the Terms of Reference, a verbal update will be provided at the council meeting.

COMMENTARY

Current Victor Harbor Fire Safety Committee

Noting that there are two vacancies and the current term of the Victor Harbor Building Fire Safety Committee expires in June 2026, and all preparations are in place for the establishment of the regional committee, there is little value in going through the process of recruiting members at this point in time.

Additionally, the Fleurieu Building Fire Safety Committee, as a shared committee between Alexandrina and Yankalilla has expired, with the respective councils awaiting the establishment of the new regional committee as proposed for commencement in January 2026.

These circumstances provide appropriate timing and opportunity for the establishment of the new regional Building Fire Safety Committee as proposed.

The members of the current Victor Harbor Building Fire Safety Committee have been consulted regarding the imminent changes, with feedback received from the Metropolitan Fire Service (MFS) advising that:

"The MFS would generally only attend inspection's within MFS gazetted areas and/or any buildings the MFS co-responds with the CFS, obviously the MFS requires a member on the newly formed committee although not required to attend all inspections. Inspections should be organised to accommodate as such...(the MFS representative)...*can notify of his attendance once a proposed inspection list is finalised prior to each meeting.*

Unfortunately the MFS does not have the capacity to attend the additional inspections locations now allocated under the new Fleurieu Regional Fire Safety Committee."

This arrangement has already been accounted for within the FRBFSC structure and Terms of Reference. Inspection areas will be divided to reflect MFS and CFS jurisdictions, and separate inspection days may be scheduled if necessary. The committee will retain flexibility to adjust inspection scheduling based on the number and location of inspections to ensure relevant agency involvement.

No further feedback was received from other committee members.

Committee Membership

As required under the PDI Act 2016, the proposed FRBFSC will comprise:

- A person holding prescribed building surveying qualifications, appointed by each participating council.

- An authorised officer under the Fire and Emergency Services Act 2005, approved by the Chief Officer of the Country Fire Service (CFS).
- A person with expertise in fire safety, appointed by the constituent councils.
- A relevant person selected by the councils, if determined necessary. This may be called upon, for example, in the event that additional subject specific or specialist advice is required.

Proposed membership is for the initial term (2026-2029) with the proposed Terms of Reference for the establishment and operation of the FRBFSC provided at Attachment 1. The Terms of Reference provide that FRBFSC member appointments will be made by the Chief Executive Officers of the constituent councils by joint agreement.

Role of the FRBFSC

The FRBFSC will be responsible for:

- Developing inspection policies for existing buildings based on risk and occupancy type.
- Assessing buildings with identified fire safety deficiencies.
- Issuing notices to building owners to rectify non-compliance.
- Enforcing compliance actions where necessary under Section 157 of the PDI Act.
- Promoting consistent fire safety standards across the Fleurieu region

Participation in the FRBFSC offers the following key benefits to the City of Victor Harbor:

- Efficiency: Shared administrative and technical resources reduces duplication and streamlines processes, while the reduced
- Consistency: Ensures uniform fire safety standards and interpretation of legislation across the Fleurieu region.
- Professional Development: Broader exposure for staff to regional fire safety issues, enhancing knowledge and capability.
- Cost Effectiveness: Resource sharing minimises costs associated with separate committees.

RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

Legal and Compliance - The establishment of a regional Building Fire Safety Committee and appointment as an 'appropriate authority' for Victor Harbor satisfies Council's relevant statutory responsibilities under the Planning, Development and Infrastructure Act 2016. This risk is assessed as ***low***.

Financial Management - The establishment of a regional Building Fire Safety Committee provides modest savings to Council's budget. This risk is assessed as ***low***.

Service Delivery - There is a risk that the neighbouring councils involved in the development of this regional initiative don't support establishment of the proposed FRBFSC. Significant collaboration between the administrations of each Council has occurred in preparation for a regional committee. Additionally, effective shared service arrangements are already in place between the Councils for related building and development services. The extant arrangements mitigates the risk. This risk is assessed as ***low.***

REFERENCES

City of Victor Harbor Community Plan 2030

Aspiration 5 - We have services and infrastructure that meet our community's needs

- Objective 5.5 - Facilitate capacity to deal with emergencies and build community resilience

Aspiration 6 - We are a financially sustainable and well-governed organisation

- Objective 6.1 - Provide effective leadership and governance
- Objective 6.3 - Manage council's finances and resources sustainably

Other references used:

Planning, Development and Infrastructure Act 2016 (PDI Act)

BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources, there are no budget implications in the dissolution of the Victor Harbor Building Fire Safety Committee and the establishment of the Fleurieu Regional Building Fire Safety Committee. The operational costs of the Committee are expected to provide for some marginal budget savings that will be reported in future budget reviews.

No additional funds are required.

CONSULTATION

Joint Council Briefing Session with Alexandrina Council and District Council of Yankalilla at City of Victor Harbor on 29 September 2025

Director Community and Development - Graham Pathuis

City of Victor Harbor Building Fire Safety Committee

Fleurieu Regional Building Fire Safety Committee (Alexandrina and Yankalilla)

ATTACHMENTS

Attachment 1 - Establishment and Terms of Reference of Fleurieu Regional Building Fire Safety Committee

Attachment 1 - Terms of Reference for the Fleurieu Regional Building Fire Safety Committee 2025

Fleurieu Regional Building Fire Safety Committee

ESTABLISHMENT & TERMS OF REFERENCE OF FLEURIEU REGIONAL BUILDING FIRE SAFETY COMMITTEE

1. NAME

1.1 The name of the Appropriate Authority is the Fleurieu Regional Building Fire Safety Committee (**BFSC**).

2. ESTABLISHMENT

2.1 Section 157(17) of the *Planning, Development and Infrastructure Act 2016* (the Act) enables a Council or 2 or more Councils to establish an *Appropriate Authority* which is responsible for matters pertinent to section 157 of the Act.

2.2 Alexandrina Council, the District Council of Yankalilla and the City of Victor Harbor have established the Fleurieu Region Building Fire Safety Committee as an *Appropriate Authority* pursuant to section 157(17) of the Act.

3. INTERPRETATION

3.1 In these Terms of Reference:

3.1.1 "Act" means the *Planning, Development and Infrastructure Act 2016*;

3.1.2 "Appropriate Authority" refers to the BFSC which is a body established by a Council or 2 or more Councils under s157(17) of the Act;

3.1.3 "BFSC" means the Building Fire Safety Committee;

3.1.4 "BFSC Member" or "BFSC Members" means a member or members of the BFSC (and includes a deputy member if the context so provides);

3.1.5 "Councils" means a joint decision of the Alexandrina Council, the District Council of Yankalilla and the City of Victor Harbor and includes a delegate of Alexandrina Council, The District Council of Yankalilla and the City of Victor Harbor;

3.1.6 "Operating Procedures" means the operating procedures determined by the BFSC;

3.1.7 "Reasonable Cause" includes the matters specified in paragraph 7.1 and 7.2;

3.1.8 "Relevant Council" means one of the Councils referred to in the TOR;

3.1.9 "TOR" means these Terms of Reference.

3.2 The TOR will be interpreted subject to the provisions of the Act and its regulations.

4. CEO RESPONSIBILITIES

4.1 The persons holding the office of the Chief Executive Officer of the Councils by joint agreement may:

4.1.1 appoint a BFSC Member or Deputy BFSC Member, subject to any conditions or limitations deemed necessary;

4.1.2 remove a BFSC Member or Deputy BFSC Member from the BFSC;

4.1.3 determine and approve remuneration of a BFSC Member or Deputy BFSC Member; and

4.1.4 appoint at least one Deputy BFSC Member for each ordinary BFSC Member to undertake the business of the BFSC in the absence of an ordinary BFSC Member. A person may only be appointed as a Deputy BFSC Member if that person meets the same applicable requirements under paragraphs 5.1.1 to 5.1.4 that would apply were that person to seek appointment as the ordinary BFSC Member to which that deputy relates. A Deputy BFSC Member may only act as a Deputy for one BFSC Member. Unless the context provides otherwise a reference to a BFSC Member in this document includes a deputy BFSC Member.

5. MEMBERSHIP

5.1 The BFSC will comprise the following BFSC Members:

5.1.1 a person who holds prescribed qualifications in building surveying appointed by the Councils; and

5.1.2 an authorised officer under Part 3 Division 5 or section 86 of the *Fire and Emergency Services Act 2005* who, depending on the location of the Council(s) area, has been approved by the Chief Officer of the relevant fire authority to participate as a BFSC Member of the Appropriate Authority; and

5.1.3 a person with expertise in the area of fire safety appointed by the Councils; and

5.1.4 if so, determined by the Councils - a person selected by the Councils.

5.2 The appointment of a BFSC Member may be subject to such conditions and limitations as the Councils deem fit.

5.3 The BFSC must elect one of its BFSC Members to be its Presiding Member.

5.4 The Chief Executive Officer of the Councils will allocate administrative support in the form of human resources to ensure that reports, agendas, notice of meetings and minutes of the BFSC are recorded and managed in accordance with legislative requirements and the Operating Procedures. Other professional human resources will be allocated as required at the discretion of the Chief Executive Officer of Councils.

5.5 The term of office for a BFSC Member will be a period not exceeding 3 years (other than a BFSC Member under paragraph 5.1.2).

5.6 A BFSC Member is eligible for reappointment for a further term, upon the expiry of his or her current term.

5.7 The Councils may remunerate BFSC Members for the reasonable time and costs incurred by BFSC Members in attending BFSC meetings. Different levels of remuneration may be fixed by the Councils for the Presiding Member as distinct from other BFSC Members.

5.8 All BFSC Members shall conduct themselves in a professional manner and in accordance with Councils requirements. By virtue of the TOR, section 62 of the *Local Government Act 1999* is taken to apply to BFSC Members as if they were Council members and confidential information or documents of the BFSC as if they were documents.

6. VACANCY OF OFFICE

6.1 The office of a BFSC Member (other than a BFSC Member under paragraph 5.1.2) will become vacant if the BFSC Member:

6.1.1 dies; or
6.1.2 completes a term of office and is not reappointed; or
6.1.3 resigns by written notice addressed to the Councils; or
6.1.4 is removed from office by the Councils for any Reasonable Cause.

6.2 A vacancy in the membership of the BFSC will not invalidate any decisions of the BFSC, provided a quorum is maintained during meetings.

6.3 A BFSC Member whose term of office has expired may nevertheless continue to act as a BFSC Member until the vacancy is filled or for a period of six (6) months from the expiry of the BFSC Member's term of office, whichever occurs first.

7. REMOVAL FROM OFFICE

7.1 A BFSC Member will automatically lose office where (other than a BFSC Member under paragraph 5.1.2):

7.1.1 the BFSC Member has become bankrupt or has applied to take the benefit of a law for the relief of insolvent debtors;
7.1.2 the BFSC Member has been convicted of an indictable offence punishable by imprisonment; or
7.1.3 in the case of an employee of one the Councils, the BFSC Member ceases to be in the employ of that Council.

7.2 The Councils may remove a BFSC Member from office where in the opinion of the Councils, the behavior of the BFSC Member amounts to:

7.2.1 a breach of a condition of his or her appointment as a BFSC Member;
7.2.2 misconduct;
7.2.3 a breach of any legislative obligation or duty of a BFSC Member;
7.2.4 neglect of duty in attending to role and responsibilities as a BFSC Member;
7.2.5 a failure to carry out satisfactorily the duties of his or her office;
7.2.6 a breach of fiduciary duty that arises by virtue of his or her office;
7.2.7 inability to carry out satisfactorily the duties of his or her office;
7.2.8 a failure without reasonable excuse to attend three consecutive BFSC meetings without the BFSC previously having resolved to grant a leave of absence to the BFSC Member; or
7.2.9 for any other reason the Councils considers appropriate.

7.3 The removal of the BFSC Member pursuant to paragraph 7.2 will take effect upon the Councils determination to remove the BFSC Member from office (unless the Councils determines otherwise), and such determination will be confirmed in writing to the BFSC Member within seven (7) days of being determined.

7.4 Prior to resolving to remove a BFSC Member from office pursuant to paragraph 7.2, the Councils must:

7.4.1 not less than seven (7) days before the Councils considers the matter of the possible removal of the BFSC Member from office, give written notice to the BFSC Member of its intention to remove the BFSC Member from office pursuant to paragraph 7.2 and such notice must detail the alleged behaviour of the BFSC Member falling within paragraph 7.2 or reason the Councils considers it appropriate to remove the BFSC Member;

7.4.2 give the BFSC Member an opportunity to make submissions to the Councils on its intention to remove the BFSC Member from office in writing by such date as the Councils reasonably determines; and

7.4.3 have due regard to the BFSC Member's submission in determining whether to remove the BFSC Member from office.

7.5 If it appears reasonably likely that the SAMFS Representative and/or SA CFS Representative:

7.5.1 suffers any of the events under paragraphs 7.1.1 to 7.1.3; or

7.5.2 undertakes behaviours that amount to any of the matters in paragraphs 7.2.1 to 7.2.8

(as if paragraphs 7.1 and 7.2 applied to the SAMFS Representative and/or SA CFS Representative) then, upon a decision of the BFSC to provide such notification, the Presiding Member will write to the Chief Officer of the relevant fire authority to:

7.5.2.1 notify the Chief Officer that the BFSC is concerned that the SAMFS Representative and/or SA CFS Representative may have suffered and event under paragraphs 7.1.1 to 7.1.2 and/or may have undertaken behaviour that amounts to a matter under paragraphs 7.2.1 to 7.2.8; and

7.5.2.2 request that the Chief Officer consider whether in those circumstances it is appropriate for the SAMFS Representative and/or SA CFS Representative to continue their appointment to the BFSC.

8. ROLES AND FUNCTIONS

8.1 The BFSC is charged with the responsibility for all matters arising under Section 157of the Act including associated regulations which are of a building fire safety nature.

8.2 The BFSC should consider the following priorities when conducting its business:

8.2.1 buildings that have a building classification of Class 2, 3 or 9b;

8.2.2 if the South Australian Metropolitan Fire Service or South Australian Country Fire Service requests an inspection to be carried out on a building;

8.2.3 any complaint received in relation to a building;

8.2.4 if a building is a type of building designated as a building inspection priority or building investigation priority as determined in a guideline of the BFSC from time to time;

8.2.5 places of transient living operating as commercial tenancies such as accommodation buildings and buildings that host large public gatherings or events, such as halls and recreation centers; and

8.2.6 buildings where an issue has been raised by the relevant fire authority, the Councils, a member of Councils staff or a member of the community.

8.3 The BFSC will generally notify the manager or owner of the premises that it wishes to inspect in writing. Where time does not permit written notification, verbal notice on the day of inspection or prior to the inspection will be undertaken.

8.4 Letters and documentation will be written and presented in accordance with any guidelines adopted by the BFSC. All correspondence will be presented on the relevant letterhead and signed by the Presiding Member on behalf of the BFSC.

8.5 Notices and methods implemented when dealing with issues arising for the BFSC will be conducted in accordance with any guidelines adopted by the BFSC, the Act and, where required, the *Local Government Act 1999*.

8.6 Subject to paragraph 8.7, all issues will generally be addressed initially with the building owner or delegate via a letter that will clearly state a response date. If no adequate action has been undertaken after the initial response date the BFSC will consider the matter and may decide to issue a notice requiring a report detailing the adequacy of the fire safety of the building.

8.7 In emergency circumstances or matters of urgency the BFSC may elect to issue a notice as an initial course of action.

8.8 The costs associated with operating the BFSC are shared equally by the Councils (including costs associated with engaging consultants). However, any costs incurred outside the scope of the TOR or beyond the agreement of the Councils (such as legal advice or legal proceedings) will be the responsibility of the Councils to which the matter relates, based on its location within that Councils area.

9. MEETINGS

9.1 A quorum for a meeting of the BFSC shall be:

9.1.1 the number obtained by dividing the total number of BFSC Members of the BFSC for the time being in office by 2, ignoring a fraction resulting from the division, and adding 1; and

9.1.2 one of those BFSC Members in attendance must be the BFSC Member under paragraph 5.1.2.

9.2 In the event that the Presiding Member is not present at a meeting (or part thereof), then an Acting Presiding Member will be appointed by those BFSC Members who are present at the meeting for the purpose of presiding at that BFSC meeting.

9.3 All decisions made by the BFSC shall be made on the basis of a majority decision of the BFSC Members present. In the event of a tied vote, the Presiding Member is entitled to and shall exercise a second (and casting) vote to determine the matter.

9.4 The BFSC shall meet at the Councils offices or such other places as determined by the BFSC from time to time and which shall also include a meeting in whole or in part by electronic means by way of telephone, computer or other electronic device used for communication (electronic meeting).

9.5 The BFSC shall meet on a day and at a time nominated by the Presiding Member, with a minimum of four (4) ordinary meetings in each calendar year and may hold a special meeting at any other time at the direction of the Presiding Member.

9.6 A BFSC Member who has a personal interest or a direct or indirect pecuniary interest in any matter before the BFSC (other than an indirect interest that exists in common with a substantial class of persons) must not take part in any deliberations of the BFSC in relation to that matter.

9.7 The BFSC Member who has an interest specified in paragraph 9.7 must remove themselves from the room where the BFSC is considering the matter and cannot return until consideration of that item has concluded. It is inappropriate for a BFSC Member to represent any third parties before the BFSC in relation to matter on which they have declared an interest.

9.8 It is expected that a BFSC Member who has a personal interest or a direct or indirect pecuniary interest of a kind specified in paragraph 8.6 and Section 157(18) of the Act will not exercise any power or function under the Act or participate in any decisions, inspection or other work under the Act in relation to the matter.

9.9 The following provisions apply to the calling of meetings:

9.9.1 In the case of an ordinary meeting of the BFSC, the Presiding Member must give each BFSC Member notice of a meeting at least five (5) clear days before the date of the meeting.

9.9.2 In the case of an electronic meeting to be held by way of electronic means (in whole or in part), the notice must include details of how to connect to the meeting.

In the event of a special meeting of the BFSC, the Presiding Member must give each BFSC Member of the BFSC a notice of meeting at least twenty-four (24) hours before the commencement of the meeting.

9.9.3 Notice must be given to a BFSC Member:

9.9.3.1 personally; or

9.9.3.2 by posting or otherwise delivering it to any place authorised in writing by the member; or

9.9.3.3 by any other means authorised in writing by the member as being a preferable means of giving notice (e.g. email); and

9.9.3.4 in writing; and

9.9.3.5 setting out the date, time and place of the meeting; and

9.9.3.6 containing or accompanied by the agenda and any documents and/or reports that are to be considered at the meeting (in so far as is practicable).

9.9.4 Notice that is not given in accordance with paragraph 9.9.4 is taken to have been validly given if the Presiding Member considers it impracticable to give the notice in accordance with that paragraph and takes action the Presiding Member considers reasonably practicable in the circumstances to bring the notice to the attention of the BFSC Member.

9.9.5 The Presiding Member may delegate the notification and agenda responsibilities under paragraph 9.10.1 to 9.10.5 to another BFSC Member (which if practicable should be the person selected by the Council).

9.9.6 A BFSC Member attending an electronic meeting by electronic means is to be present at the meeting provided that the BFSC Member:

9.9.6.1 can hear and, where possible, see all other BFSC Members who are present at the meeting;
9.9.6.2 can be heard and, where possible, be seen by all other BFSC Members present at the meeting; and
9.9.6.3 can be heard and, where possible, be seen by the person recording the minutes of the meeting.

9.9.7 Each BFSC Member present at a meeting (either in person or by electronic means) must, subject to that person having an interest in the matter, vote on a question arising for decision at that meeting.

9.9.8 The Presiding Member must keep, or arrange to be kept, minutes of every meeting of the BFSC. The minutes of the meetings must include:

9.9.8.1 the names of the BFSC Members present;
9.9.8.2 in relation to each BFSC Member present, if the BFSC Member was not present for the entire meeting, the time at which the person entered or left the meeting;
9.9.8.3 all motions or amendment, and the names of the mover and seconder;
9.9.8.4 whether a motion or amendment is carried or lost;
9.9.8.5 any disclosure of interest made by a BFSC Member; and
9.9.8.6 any other matter required to be included in the minutes by direction of the Councils.

9.9.9 The role of the Presiding Member of the BFSC includes (but is not limited to):
9.9.9.1 the conduct of business of the BFSC at meetings;
9.9.9.2 ensuring appropriate meeting procedures are followed; and
9.9.9.3 ensuring the BFSC complies with the TOR and Act.

9.9.10 All matters considered by the BFSC, including agendas and minutes will be recorded and stored electronically in the Councils Records Management System.

9.9.11 The Councils will be responsible for all record holding as required under the State Records Act 1997.

9.9.12 Subject to compliance with any relevant law, all BFSC proceedings shall generally be treated as confidential and shall not be made available in a public or generic form. In particular:

9.9.12.1 all meetings of the BFSC are to be held in confidence unless otherwise determined by the Councils;
9.9.12.2 all documentation provided to the BFSC by external parties engaged by, directed or confided in by the BFSC shall be treated as confidential;
9.9.12.3 no BFSC related document, advice or proceeding shall be distributed outside of the Councils (unless required by any relevant law), without the consent of the Councils or its delegate; and
9.9.12.4 if a document, advice or proceeding is distributed with the consent of the Councils, that distribution is to be limited to the party/s authorised to receive it.

9.9.13 The BFSC shall provide a report to the Councils on an annual basis outlining the BFSC's activities, including the types of notices which have been issued, the outcomes of the respective notices, the number of inspections which have been undertaken and any outstanding matters that the BFSC is currently pursuing.

9.9.14 The procedure to be observed at a meeting of the BFSC, insofar as the procedure is not prescribed by these TOR, may be determined by the BFSC.

Version Control

Version	Date	Author	Description / Changes Made	Approved By
0.1	03/09/2025	Dustin Georgeson	Initial draft	DG
0.2	13/10/2025	Andreas Karaiskos	Confirmed by Alexandrina	AK

10.2. Amendment to Fees and Charges - Bluff Boat Ramp Car Park

Committee: Ordinary Council Meeting

Meeting Date: 24 November 2025

Report Author: Graham Pathuis

RECOMMENDATION

That Council, in acknowledgment of the State Government's commitment in its Algal Bloom Summer Plan:

a. amend the 2025/26 Fees and Charges schedule with respect to the Bluff Boat Ramp Car Park to 'no charge' for the casual launching fee and remove annual passes effective from 1 December 2025; and to pre-approve the same arrangements in the 2026/27 Fees and Charges Schedule until 30 November 2026; and
b. grant a 12 month extension to any existing annual pass holders at no charge.

PURPOSE

The purpose of this report it to seek Council approval to amend the 2025/26 Fees and Charges Schedule by setting the Bluff Boat Ramp Car Park casual launching fee to 'no charge' and removing the associated annual passes. The report also seeks pre-approval to continue the 'no charge' fee arrangement in the 2026/27 Fees and Charges Schedule until 30 November 2026, in support of the local implementation of the State Government's Algal Bloom Summer Plan. In addition, it is proposed to extend existing annual passes by a further 12 months to ensure current permit holders are not disadvantaged.

BACKGROUND

Preliminary enquiries regarding temporary fee relief at public boat ramps were recently made by the Local Government Association (LGA) to explore support opportunities for communities affected by algal bloom events. It is understood that the LGA presented its investigation of this initiative to the State Government's Department for Infrastructure and Transport (DIT). Subsequently, the State Government recently announced the Algal Bloom Summer Plan (the Plan), introducing measures to support communities and industries affected by the algal bloom events. The Plan can be viewed at https://www.algalbloom.sa.gov.au/summer-plan. A component of the Plan is the provision of free access to public boat ramps for a 12-month period, commencing 1 December 2025 to 30 November 2026.

COMMENTARY

The City of Victor Harbor manages four public boat ramps, with associated fees (including casual use fees and annual passes) currently applied only at the Bluff Boat Ramp Car Park.

To offset the likely revenue impacts of waiving these fees, DIT has confirmed a lump-sum grant of $23,075 (GST exclusive), based on historical revenue from 2023/24 and 2024/25.

Implementation of this component of the Plan locally will require amendments to Council's 2025/26 Fees and Charges Schedule to set the casual launching fee at the Bluff Boat Ramp Car Park to 'no charge' and to remove the annual pass fee.

It is proposed to extend the expiry of existing annual permits at the Bluff Boat Ramp Car Park by 12 months. This will ensure that current permit holders retain the full 12 months of paid access, with the extension compensating for the period of planned free access during which the permit would otherwise not be required.

This approach will support consistent statewide access and equitable treatment for all users of the facility. As the Plan extends into the next financial year, the 2026/27 Fees and Charges Schedule will also need to reflect these arrangements until 30 November 2026.

RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

Financial Management - The grant may not fully cover actual revenue loss if boat ramp usage trends change (increase) during the 12-month period. This risk is assessed as ***low.***

Reputation - Funding has been provided to offset the fees Council would have otherwise collected during the free access period. If Council does not formally amend its Fees and Charges, it may breach the grant funding agreement and the State Government's Algal Bloom Summer Plan. Additionally, it may be perceived as unsupportive of the initiative, leading to public criticism, stakeholder dissatisfaction, and reputational damage. This risk is assessed as ***medium.*** This risk can be mitigated by meeting our obligations under the agreement and acquitting accordingly.

Service Delivery - The temporary waiver of fees may result in higher-than-expected usage of the Bluff Boat Ramp, placing additional demand on facilities such as parking areas, the boat ramp facility and surrounding road network. If unmanaged, this could impact user experience or operational efficiency. To mitigate this risk usage will be monitored throughout the 12-month period. Temporary operational measures, such as additional signage and designated overflow parking area, can be implemented if required to manage increased demand. This risk is assessed as ***low.***

REFERENCES

City of Victor Harbor Community Plan 2030

Aspiration 1 - We are a caring, connected and active community

Aspiration 6 - We are a financially sustainable and well-governed organisation

BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources there are no budget implications in the preparation of this report or the implementation of the State Government's Algal Bloom Summer Plan to the extent that it impacts revenue associated with the Bluff Boat Ramp Car Park. This is because the loss of projected revenue is offset fully by the grant funding to be received from DIT.

No additional funds are required.

There will, however, need to be consideration given during 2026/27 budget planning, as the 'no charge' period extends into next financial year, with the offset grant funding associated with next financial year's component expected to be received in the current financial year.

CONSULTATION

Chief Executive Officer - Victoria MacKirdy

Director Environment and Infrastructure - Jodi Roberts

Manager City Infrastructure - Mark Buckerfield

Manager Development and Public Safety - Dustin Georgeson

ATTACHMENTS

Nil

11. CORPORATE AND CUSTOMER SERVICE

11.1. Corporate Systems - Optimisation Phase Quarterly Summary

Committee: Ordinary Council Meeting

Meeting Date: 24 November 2025

Report Author: Victoria MacKirdy

RECOMMENDATION

That Council receive and note the Corporate Systems - Optimisation Phase Quarterly Summary report.

PURPOSE

The purpose of this report is to provide a quarterly summary report of the Optimisation Phase of the new Corporate System.

BACKGROUND

The City of Victor Harbor has been undertaking a significant digital transformation through the Corporate Systems Replacement Project, aimed at modernising the organisation's information technology systems to be more customer-centric and data-driven. This project is a key part of positioning Council for long-term success in delivering on its Community Plan and ensuring efficient and effective service delivery for the community.

The project commenced in 2020/21 with significant scoping and planning work undertaken. This included a comprehensive review of the systems in place specifically looking at the current and future needs of the organisation, along with an audit of the technology structure. In July 2021 the Council committed to undertake a full review and replacement of its Corporate System.

A brief summary of the project timeline is provided below:

Stage	Timing / Completion	Milestone
Review and Scoping	2020/21	Project endorsed by Council for commencement in July 2021
Corporate Project Planning and Preparation	July 2021 to July 2022	Recruitment process completed for Transformation (project) Team. Communication Plan completed. Corporate System Project Plan and OneCouncil Project Plan commenced.

Stage	Timing / Completion	Milestone
Microsoft 365 Project, Internet / WiFi, Hardware Upgrades	April 2022 to October 2022	Microsoft Exchange Online migration completed and Office 365 training commenced. Upgrades to infrastructure across the organisation and for all staff.
OneCouncil - Release 1	July 2022 to July 2023	Implementation of modules relating to Finance, Asset Management, Procurement, Human Resources and Payroll, Customer Service Requests, and Bookable.
OneCouncil - Rolling Go-live	July 2023 to July 2024	Rolling go-live implementation for HR Talent and Succession, Recruitment and Training, Performance Planning (PPLGS), DXP Meetings, Enterprise Budgeting, Project Lifecycle Management (PLM) (initial configuration not complete) and Strategic Asset Management (SAM) (initial configuration not complete).
OneCouncil - Release 2	January 2024 to October 2025	Enterprise Content Management, Property and Rating - Revenue, Property and Rating - Compliance, Spatial Mapping.
Optimisation Phase	July 2025 to June 2028	Refining and enhancing new systems to maximise benefits and efficiencies across the organisation. This phase will include finalisation of work for the PLM and SAM modules.

In its endorsement of the Optimisation Phase of this project at its Ordinary Meeting on 24 March 2025, the Council made the following resolution:

OC812025

Moved: Cr Carol Schofield

Seconded: Cr Stewart Burns

That the CEO provides a quarterly summary report to Council for each year of the Corporate System Replacement Project's Optimisation Phase, outlining realised efficiencies resulting

from the software implementation, providing transparency and accountability regarding organisational impact and the achievement of project objectives.

CARRIED

This report outlines the first quarterly update for Council and community information.

COMMENTARY

In the first quarter of 2025/26 the focus has been on Release 2 of the OneCouncil platform (Council's new Corporate System). Release 2 included modules relating to Enterprise Content Management, Property and Rating - Revenue, Property and Rating - Compliance, Recruitment, Talent and Success, Enterprise Budgeting, DXP Meetings and Performance Planning.

Following learnings from Release 1, a rolling approach to go-live was adopted to allocate resources more effectively, avoid overburdening teams and reduce risks around operational disruption. Modules such as Recruitment, Talent and Success, as well as Enterprise Budgeting, DXP Meetings and Performance Planning were released in stages between July 2023 and June 2025.

The remaining modules for Release 2 - Enterprise Content Management, Property and Rating - Revenue and Property and Rating - Compliance - went live on 14 October 2025.

As with Release 1, full implementation of the corporate systems modules are not complete at the point of go-live. This means that while the system is operational, there are still elements and features that require further development and refinement. Continuous adjustments are being made to enhance the integration of the Corporate System with existing processes and technologies. These modifications, which will carry over into the project's Optimisation Phase, are critical to ensure optimal performance and functionality across the organisation.

During the first quarter of 2025/26 a focus has been on:

- Finalising remaining implementation elements
- Finalising 140 procedures across the organisation to be added to the existing library of 280 procedures created to support the new Corporate System implementation and ongoing use.
- Preparing the project closure report for implementation (Release 1 and Release 2), which will then see Optimisation Phase become the sole focus of the organisation.

In addition to this, with Release 2 now live, the team has been able to identify a comprehensive list of activities to be considered for refinement and actioning during the Optimisation Phase which runs until 30 June 2028. The prioritisation of optimisation actions will be based on how strongly they align with Council's strategic goals, the needs of our community and staff, as well as the potential to improve efficiency and service delivery. Further detail on optimisation priorities will be outlined in the second quarter update in January 2026, allowing for further insight into Release 2's performance since its commencement in October.

RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

Reputation - Providing quarterly summary reports provides Council Members and the community with an update on how the project is progressing, enhancing transparency and accountability, while also addressing community requests for increased reporting on this project. This risk is assessed as ***low***.

REFERENCES

City of Victor Harbor Community Plan 2030

Aspiration 6 - We are a financially sustainable and well-governed organisation

- Objective 6.2 - Ensure our community is well informed and has opportunities to inform decision making
- Objective 6.3 - Manage Council's finances and resources sustainably

BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources there are no budget implications in receiving and noting the Corporate Systems - Optimisation Phase Quarterly Summary report.

No additional funds are required.

CONSULTATION

Acting Manager Business Systems - Shelley Belle

ATTACHMENTS

Nil

12. ENVIRONMENT AND INFRASTRUCTURE

12.1. One Way Traffic Proposal Almond Avenue - Consultation

Committee: Ordinary Council Meeting

Meeting Date: 24 November 2025

Report Author: Mark Buckerfield

RECOMMENDATION

1. That Council receive and note the Almond Avenue, Victor Harbor - One Way Proposal - Community Feedback report.

2. That Council note that consultation has been undertaken on the partial closure of Almond Avenue, Victor Harbor as required under Section 32 of the Road Traffic Act 1961.

3. That Council endorse that pursuant to Section 32 of the Road Traffic Act 1961, all vehicles other than emergency service vehicles and service authority vehicles operating under the requirements of all the relevant Commonwealth Acts, shall be excluded from travelling in the eastbound direction along Almond Avenue, Victor Harbor.

4. That nearby residents and property owners are advised of (3) above.

5. That Council approve an increase to the 2025/26 operating budget for Project #100065 (*Traffic*) of $10,500.

PURPOSE

The purpose of this report is for Council to consider making Almond Avenue at Victor Harbor a one-way road and implement the necessary modifications to signage and linemarking.

BACKGROUND

In May 2025 Administration received a written request from a resident of Almond Avenue to make the road trafficable in only one direction to improve safety. This correspondence was supported by four residents living along the avenue.

At the Ordinary Council Meeting on 28 July 2025 Council resolved the following:

OC2182025

Moved: Cr Carol Schofield

Seconded: Cr Stewart Burns

That Council endorse the proposal to make Almond Avenue, Victor Harbor trafficable in only one direction subject to:

1. *The majority of property owners along the avenue supporting the proposal; and*

2. *A Traffic Engineer advising the most appropriate direction of travel with minimal modifications to the existing road network.*

CARRIED

COMMENTARY

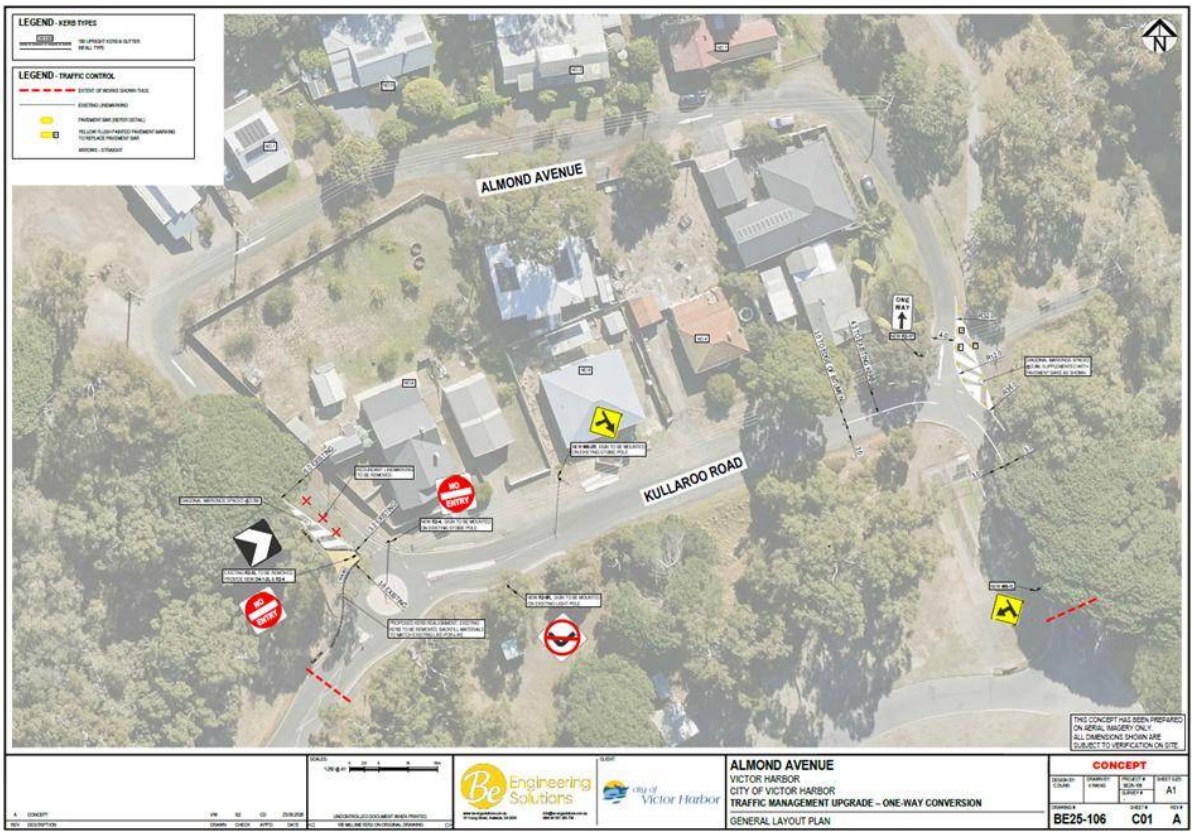
Since Council's decision, a Traffic Engineer has reviewed the configuration of the roads and recommended that the one-way traffic flow be from east to west (westbound).

The Traffic Engineer advised:

- Almond Avenue is narrow in width and does not allow opposing vehicles to pass each other within the pavement.
- There are blind corners on Almond Avenue due to adjacent property fences, resulting in risk of opposing vehicles colliding due to poor sight lines.
- If the traffic direction is eastbound, vehicles cannot exit Almond Avenue onto the roundabout, and any wrong way traffic would be forced to turn around and go back. This location is unsuitable and unsafe to undertake U-turn's as the road is narrow and there is a steep embankment on the western side of the road, therefore the recommended direction of travel is westbound.
- At the end of Kullaroo Road there is insufficient room for a car to do a U-turn. A westbound travel direction would simply allow traffic to loop around instead of cars trying to do a 3-point turn.

To resolve these road safety issues, it is proposed to implement a one-way traffic restriction on Almond Avenue, so traffic flows in a westbound direction only.

A plan of the one-way proposal for Almond Avenue, Victor Harbor is shown in Figure 1 below.



Administration undertook community consultation in accordance with Section 32 of the R*oad Traffic Act 1961* which prescribes the consultation requirement for this proposal as this is classified as a partial road closure. This included placing an advertisement in the Advertiser and Fleurieu Sun.

Letters were sent to property owners and tenants along Almond Ave and Kullaroo Road of 12 properties. Responses were received from eight property owners and one tenant. Letters outlined the reasoning for the proposal, a copy of the proposal, combined with all relative information from the Traffic Engineer and a feedback form.

Staff undertook community consultation in accordance with Section 32 of the *Road Traffic Act 1961* which prescribes the consultation requirement for this proposal as this is classified as a partial road closure.

Eight responses were received. A summary of the feedback received for the one-way proposal is shown in Table 1.

Table 1. Summary of Responses on One-Way Proposal – Almond Avenue, Victor Harbor

Response	**# of responses**	**%**
Yes, I support the proposal	7	87.5
I have some concerns	1	12.5

Overall, the proposal received a high level of support from the adjacent property owners with 87.5% of respondents in favour. A concern was raised about the proposal based on Kullaroo Road being used for Victor Harbor High School, and the level of traffic with children around.

This concern was resolved with further explanation about the proposal. The strong level of support indicates that the community recognises the road is unable to safely maintain two-way traffic along Almond Avenue, and a one-way arrangement is necessary.

An advertisement was placed in the Advertiser and also the local paper with no additional responses received.

If approved by Council, the costs associated with installation of signage and line marking to enact the change to one-way travel in the westbound direction are estimated at:

- Signage (including installation): $3,500
- Line marking: $7,000.

RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

Legal and Compliance - In accordance with Section 32 of the Road Traffic Act 1961 if a council proposes, by the installation or alteration of a traffic control device to close a road or part of a road to all vehicles or vehicles specified class for the purposes of rationalising the flow or impact of traffic within part of the council's area, the council may only do so in accordance with a resolution of the council.

Any consideration of converting a road from a two-way to one-way needs requires legislative processes to be followed and the traffic control measures to be designed in accordance with the following legislation and standards:

- The Department for Infrastructure and Transport's 'Manual of Legal Responsibilities and Technical Requirements for Traffic Control Devices'(The Code of Technical Requirements)
- Local Government Act (1999)
- Road Traffic Act (1961)
- Australia Road Rules (1999)
- Road Traffic Regulations (1999)
- Various Austroads Guidelines & Australian Standards

The risk is assessed as ***low***.

Reputation - The one-way proposal is expected to achieve positive road safety and social outcomes by reducing the potential conflict between opposing directions of traffic. The risk is assessed at ***low***.

Employee and Public Safety - Making a street a one-way reduces the current risk to public safety through removing conflict between opposing traffic streams and removing the risk of

not seeing an oncoming vehicle due to the alignment of property boundaries. The risk is assessed as ***low***.

REFERENCES

City of Victor Harbor Community Plan 2030

Aspiration 5 - We have services and infrastructure that meet our community's needs.

- Objective 5.4 - Advocate for improved local and regional transport networks and options

BUDGET IMPLICATIONS

There are insufficient funds in Project #100065 (*Traffic*) for the purpose of reinforcing the one-way travel in the westbound direction at an estimated cost of $10,500.

No budget offset has been identified.

There will be an increase, subject to Council approval, to operation expenses of $10,500.

CONSULTATION

Director Environment and Infrastructure - Jodi Roberts

Manager Operations - Michael Ross

Be Engineering Solutions - Chris Dunn (Technical Director)

ATTACHMENTS

Nil

12.2. Olivers Parade - Landslip

Committee: Ordinary Council Meeting

Meeting Date: 24 November 2025

Report Author: Mark Buckerfield

RECOMMENDATION

That Council endorse the preparation of a budget bid for consideration as part of the draft 2026/27 budget development for the design and construction of a turnaround zone in the unmade road reserve adjacent to 11 Olivers Parade with improved stormwater management, and that administration commence consultation with property owners.

PURPOSE

The purpose of this report is to seek direction from Council regarding options to address the land slip along Oliver's Parade.

BACKGROUND

Olivers Parade has three sections intersected by Stringer Reserve. The section of Olivers Parade that this report is addressing is the middle portion from Millewa Terrace to Stringer Reserve. In early June 2025 a land slip occurred at the end of the no through road opposite 11 Olivers Parade. An engineer was engaged to assess the slope stability and suggest how the site could be remediated.

The immediate actions taken included:

- excluding the public from the area through installation of bunting
- installation of a quarry rubble bund wall / kerb to divert surface water past the slip area
- cutting swales cut through the grassed area in Stringer Reserve
- regular inspections to monitor any further slippage
- survey undertaken to detail the levels and property boundaries to inform stormwater, kerbing and road design options

Figure 1 below is a map showing the three sections of Olivers Parade and the proximity of the landslip.

Figure 2 below is a photo taken on 16 June of the landslip.

Figure 3 below is a drone photo showing the extent of the slip and proximity to the rail line.

Figure 4 below shows the temporary kerbing made of quarry rubble to divert water away from the land slip area.

COMMENTARY

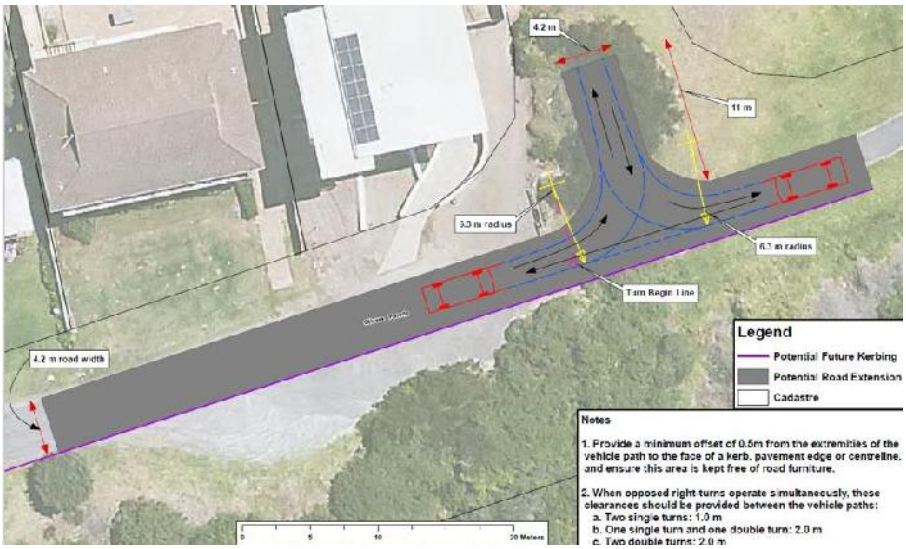
Olivers Parade is a very narrow road due to the topography of the land, with no formal vehicle turnaround area. Only a small section of the road has kerbing directing water to a pipe down the steep embankment. The sandy soil profile coupled with increased rainfall intensity and increasing impervious surfaces above the road from roofs and driveways, is leading to greater susceptibility to land slips along this section of the coast.

Three options have been considered for the road.

Option 1 - Formal Turnaround area, kerbing and pipes (preferred option)

There is insufficient room between the property boundaries and the edge of the embankment to accommodate a circular culdesac so a hammerhead turnaround area within the unmade road reserve adjacent to 11 Olivers Parade is suggested.

Figure 5 below of a hammerhead turnaround area is for illustrative purposes only and a full design would be required.



This option would see kerbing installed on the southern side of the road directing water to pipes that would be installed down the embankment. The disadvantage of this kerbing would be the loss of some informal parking along the southern side of the road however, the benefits would be reduction of stormwater running over the embankment, that scours and saturates the soil leading to potential future slips.

Figure 6 below shows the proposed additional kerbing (purple line) and the existing kerbing (red line).

The cost of this option is estimated at $450,000, subject to detailed design.

Option 2 - One way road

This option would have the middle portion of Olivers Parade being made one way through Stringers Reserve and joining the eastern portion of Olivers Parade near Rosetta Avenue.

The advantage of this option is the removal of a turnaround area, improved traffic management as the current road is very narrow and is difficult for vehicles travelling in opposite directions to pass each other.

The disadvantages are the increased costs due to the additional pavement area, creating the new intersection, additional piping for stormwater flowing through the reserve to go below the road.

The kerbing and drainage requirements for the western section would remain the same as Option 1.

This option has not been costed but would be substantially higher than Option 1.

Figure 7 below is a simplified concept for a one way road.

Option 3 - Fill in the land slip, install vehicle barrier, headwall and pipe

The cheapest option would be to fill in area of the land slip, install a small section of kerbing to direct overland water flows into a new headwall and pipe running down the embankment.

This option would force drivers to continue to use driveways and unsealed verge areas to turn around their vehicles.

Figure 8 below is an image showing simplistic positioning of the small section of kerbing and pipe

As the location has been made safe, it is recommended that a budget bid be prepared for the draft 2026/27 capital budget for Council consideration.

RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

Legal and Compliance -The current road configuration and turnaround area does not comply with Austroad design guidelines. The risk is that should a vehicular accident occur, council could be found negligent for not providing a suitable turnaround area. This risk is assessed as ***high***.

Employee and Public Safety - The current turnaround area has been further restricted due to the land slip. The risk is that vehicle movements close to the embankment could lead to further collapse and the possibility of a vehicle falling over the embankment. This risk is assessed as ***high***.

REFERENCES

City of Victor Harbor Community Plan 2030

Aspiration 5 - We have services and infrastructure that meet our community's needs

- Objective 5.3 - Council assets and infrastructure are managed in a sustainable way to meet current and future needs

BUDGET IMPLICATIONS

Excluding endorsed budgets staff resources there are no 2025/26 budget implications for a budget bid to be prepared for the draft 2026/27 budget.

No additional funds are required in 2025/26.

CONSULTATION

Council Members at a Briefing Session on 10 November 2025

Director Environment and Infrastructure - Jodi Roberts

Land Development and Infrastructure Officer - Scott Champion

Technical Executive (Geotechnical), WSP Australia Pty Ltd - Derek Arnott

ATTACHMENTS

Nil

12.3. Draft Environmental Management Plan

Committee: Ordinary Council Meeting

Meeting Date: 24 November 2025

Report Author: Sophie Rawson

RECOMMENDATION

1. That Council receive and note the Draft Environmental Management Plan Community Engagement Report provided under separate cover.

2. That Council adopt the draft Environmental Management Plan provided at Attachment 1.

PURPOSE

The purpose of this report is to formally present and consider the community feedback gathered through the consultation period and seek Council adoption of the draft Environmental Management Plan.

BACKGROUND

The development of the Environmental Management Plan (EMP) has arisen from an action in the Council endorsed Biodiversity and Natural Assets Management Plan, Action 10.17 - Update the Environmental Management Plan 2019-2024.

The City of Victor Harbor engaged consultants Climate Cavalry to develop an updated Environmental Management Plan, as part of the 2024/25 budget Climate Initiatives.

The Environmental Management Plan 2025-2030 replaces Council's 2019 Environmental Management Plan. It has been updated to align with Council's Community Plan 2030 and draft Urban Growth Strategy, and to reflect emerging challenges and opportunities in climate change, biodiversity, sustainability and community expectations. It builds on the strong foundation of environmental achievements delivered between 2019 and 2025.

Previous stakeholder engagement (internal and external) has allowed for gathering of ideas, inspiration and information to shape the development of the draft Environmental Management Plan.

This includes:

- Internal stakeholder workshop, with relevant staff from various departments (April 2025)

- External Stakeholder workshop with community group representation and representation from key stakeholders, including Fleurieu Regional Waste Authority, Landscapes Hills and Fleurieu, Resilient Hills and Coast (May 2025)
- Meetings with relevant internal staff (May/June 2025)
- Council briefing (July 2025)

At the Ordinary Council Meeting on 25 August 2025 Council endorsed the following:

OC2342025

Moved: Cr Carol Schofield

Seconded: Cr Stewart Burns

That Council endorse the Draft Environmental Management Plan (2025-2030) for community consultation, in accordance with the Communication and Engagement Plan.

CARRIED UNANIMOUSLY

COMMENTARY

The draft Environmental Management Plan was on public exhibition from Thursday, 25 September 2025 until Friday, 17 October 202 (meeting the minimum 21-day consultation requirement). This consultation was an opportunity for the community to provide Council with their feedback on the draft plan. To make sure the opportunity reached as many people as possible, the consultation was promoted widely using our local newspapers, newsletters, direct email, social media, council websites and in-person displays at the Civic Centre.

People could take part via online and hard copy surveys or submit written feedback.

Overall, the consultation achieved 16 survey responses and 21 written submissions.

A copy of the engagement summary which outlines the consultation process, and all feedback received is provided under separate cover for formal receiving and noting by Council.

Key Themes

- **Desire for Greater Action**
  Strong support for the Draft Plan was paired with calls to accelerate timelines, expand scope (especially on private land), and strengthen outcomes. This reflects a community eager for Council to lead bold environmental initiatives.
- **Focus on Measurable Outcomes**
  Feedback emphasized the need for clear, data-driven goals and transparent progress reporting, particularly for initiatives like solar infrastructure and tree cover.
- **Canopy Cover Target**
  While there was strong support for a specific canopy target, Council has yet to

establish baseline data. A tailored 2035 interim target will be developed once mapping is complete, ensuring targets are evidence-based and locally appropriate.

- **Development Impacts**
  Many concerns related to vegetation loss and growth pace. While broader planning controls fall outside the Plan's scope, feedback reinforces the importance of existing sustainability actions in the Urban Growth Strategy.

Draft Environmental Management Plan Update

Feedback has informed several improvements to the final Plan, including stronger targets, better alignment with other strategies, and clearer action wording. The revised Environmental Management Plan is now presented for Council endorsement at attachment 1.

Page	Change
8	**Added -** *Australia's Strategy for Nature 2024-2031* to National Context section
4 & 12	**Changed goal -** *Increase recycled water used by Council. Progress will be tracked through the number and scale of new water sensitive urban design systems installed, and their total capture Capacity.*
5 & 16	**Updated action -** Action 3.3 *Establish key wildlife corridors to improve linkages between green spaces, particularly an east to west corridor that can link the Hindmarsh and Inman Rivers.*
18	**Added footnote** - Create a sustainable, energy efficient city 7 7 Work towards achieving net zero emissions by 2050 in line with South Australia's Net Zero Strategy, available at https://cdn.environment.sa.gov.au/environment/docs/SA-Net-Zero-Strategy-WEB.pdf
14	**Edited formatting error** - Action 1.2

RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

Reputation - Moderate level of community concern and moderate impact on community wellbeing if the Council does not receive and endorse the Draft Environmental Management Plan. This risk is assessed as ***medium***.

Environmental - Council has a statutory responsibility to manage, develop, restore, enhance and conserve the environment in an ecologically sustainable manner, and to improve amenity (LG Act 1999 Chapter 2 Section 7 - Functions of a Council (e)). The update of the Environmental Management Plan is a step toward highlighting, managing and minimising these risks. This risk is assessed as ***low***.

REFERENCES

City of Victor Harbor Community Plan 2030

Aspiration 4 - We protect and restore our environment

- Objective 4.3 - Enhance the health and biodiversity of our natural environment through protection and active restoration
- Objective 4.4 - Protect the health of our coastline, estuaries, waterways and catchments

Aspiration 5 - We have services and infrastructure that meet our community's needs

- Objective 5.3 - Council assets and infrastructure are managed in a sustainable way to meet current and future needs

Other references used:

City of Victor Harbor Biodiversity and Natural Assets Management Plan 2023 to 2028

Victor Harbor Urban Growth Management Strategy 2025

BUDGET IMPLICATIONS

Excluding endorsed budgets staff resources there are no 2025/26 budget implications for Council to adopt the draft Environmental Management Plan

No additional funds are required in 2025/26.

Additional funds will be required in future years for the implementation of the actions identified in the draft Environmental Management Plan, subject to Council approval as part of budget development.

CONSULTATION

Communications Officer - Emma Warren

Director Environment and Infrastructure - Jodi Roberts

ATTACHMENTS

Attachment 1 - Draft Environmental Management Plan

Attachment 1 – Draft Environmental Management Plan

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.

Cover Image: Family visit to Conservation Park by Heidi Who Photos

The Bluff in clouds by Trent John Martin Photography

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Plan at a Glance

The following two pages summarise the core elements of the Environmental Management Plan. For further details please refer to the main contents of this document.

Vision

"We protect and restore our environment to make Victor Harbor a sustainable place of choice to live, visit and enjoy."

Objectives

- Adapt to the changing climate
- Sustainably manage waste and resources
- Enhance the health and biodiversity of our nature
- Protect our coastlines and waterways
- Create a sustainable, energy efficient city
- Educate our community

Goals

70% waste diverted from kerbside landfill by 2030 (66% in 2024)

Increase tree canopy cover within township area (need to establish baseline)

Increase recycled water used by Council. Progress will be tracked through the number and scale of new water sensitive urban design systems installed, and their total capture capacity.

Maintain or **increase the number of biodiversity reserves** and **roadside vegetation sites** rated High or Very High (compared to 2022 BNAMP audit[1])

Increase community satisfaction with **coastal protection** and **environmental initiatives** (48% in 2023)

[1] *BNAMP is Victor Harbor Biodiversity and Natural Assets Management Plan 2023-2028. Baseline was 40 reserves and 30 roadside sites were rated as high or very quality in 2022 audit.*

Summary of Key Priority Actions

Objective and priority actions	Action Year#				
	1	2	3	4	5
1. Adapt to the changing climate					
Staff training and capacity building in climate change adaptation					
Progress 1-2 prioritised actions from regional climate action plan					
Review Sustainability Policy to update to a Climate Change Policy*					
Complete climate risk assessment of council assets, land and services					
Support State policy reforms that encourage climate change adaptation*					
2. Sustainably manage waste					
Adopt circular procurement polices and practices					
Create waste education material tailored for holiday and short-term rentals					
Review public litter bin locations and service levels					
Shift to zero waste for council run events and share guidelines with others					
3. Enhance the health and biodiversity of our nature					
Deliver Biodiversity and Natural Assets Management Plan (BNAMP) actions					
Update plant species guides prioritising fire, climate and biodiversity					
Establish key wildlife corridors to improve linkages between green spaces, particularly an east to west corridor that can link the Hindmarsh and Inman Rivers.*					
Monitor biodiversity condition to inform update of BNAMP					
Review and update BNAMP with focus on nature positive principles					
4. Protect our coastline and waterways					
Deliver VH Coastal Adaptation Study and Strategy (CASS)					
Deliver VH relevant actions within Southern Fleurieu Coastal Action Plan					
Apply WSUD and stormwater improvements in renewal of Council assets^					
Develop Inman and Hindmarsh Rivers master plans*					
Support PhD project on coastal research and monitoring					
Advocate to State Government for improved water outcomes*					
Work with SA Water to increase the recycled water supply and storage					
5. Create a sustainable, energy efficient city					
Develop corporate emissions plan & review of corporate data tracking system					
Deliver Civic Centre solar system replacement & expansion project					
Capture baseline tree canopy data and set targets to prioritise tree planting*					
Update Tree Management Strategy and expand tree planting program					
Support State policy reforms that support active and public transport*					
6. Educate our community					
Seek opportunities to listen and partner with First Nations					
Expand volunteer support and deliver more community education projects					
Increase communications on the benefits of nature and sustainable living					
Explore opportunities for community renewables, batteries & electric transport					
Share revised plant species guides to encourage biodiverse private gardens					

Colour legend depicts priority of delivering action	Low	Medium	High

#Action year 1 = 2025/2026, year 2 = 2026/2027, year 3 = 2027/2028, year 4 = 2028/2029, year 5 = 2029/2030

** Direct alignment to Victor Harbor Urban Growth Management Strategy*

^ Direct alignment to Victor Harbor Urban Stormwater Management Plan (USMP)

Introduction

Victor Harbor is a coastal city with a strong environmental identity. Surrounded by natural beauty, the area is known for its iconic granite coastline and islands, its native vegetation and wildlife, and its deep cultural heritage. With peak tourism periods swelling our growing community, environmental management in Victor Harbor must respond to both long-term sustainability and seasonal pressures. This Environmental Management Plan (EMP), recognises that our unique environment is central to our community's lifestyle, economy, and wellbeing—and requires active, ongoing care.

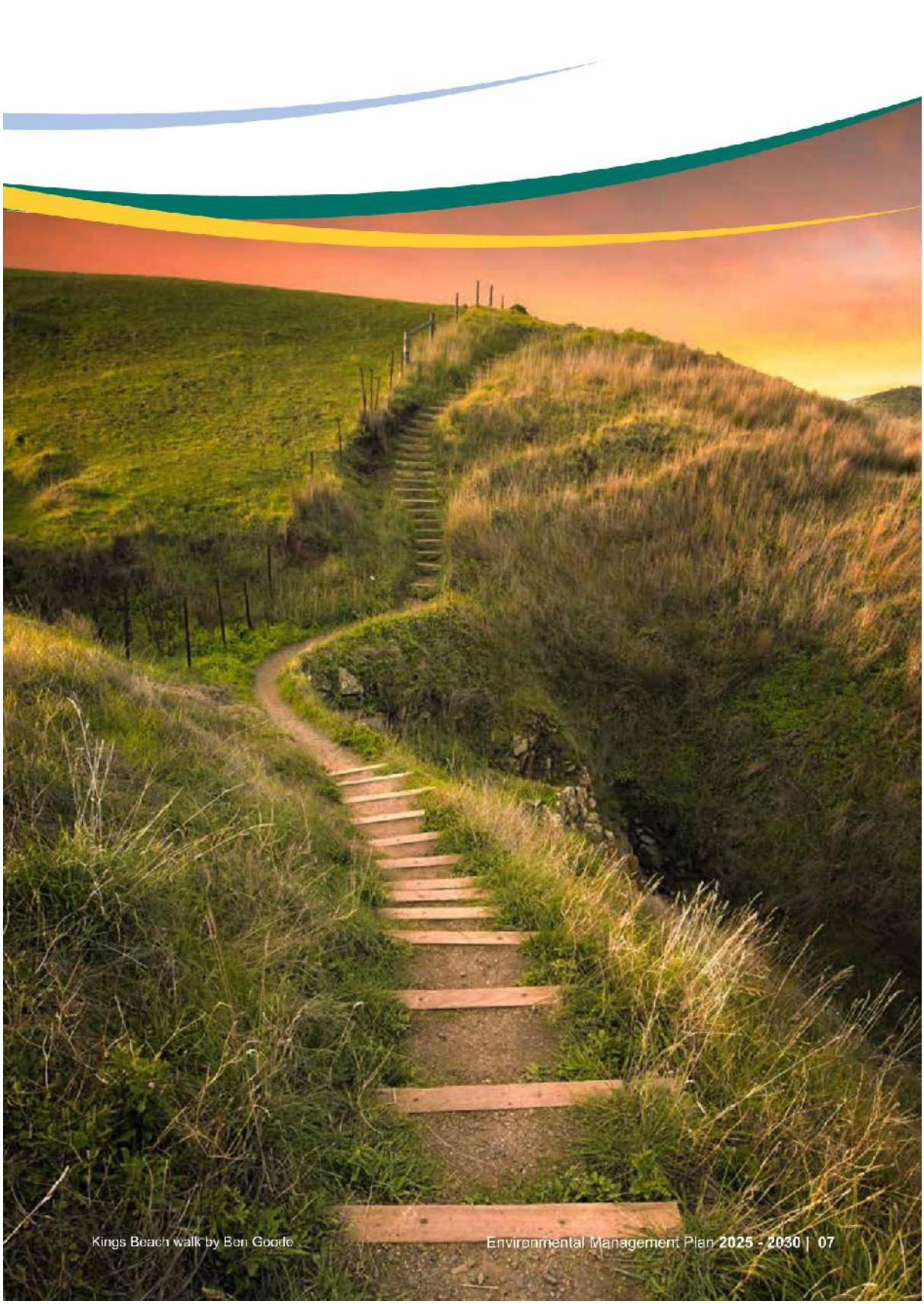
This Plan guides the City of Victor Harbor's efforts in protecting and enhancing the local environment in the way we manage our operations, services, and public land.

While the focus of this Plan is on council's own responsibilities, we recognise that creating a sustainable future is a shared responsibility. Councils play many roles: as land managers, service providers, advocates, partners, educators and regulators.

We work alongside our community, who also have a role in caring for the environment through everyday choices, championing local issues, and volunteering. Council partnerships with groups such as the Hills & Fleurieu Landscape Board, the Fleurieu Regional Waste Authority, and Resilient Hills & Coasts also support delivery of this Plan.

This Plan replaces council's 2019 Environmental Management Plan. It has been updated to align with council's Community Plan 2030 and draft Urban Growth Strategy, and to reflect emerging challenges and opportunities in climate change, biodiversity, sustainability and community expectations. It builds on the strong foundation of environmental achievements delivered between 2019 and 2025.

Development of this Plan was informed by feedback from Council staff, monitoring data, a review of the previous plan, and a workshop with key community and partner stakeholders. Their early contributions have shaped the direction of the Plan.


Kings Beach walk by Ben Goode
Environmental Management Plan 2025 - 2030 | 07

Strategic Context and Alignment

National

At a national level, Australia's climate and environmental priorities are framed by key documents such as the *National Climate Resilience and Adaptation Strategy*, *Australia's Strategy for Nature 2024-2031*, the *Threatened Species Action Plan*, and the *National Waste Policy*. These strategies emphasise the importance of local action in building resilience, protecting biodiversity, and shifting towards circular economy models.

State

Local governments operate under the *Local Government Act 1999*, which integrates sustainability into council responsibilities. South Australia's *Climate Change Action Plan 2021–2025* outlines the state's commitment to a net-zero emissions future, with actions that support resilience, renewable energy, and nature-based solutions. The *Green Industries SA* framework promotes resource efficiency and waste reduction. The *State Planning Policies* (especially for climate resilience and biodiversity) guide land use planning. The *Coast Protection Board* plays a key role in supporting councils to manage coastal hazards and protect sensitive foreshore environments. The *Biodiversity Act 2025* further strengthens the policy framework for nature protection, introducing new duties and mechanisms to halt biodiversity loss and promote ecological restoration across South Australia, including in urban areas.

Regional

Urban growth areas across our region are guided by the *Greater Adelaide Regional Plan*. City of Victor Harbor is a member of the Resilient Hills & Coasts regional partnership, which supports coordinated climate action and capacity building. Our district is within the Hills & Fleurieu landscape region, where the *Hills and Fleurieu Landscape Plan* sets strategic priorities for biodiversity, sustainable agriculture, water, and land management. Regional Development Australia's *Regional Development Strategy* highlights opportunities for environmental sustainability to support the local economy. Waste management and recycling is delivered predominately through the *Fleurieu Regional Waste Authority* (FRWA).

Local

Several local plans and strategies complement and inform the EMP. Together, this suite of policies supports the integrated and place-based approach embedded in the Environmental Management Plan.

- **Community Plan 2036:** Sets a long-term vision that includes valuing the environment, protecting biodiversity, and adapting to climate change.
- **Urban Growth Management Strategy (2023–2045):** This strategy guides how and where Victor Harbor will grow. It promotes compact, climate-ready development and protection of key environmental assets.
- **Economic Development Strategy (2020-2030):** Highlights the need to manage natural assets and promote sustainability to support success of Victor Harbor's economy, with strong relationships to existing and future employing industries.
- **Open Space Strategy, Biodiversity Action Plan, Coastal Adaptation Strategy and other operational documents:** These provide implementation pathways for on-ground environmental initiatives and guide how council manages public land, restores habitat, and engages the community.

Council's Strategic Framework below outlines how key documents work together.

Current and Emerging Trends

Urban growth and land use change

Development continues to expand across Victor Harbor. While this brings housing and economic opportunities for a growing base population, it puts pressure on natural systems, stormwater and waste management. Growth areas are an opportunity to embed sustainability into the township.

Tourism and seasonal population

Tourism brings unique seasonal environmental pressures, including increased waste, water use, transport demands, and strain on natural areas. As tourism diversifies into eco-tourism, wellness, and events, there are growing opportunities to promote sustainable practices and reduce impacts.

Coastal vulnerability

Victor Harbor's coastline are critical assets and are highly exposed to erosion, sea level rise and storm surges. Impacts of marine heatwaves and acidification, like algal blooms, are impacting marine life, human health, and the regional economy. Long-term planning is needed to manage these pressures while protecting nature, culture and assets.

Drought and water security

Record-low rainfall across the Fleurieu Peninsula in 2024-25 has caused unprecedented demand for water deliveries to farms and homes, and severe impacts to biodiversity and urban greening assets. Water security, efficiency and alternative water sources can support drought management.

Climate change and extreme weather

Victor Harbor is experiencing a warmer, drier climate, with more extreme weather, drought, and coastal impacts. These changes affect natural systems, infrastructure and vulnerable people. There's an increasing need to design assets that adapt and reduce emissions to limit further change.

Biodiversity loss and fragmentation

Native vegetation continues to face pressure from development, invasive species, and climate change. Habitat fragmentation is reducing biodiversity and ecosystem health. Remnant vegetation, private land, and waterways are becoming critical for maintaining habitat connectivity.

Circular economy potential

Despite high per capita waste levels in Victor Harbor, there is growing interest in circular economy initiatives such as reuse, composting, and repair cafes. Victor Harbor is a state leader in rooftop solar. Supporting these local trends can reduce impacts and strengthen economic resilience.

Community expectations

Community concern around environmental issues is growing, particularly in waste, energy, biodiversity, and coastal protection. Residents are increasingly engaged through volunteering, local food, citizen science, and nature projects. Supporting this momentum is vital for long-term cultural change.

Council Open Spaces team by Heidi Wolff

Vision, Goals & Objectives

Vision

"We protect and restore our environment to make Victor Harbor a sustainable place of choice to live, visit and enjoy."

Goals

70% waste diverted from kerbside landfill by 2030 (66% in 2024)

Increase tree canopy cover within township area (need to establish baseline)

Increase recycled water used by Council. Progress will be tracked through the number and scale of new water sensitive urban design systems installed, and their total capture capacity.

Maintain or **increase the number of biodiversity reserves** and **roadside vegetation sites** rated High or Very High (compared to 2022 BNAMP audit[2])

Increase community satisfaction with **coastal protection** and **environmental initiatives** (48% in 2023)

Objectives

- Adapt to the changing climate
- Sustainably manage waste and resources
- Enhance the health and biodiversity of our nature
- Protect our coastlines and waterways
- Create a sustainable, energy efficient city
- Educate our community

[2] *BNAMP is Victor Harbor Biodiversity and Natural Assets Management Plan 2023-2028. Baseline was 40 reserves and 30 roadside sites were rated as high or very quality in 2022 audit.*

Objectives, Actions & Implementation

The following pages outline how Council will work towards each objective over the next five years. There is a description of each issue, how council manages it now, and a table with key improvement actions and the resourcing required to deliver them. Many of the actions are intrinsically linked and will support outcomes under other objectives.

Annual implementation will be specified through the Annual Business Plan and Council budget process. The plan is a roadmap to guide implementation, while allowing some flexibility for opportunities and changes that may emerge. Budget and staff time are limited. By prioritising actions and staging implementation, we can be strategic, practical and impactful.

Internal Environmental Working Group

Managing our environment is a full-council responsibility. A cross-council Environmental Working Group will meet at least twice a year, to support coordinated implementation, monitoring and evaluation. This will keep us adaptive and accountable, help us improve, and reduce risks of maladaptation.

Table Legend

Objective area	Key Performance Indicator KPI)	Resourcing	Lead	Timing	Priority
Short description of action	Metric used to monitor progress and effectiveness	Indicative cash and/or staff cost to deliver the action. Capital budget is for assets, operating is for services $ = 1-20K $$ = 20-50K $$$ = 50-100K $$$$ = >100K	Council team or external partner with primary responsibility for delivery E&S = Environment & Sustainability SMT = Senior Management Team PT = Procurement Team OS = Open Space Team ET = Events Team FRWA = Fleurieu Resource Waste Authority LB = Hills and Fleurieu Landscape Board I&E = Infrastructure & Engineering GIS = Geographic Information System Officer	Expected timeframe to start	Relative importance of delivering action L = Low M = Medium H = High

1. Adapt to the changing climate

Climate change is increasing the frequency and severity of extreme weather events such as heatwaves, drought, storms, bushfires and coastal erosion. Victor Harbor is already experiencing these impacts, especially coastal erosion and heatwaves, and compounding risks like the 2025 microalgal bloom driven by a marine heatwave. These changes pose risks to public safety, infrastructure, biodiversity, economy, and community wellbeing.

Council plays an important role in preparing and adapting by integrating climate resilience into how we plan, build, and manage our assets (including natural assets) and services. This includes identifying vulnerabilities, working with our regional partners, and embedding adaptation in planning and asset management processes.

The City of Victor Harbor is a committed member of the Resilient Hills & Coasts (RHC) partnership and contributed to a regional climate vulnerability assessment and action planning. Through this collaboration, Council is actively working to address key local risks.

Looking ahead, Council will continue to strengthen its capacity to plan and respond to climate risks. This includes reviewing infrastructure and open space design to consider climate projections, embedding adaptation thinking across departments, and identifying opportunities for shared benefits—such as public spaces that can act as refuges in extreme weather.

1.0 Adapt to the changing climate	KPI	Resourcing	Lead	Timing	Priority
1. **Staff training and capacity building in climate change adaptation**	1+ session per 2 years	Existing operating & staff	E&S	Bi-annual	H
2 **Progress 1-2 prioritised actions from regional climate action plan[3] or vulnerability assessment per year**	1-2 projects completed & maintain membership	Annual budget bid / grants $ - $$$$	E&S	Annual	H
3. **Review City of Victor Harbor Sustainability Policy to update or replace to a Climate Change Policy***	Policy endorsed	Existing staff	E&S	Year 1-2	H
4. **Complete first pass climate risk assessment of council assets, land and services**	Risk assessment completed & risk register updated	New operating $	SMT	Year 3-4	M
5. **Support State Government policy reforms that encourage climate change adaptation***	Participation in state reforms	Existing staff	SMT	Ad hoc	L

[3] *Regional Climate Action Plan 2025-2030 (ReCAP) available at* www.resilienthillscoasts.com/plans

* *Direct alignment to Victor Harbor Urban Growth Management Strategy*

2. Sustainably manage waste and resources

Australia is shifting towards a circular economy, with stronger national targets for waste reduction, resource recovery, and less reliance on landfill. South Australia is a national leader in waste and recycling, but local governments still face persistent challenges such as contamination, rapid industry and policy changes, and illegal dumping.

Waste and recycling services in Victor Harbor are primarily delivered through the Fleurieu Regional Waste Authority (FRWA), a regional subsidiary of Fleurieu Peninsula member councils. The City of Victor Harbor works closely with FRWA to manage waste collection, implement waste education programs, and monitor performance. Council supports efforts to improve landfill diversion and expand community awareness of how to recycle right.

Local waste monitoring shows moderate resource recovery rates and highlights opportunities for improvement—particularly through behaviour change, community-led repair and reuse initiatives, and reducing contamination in household bins. Council also plays an active role in enforcing illegal dumping regulations and advocating for improved waste outcomes through regional planning and collaboration.

Looking ahead, Council will continue to partner with FRWA, support innovation, and encourage the community to minimise waste with a focus on seasonal holiday stays.

2.0 Sustainably manage waste	KPI	Resourcing	Lead	Timing	Priority
1. **Adopt circular procurement polices and practices**	All relevant policies and procedures integrate circular economy principles	Existing staff	PT	Year 1-2	H
2. **Create waste education material tailored for holiday and short-term rentals**	Take up rates of materials	New operating $	FRWA	Year 1-2	L
3. **Review public litter bin locations and service levels to reduce issues and improve efficiency**	Audit completed	Existing staff	OS	Year 1-2	M
4. **Shift to zero waste for council run events (eg. compostable food vendor packaging) and share guidelines with others**	Zero waste council events by 2030	Existing staff	ET	Year 3-5	M

3. Enhance the health and biodiversity of our nature

Australia faces accelerating biodiversity loss due to clearing, invasive species, fragmentation and climate pressures. Victor Harbor is home to remnant bushland, wetlands, and coastal habitats that support native species and ecological communities. Council works actively to protect and restore these areas through on-ground management, strategic planning, and partnerships.

Ongoing collaboration with the Hills and Fleurieu Landscape Board, the National Parks and Wildlife Service, and community groups is central to our approach. Volunteer-led activities such as Bushcare and community planting programs make a significant contribution to habitat restoration, supported by Council coordination and resources. Refer to the community objective (chapter 6 of this plan) for more.

Council's **Biodiversity and Natural Assets Management Plan 2023–28** guides current work and priorities. This includes weed control, pest management, staff training in native vegetation awareness, and integration of biodiversity goals into land use planning. Looking forward, opportunities to enhance biodiversity corridors across the region, move to nature positive approaches and to improve data on local species and ecosystem condition will help Council track progress and prioritise investment.

3.0 Enhance the health and biodiversity of our nature	KPI	Resourcing	Lead	Timing	Priority
1. **Deliver Biodiversity and Natural Assets Management Plan (BNAMP)4 actions**	80% actions on track	Existing operating + new project $S	E&S	Annual	H
2. **Update plant species guides for Council reserves, streets, verges and new developments, prioritising fire wise, climate ready and biodiversity considerations**	Updated guides	New operating and/or staff time	OS	Year 1-2	H
3. **Establish key wildlife corridors to improve linkages between green spaces, particularly an east to west corridor that can link the Hindmarsh and Inman Rivers.***	Plans developed and on-ground actions started	New project $$ - $$$	E&S	Plan Year 1-2 Actions Year 2-5	H
4. **Monitor biodiversity condition to inform update of BNAMP**	Audit reserves and roadsides by 2028	$$ - $$$	E&S	Year 2-3	M
5. **Review and update BNAMP with focus on nature positive principles**	Updated plan by 2029	$-$$	E&S	Year 3-4	M

[4] *Biodiversity and Natural Assets Management Plan 2023 – 2028 available at* www.victor.sa.gov.au/your-council/publications/other-management-plans-and-strategies

* *Direct link to the Victor Harbor Urban Growth Management Strategy*

4. Protect our coastline and waterways

Coastal, estuary and waterway health are increasingly threatened by human activity, climate change, and urban development. Rising seas, increased ocean temperatures, more intense storm events, and land-based pollution are all shaping the future of coastal communities like Victor Harbor.

Victor Harbor's coastline is central to the city's identity, ecology, and economy. Coastal erosion is being actively managed at key locations, with both natural dune systems and engineered protections. Estuarine areas and catchments are also under pressure, particularly from declining water quality and limited environmental flows, linked to stormwater runoff and surrounding land use.

Council is working to protect these natural assets through a combination of planning, infrastructure, volunteers, agency partnerships and advocacy.

The Southern Fleurieu Coastal Adaptation Plan and associated regional studies inform a long-term, place-based response to climate risks. Council is also embedding water sensitive urban design (WSUD) approaches into Council capital works and stormwater upgrades to reduce runoff pollution and improve water quality outcomes. Ongoing work includes reviewing Council Asset Management Plans to identify opportunities for "like for better" stormwater infrastructure upgrades and enforcement of the Local Nuisance and Litter Control Act provisions related to discharge into waterways. Management responsibilities on coast and waterways are often shared with multiple landowners, which can complicate weed control and restoration. Council continues to work constructively with its partners to achieve shared goals.

4.0 Protect our coastline and waterways	KPI	Resourcing	Lead	Timing	Priority
1. **Deliver VH Coastal Adaptation Study and Strategy (CASS)[5]**	90% actions on track	Existing operational	E&S	Annual	H
2. **Deliver VH relevant actions within Southern Fleurieu Coastal Action Plan Actions[6] as a project partner**	# actions completed	$ - $$ and seek grants	E&S with LB	Annual	M
3. **Apply WSUD principles and stormwater quality improvements in the renewal of Council assets^**	WSUD in >90% Council capital works	Capital renewal $S - $$$$^	I&E	Annual	H
4. **Develop Inman and Hindmarsh Rivers master plans to enhance environment, accessibility and trails***	Hindmarsh by 2027 Inman by 2030	S	E&S	Year 1-2	M
5. **Support PhD project on coastal research and monitoring Coastal dynamics of VH region**	Research report(s)	Existing operating $S annually	E&S	Year 1-3	H
6. **Advocate to State Government for:** • **stronger requirements for developments to retain and control stormwater*** • **updated hazard mapping including coastal flooding and storm surge***	Participate in state reforms	Existing staff	I&E	Ad hoc	M
7. **Work with SA Water to increase the recycled water supply and/or storage capacity for irrigation use**	Increase in recycled water use	New capital S - $$$$ and grants	OS	Year 3-5	M

[5] *Victor Harbor Coastal Adaptation Study and Strategy 2021 available at www.victor.sa.gov.au/your-council/publications/other-management-plans-and-strategies*

[6] *Southern Fleurieu Coastal Action Plan, Hills and Fleurieu Landscape Board, available at www.landscape.sa.gov.au*

* *Direct alignment to Victor Harbor Urban Growth Management Strategy*

^ *Direct alignment to Victor Harbor Urban Stormwater Management Plan (USMP)*

5. Create a sustainable, energy efficient city

Sustainable design and efficient resource use are increasingly central to urban planning and infrastructure policy, supporting communities to save money, be comfortable and healthy, and reduce emissions. Victor Harbor's growth presents both challenges and important opportunities to embed sustainability into how we plan, build and maintain urban environments.

In our townships, council manages the performance of buildings, infrastructure, council operations, street trees and greening. We plant and manage street trees in line with our Tree Management Strategy, upgrade open spaces to keep them cool in hot weather, install solar panels on Council facilities, and install electric vehicle charging points.

Council monitored its operational energy use from 2021 to 2024, to track emissions, solar generation and energy efficiency improvements. With almost 500 water and electricity meters it is timely to review this tracking system and ensure we make smart investments and are ready for increasing requirements to reduce and disclose our emissions. Looking ahead, opportunities exist to strengthen planning controls, trial innovative technologies, and start tracking our urban canopy cover as a tool for addressing urban heat and enhancing biodiversity.

5.0 Create a sustainable, energy efficient city [7]	KPI	Resourcing	Lead	Timing	Priority
1. **Develop corporate emissions reduction plan including review of corporate data tracking system**	Emissions plan endorsed	New operating $$ Use LGA guide	E&S	Year 1-2	H
2. **Deliver Civic Centre Solar System Replacement & expansion project**	New system installed	Capital $$$$	I&S	Year 1	H
3. **Capture baseline tree canopy data and set targets to prioritise tree planting in urban Victor Harbor***	Tree canopy data capture township area	$ - $$	GIS	Year 1-2	H
4. **Update Tree Management Strategy and expand tree planting program to achieve the targets of 5.3**	Strategy revised & increase in trees planted	$$ Strategy $$$ - $$$$ Expanded tree planting & maintenance	OS	Strategy Year 2-3 Planting Year 3-5	H
5. **Support State Government policy reforms that support climate action, active and public transport***	Participation in state reforms	Existing staff	E&S	Ad hoc	M

[7] *Work towards achieving net zero emissions by 2050 in line with South Australia's Net Zero Strategy, available at https://cdn.environment.sa.gov.au/environment/docs/SA-Net-Zero-Strategy-WEB.pdf*

* *Direct alignment to Victor Harbor Urban Growth Management Strategy*

6. Educate our community

Long-term sustainability relies not only on Council action, but on a well-informed, empowered and active community. Across the Victor Harbor region, dedicated volunteers, community groups and partner organisations play crucial roles in protecting the coast, restoring biodiversity, living lightly and sharing environmental knowledge. Council recognises and appreciates their contribution—and is committed to supporting, inspiring and working alongside the community to foster more sustainable practices.

Sharing information about environmental stewardship and encouraging positive behaviour change is an ongoing endeavour. This is particularly true in a place like Victor Harbor with many short-term visitors.

Council already delivers many community education initiatives, including signage on native species and responsible recreation, the Hooded Plover program, and promoting marine parks. Council also collaborated with the Landscape Board and others to deliver joint programs.

Council remains focused on using education, partnerships and support to help community members and visitors better understand, connect with and care for the region.

6.0 Educate our community	KPI	Resourcing	Lead	Timing	Priority
1. **Seek opportunities to listen and partner with First Nations including regular cultural training for staff**	Joint projects	Existing staff	SMT	Annual	H
2. **Expand volunteer support and deliver more community education projects**	Increase # council environment volunteers	Expand staff from 0.4 to 0.8 FTE $$$	E&S	Year 1-2	H
3. **Increase newsletter and social posts on the benefits of nature and sustainable living, and to showcase council projects**	Newsletter and social posts views	Existing staff	E&S	Annual	M
4. **Investigate opportunities to increase community & business uptake of renewables, batteries, and electric transport.**	Council briefing	Existing staff	SMT	Year 1-2	M
5. **Share revised plant species guides, (3.2) to encourage more biodiverse gardens on private land and verges**	Uptake / click rates of guides	New operational $	OS	Year 3-4 (after 3.2)	H

Direct alignment to Victor Harbor Urban Growth Management Strategy

Glossary

Biodiversity / biodiverse The variety of all plants, animals and microorganisms, their genes, and the ecosystems they live in.

Canopy The upper level of a tree or trees. In cities this is typically measured for trees tall enough to provide functional shade for people (trees 3m+).

Circular Economy A closed-loop approach to designing products and systems that minimises waste and makes the most of resources by reusing, recycling, and repurposing materials.

Diversion rate The rate or percentage of a potentially recyclable material that is kept out of landfill by recycling or other means.

Ecosystem A community of living organisms interacting with each other in their habitat.

Emissions The release of gases, such as carbon dioxide and methane, into the atmosphere from activities like burning fossil fuels.

Nature positive An approach to halt and reverse nature loss by restoring ecosystems, protecting biodiversity and enhancing the health of natural systems, so that nature is better off than before.

Remnant Vegetation Native trees, shrubs and grasses that have not been cleared since European settlement.

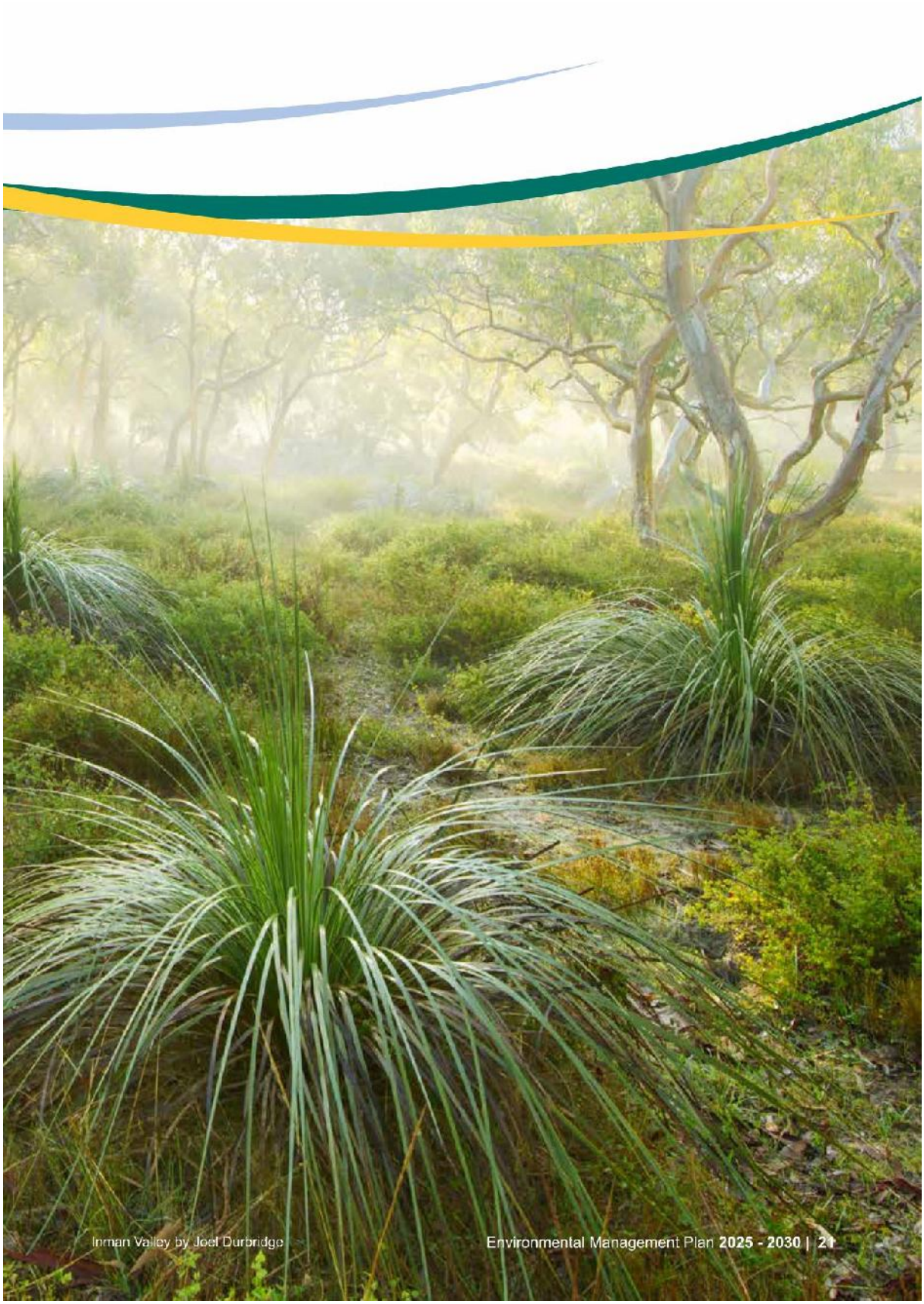
Resilient Able to survive, adapt and thrive no matter what kind of chronic stresses and acute shocks are experienced.

Resource Recovery The process of obtaining materials or energy from discarded materials.

Sustainable Responsibly managing our current needs without compromising the ability of future generations to meet their needs. This includes social, financial and environmental resources.

Urban Heat Island The effect of built up areas being hotter than rural areas due to heat absorption and retention in hard surfaces (eg. buildings and pavement).

Water Sensitive Urban Design (WSUD) Managing the water cycle sustainably, reusing rainwater, reducing runoff and incorporating green infrastructure.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Stay in Touch

PO Box 11
Victor Harbor SA 5211
Ph. (08) 8551 0500
Fax. (08) 8551 0501
Email. localgov@victor.sa.gov.au
Website. www.victor.sa.gov.au

city of Victor Harbor

VICTOR HARBOR
FEEL IT CALLING

Climate Cavalry

This Plan was developed in partnership with Climate Cavalry

12.4. Draft Asset Management Plans

Committee: Ordinary Council Meeting

Meeting Date: 24 November 2025

Report Author: Mark Buckerfield

RECOMMENDATION

That Council endorse the proposed changes to the Capital Works Program appendices of the City of Victor Harbor's Asset Management Plans as provided at Attachment 1.

PURPOSE

The purpose of this report is for Council to consider changes to the Capital Works Programs within the Asset Management Plans to reflect the likely timing of the required funding for specific projects.

BACKGROUND

Council, pursuant to Section 122(1)(a) of the *Local Government Act 1999*, is required to develop and adopt strategic plans including Asset Management Plans (AMP) that relate to a period of at least 10 years.

The recommendation is that the underlying Asset Management Plans remain the same as adopted on 26 May 2025 and only the Capital works Programs in the appendices be updated to reflect the most likely timing for funding of a number of specific projects and that the plans reflect Council's resolutions relating to discrete projects.

The figures in the appendices as provided in Attachment 1, have been updated with a 3.1% index to reflect the likely costs in 2026, the compounding changes to subsequent years has not been undertaken as the Long Term Financial Plan models the likely impact of future year compounding Consumer Price Index (CPI) increases.

Other than adding an allowance for the projected CPI of 3.1 % to the original forecast expenditure, no additional projects have been added except through a Council Resolution.

COMMENTARY

A briefing was held on Monday, 10 November 2025 with Council Members to outline the rationale for the proposed changes to the Capital Works Programs to the timing of projects identified in the Asset Management Plans.

The following changes have been made to the current Asset Management Plan appendices provided at Attachment 1:

- An update of all the figures from year 2 onwards to reflect a 3.1 % CPI increase for the remaining nine years of the plans so that the numbers are in 'todays' dollars

- The Year 1 column, that represents 2025/26, has been updated to reflect the actual adopted budget following the first quarter budget review for 2025/26

- Mainstreet Precinct Stage 6 - (McKinlay Street) design is now scheduled for 2027/28 ($516,000) and construction in 2028/29 ($1,907,000) this project is subject to grant funding and the McKinlay carpark construction

- McKinlay Street Car Park ($4,124,000) to be delayed to 2028/29

- Shared Pathway - Franklin Parade staged project to widen the shared path to 3.5 metres. Originally $360,000 was allowed for widening a section of footpath in 2026/27. This section of the footpath widening was brought forward to be included into the Coastal Seawall project in 2025/26. The 2026/27 provision can now be removed from the Asset Management Plan.

- Coromandel Drive Hindmarsh Valley, shared path connections to the Oceane Development along the western side of Adelaide Road were originally scheduled for 2026/27. The projects are reliant upon Developer infrastructure agreements that are still being negotiated and for the final path locations to be verified once development approval has been given for the relevant stages of the subdivision. It is recommended that these three allowances be moved to 2027/28 ($155,00 ; $247,000 ; and $155,000).

- Strategic Land Purchases - The Asset Management Plan originally included a allocations of $500,000 in 2025/26 and $1,000,000 in 2028/29. Due to the confidential strategic land purchases being considered by Council it is proposed that the 2028/29 allowance be brought forward to 2026/27 and combined with the existing allocation bringing the total to $1,547,000 including CPI indexation. If any of the proposed purchases are able to settle in 2025/26 this will change the timing and possibly the magnitude of funds required.

- Encounter Bikeway had originally $100,000 for upgrades to the Hayborough area. At the September 2025 meeting Council approved the reallocation of the construction budget of $246,000 in 2025/26 to detailed design, documentation and specifications for the realignment of the Encounter Bikeway between the Victor Harbor Yacht Club to Alexandrina Council boundary. It is recommended that the 2026/27 allowance be removed and that the project be undertaken once grant funding has been secured.

- The Causeway toilet renovations were scheduled for 2026/27 ($309,000) however it is recommended that the project be delayed by one year to allow for a Masterplan to be be completed for the surrounding area.

At the Briefing Session with Council Members held on 10 November 2025, there was discussion regarding resequencing of sealing of unsealed roads, for example bringing forward the sealing of Martha Close, Glenvale Road and Day Road. Due to the strong public interest by residents living on several unsealed roads and the fact that public consultation on

these amendments was not proposed, it is recommended that individual budget bids be submitted for consideration by Council as part of 2026/27 Annual Business Plan and Budget process. This would enable Council to give greater consideration to the relative merit of sealing the various unsealed roads and would allow for public consultation as part of the Annual Business Plan and Budget process.

When the next comprehensive review of the three Asset Management Plans is undertaken, the most recent condition data will be used to inform the optimum renewal profiles across asset categories and the most recent asset revaluations will be used to reset the replacement costs which will in turn set new depreciation rates. This review will also provide the opportunity to revise the likely split between renewal/replacement works, upgrades and new infrastructure. Using the recently implemented software to assist catagorise expenditure on larger projects will ensure that our annual reporting better aligns with the original project budgets and Asset Management Plans. For example the Whalers Road project with expected cost of $3.7 million dollars is partly renewal (e.g. renewing the actual road pavement), upgrade (e.g. enlarging part of the stormwater network) and new (eg constructing a new footpath on this road that currently has no footpaths). Having this delineation correct in the budget and Asset Management Plans will help remove the distortion of the Asset Renewal Ratios that has occurred in the past.

RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

Legal and Compliance - The preparation of the original Asset Management Plans has been in accordance with the legislative requirements, including public consultation and providing the feedback to Council prior to the adoption of the plans. The proposed changes are not significant and public consultation on the amendments has not been undertaken. This risk of breaching the legislative requirement is assessed as ***low***.

REFERENCES

City of Victor Harbor Community Plan 2030

Aspiration 5 - We have services and infrastructure that meet our community's needs

- Objective 5.2 - Plan and provide for a range of community facilities to meet current and future needs
- Objective 5.3 - Council assets and infrastructure are managed in a sustainable way to meet current and future needs

Aspiration 6 - We are a financially sustainable and well-governed organisation

- Objective 6.3 - Manage council's finances and resources sustainably

Other references used:

Local Government Act 1999

- Section 122 - Strategic Management Plans

BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources there are no budget implications in 2025/26 for Council endorsing the proposed changes to the Asset Management Plans. The changes, if endorsed, will inform the update of the Long Term Financial Plan which in turn will be presented to Council for adoption. All proposed expenditure and projects are subject to Council approved as part of each year's Annual Business Plan and Budget process.

No additional funds are required.

CONSULTATION

Council Members at a Briefing Session on 10 November 2025

Director Environment and Infrastructure - Jodi Roberts

Group Manager Governance and Finance - Kellie Knight-Stacey

ATTACHMENTS

Attachment 1 - Appendices for Asset Management Plan 1 (Bridges, Stormwater, Kerb and Channel); Plan 2 Roads, Footpaths, Car Parks and Traffic Devices; Plan 3 (Land, Buildings and Open Space).

Attachment 1 - AMPs November Update

DESCRIPTION	Year 1 25/26 $'000	Year 2 26/27 $'000	Year 3 27/28 $'000	Year 4 28/29 $'000	Year 5 29/30 $'000	Year 6 30/31 $'000	Year 7 31/32 $'000	Year 8 32/33 $'000	Year 9 33/34 $'000	Year 10 34/35 $'000
Inlet Program Construction - Annual Allowance	103	148	148	148	148	148	148	148	148	148
Crozier Road Stormwater Design (2024/25) and Construct (2025/26) *Construction subject to grant funding	230	1,856	-	-	-	-	-	-	-	-
Fell Street/ Hope Street/ Simpons Avenue Design (24/25) and Construct (25/26) *Construction subject to grant funding	-	247	1,031	3,093	-	-	-	-	-	-
Acraman Street (Hill St/Hinkler St) Stage 1 (29/30 to 30/31) *Construction subject to grant funding	-	-	-	-	3,093	3,093	-	-	-	-
Tabernacle Rd Construction (Bay Rd to Matthews Flinders Drive)	-	-	-	-	-	-	619	3,093	-	-
Seaview Road/Hindmarsh Road Construction *Construction subject to grant funding	-	-	-	-	-	-	-	-	1,547	1,547
Yandra Terrace Upgrade (From Hindmarsh Road to Yandra Terrace)	-	-	619	-	-	-	-	-	-	-
ANNUAL TOTALS	333	2,252	1,798	3,241	3,241	3,241	767	3,241	1,695	1,695

DESCRIPTION	Year 1 25/26 $'000	Year 2 26/27 $'000	Year 3 27/28 $'000	Year 4 28/29 $'000	Year 5 29/30 $'000	Year 6 30/31 $'000	Year 7 31/32 $'000	Year 8 32/33 $'000	Year 9 33/34 $'000	Year 10 34/35 $'000
Footbridges										
Canton Place Footbridge (BRG112613) Design (24/25) and Construction (25/26)	244	-	-	-	-	-	-	-	-	-
Wattle Drive (BRG112618) Resurfacing	21	-	-	-	-	-	-	-	-	-
Road Bridges										
Waitpinga Road (BRG112618) Resurfacing and barriers	-	41	-	-	-	-	-	-	-	-
Pitkins Road Bridge (BRG112602) Surface and wing walls	-	31	-	-	-	-	-	-	-	-
Keen Road Bridge (# 15) Replacement	-	-	928	-	-	-	-	-	-	-
Francis Road Bridges (BRG112612 & BRG112615) Barriers	-	-	-	82	-	-	-	-	-	-
Resurfacing of Rural Bridges (Spray Seal) Allowance based on condition rating	-	-	-	-	155	-	-	-	-	-
Allowance for future Bridge Works Allowance based on condition rating	-	-	-	-	-	155	155	155	155	155
ANNUAL TOTALS	265	72	928	82	155	155	155	155	155	155

DESCRIPTION	Year 1 25/26 $'000	Year 2 26/27 $'000	Year 3 27/28 $'000	Year 4 28/29 $'000	Year 5 29/30 $'000	Year 6 30/31 $'000	Year 7 31/32 $'000	Year 8 32/33 $'000	Year 9 33/34 $'000	Year 10 34/35 $'000
Kerb and Channel Replacement Program (as per condition assessments)	287	289	289	289	289	289	289	289	289	289
ANNUAL TOTALS	287	289	289	289	289	289	289	289	289	289

DESCRIPTION	Year 1 25/26 $'000	Year 2 26/27 $'000	Year 3 27/28 $'000	Year 4 28/29 $'000	Year 5 29/30 $'000	Year 6 30/31 $'000	Year 7 31/32 $'000	Year 8 32/33 $'000	Year 9 33/34 $'000	Year 10 34/35 $'000
Sealed Roads										
Bitumen Reseals, Asphaltic & Rehabilitation Works - Annual Allowance	615	619	619	680	680	680	680	680	680	680
Whalers Rd - Construction Franklin Parade to White Crescent 25/26 to 26/27	1,845	1,856	-	-	-	-	-	-	-	-
Mainstreet Precinct Stage 6 - (McKinlay Street) Design (25/26) Construct (26/27 to 27/28) *Subject to Grant Funding and Carpark construction	72	-	516	1,907	-	-	-	-	-	-
Ridge Avenue Construction (Battye to Clair)	-	-	-	670	-	-	-	-	-	-
Passatt Street Construction	-	-	-	629	-	-	-	-	-	-
Waitpinga Road / Battye Road Rectification of Intersection	-	-	-	62	-	-	-	-	-	-
Valley View Rd (Waggon Rd to End) Design (28/29) and Construct (29/30)	-	-	-	62	227	-	-	-	-	-
Hart Avenue (Battye Rd to Lot 1) Design (28/29) and Construct (29/30)	-	-	-	33	82	-	-	-	-	-
Sturt Street (Burke to Oval Road) Design and Construct (29/30)	-	-	-	-	794	-	-	-	-	-
Mainstreet Precinct Stage 5 32/33 to 33/34 *Subject to Grant Funding	-	-	-	-	-	-	-	619	1,856	-
River Road (Baudin Rd to Canterbury Rd) Design (31/32) and Construct (32/33)	-	-	-	-	-	-	36	165	-	-
Unsealed Roads to Sealed Roads										
Mont Rosa Road sealing (300m from Victor Harbor Road) Design (25/26) and Construct (26/27)	77	412	-	-	-	-	-	-	-	-
Road connection - Corromandel Drive to Hindmarsh Valley Zone *Subject to developer infrastructure agreement	-	-	155	-	-	-	-	-	-	-
Chapel Street Encounter Bay Seal Design (26/27) and Construct (27/28)	-	41	-	206	-	-	-	-	-	-
Glenvale Road Seal Design (29/30) and Construct (31/32)	-	-	-	-	68	490	-	-	-	-
Day Road Seal (Resolution OC4292018) Design (30/31) and Construct (31/32)	-	-	-	-	-	88	273	-	-	-
Fuller East Rd Seal (Res No. OC4292018) Design (30/31) and Construct (31/32)	-	-	-	-	-	67	309	-	-	-
Lincoln Road Change of Seal Design (31/32) and Construct (32/33)	-	-	-	-	-	-	57	155	-	-
Colebatch Rd Seal Design (32/33) and Construct (33/34)	-	-	-	-	-	-	-	31	155	-
Martha Close Road Construct (33/34)	-	-	-	-	-	-	-	-	232	-
Future Road Reconstruction	-	-	-	-	-	-	-	-	-	412
Unsealed Roads										
Resheeting Unsealed Roads Annual Allowance	461	464	464	464	464	464	464	464	464	464
ANNUAL TOTALS	**3,070**	**3,392**	**1,753**	**4,714**	**2,316**	**1,789**	**1,820**	**2,114**	**3,387**	**1,557**

DESCRIPTION	Year 1 25/26 $'000	Year 2 26/27 $'000	Year 3 27/28 $'000	Year 4 28/29 $'000	Year 5 29/30 $'000	Year 6 30/31 $'000	Year 7 31/32 $'000	Year 8 32/33 $'000	Year 9 33/34 $'000	Year 10 34/35 $'000
Footpaths										
Footpath Replacement	231	232	232	258	258	309	309	361	361	361
Shared Path connection from Investigator College to Encounter Bay Recreation Grounds (OC382020) (Russell St to Franklin Parade)	246	-	-	-	-	-	-	-	-	-
Footpath - Ridgeway St - 235m (Russell St to Franklin Parade)	62	-	-	-	-	-	-	-	-	-
Footpath - Lamont Rd, McCracken - 650m (Cudmore Rd to Wattle Drive)	154	-	-	-	-	-	-	-	-	-
Footpath - Nicolaus Baudin Drive - 805m	-	223	-	-	-	-	-	-	-	-
Encounter Bikeway Investigation Carpark to Council Boundary	-	-	206	-	-	-	-	-	-	-
Footpath (concrete) Renown Avenue 130m west	-	-	62	-	-	-	-	-	-	-
Footpath - Kullaroo Road / Oval Park Tce - 462m	-	-	93	-	-	-	-	-	-	-
Footpath - Poltong Crescent - 410m (Mill Rd to End)	-	-	80	-	-	-	-	-	-	-
Footpath - Bacchus Rd - 140m (Bacchus Road to Inman Valley Rd)	-	-	31	-	-	-	-	-	-	-
Footpath - Mill Rd - 600m (Tabernacle Rd to near Poltong Cres)	-	-	124	-	-	-	-	-	-	-
Footpath - Tabernacle Rd - 125m (Bay Rd to Mill Rd)	-	-	-	25	-	-	-	-	-	-
Footpath - Wood Street - 115m (Encounter Tce to Franklin Parade)	-	-	-	25	-	-	-	-	-	-
Footpath (concrete) Seagull Ave - 385m (First Ave to Third Ave)	-	-	-	74	-	-	-	-	-	-
Footpath - Charles Street - 155m (Ainsile Roberts Drive to Franklin Pd)	-	-	-	31	-	-	-	-	-	-
Footpaths - Allowance for expansion in priority pedestrian networks (disability and access)	-	-	-	155	-	309	309	309	309	309
Bikeways										
Bikeway (Bike Strategy 1.13) Olivers Parade - Reroute to below Reserve	246	-	-	-	-	-	-	-	-	-
Encounter Bikeway Upgrades (Hayborough)	50	-	-	-	1,547	-	-	-	-	-
Bikeway - Bike Strategy 7.1 Bluff Jetty Rd (End Bikeway to Bluff Ring Rd)	-	-	62	-	-	-	-	-	-	-
Median Refuge (Bike Strategy 5.13) Adelaide Rd - North of Strawberry Hill	-	-	124	-	-	-	-	-	-	-
Implementation of Mountain Bike Strategy	-	-	-	-	-	62	62	62	62	62
DESCRIPTION	**Year 1 25/26 $'000**	**Year 2 26/27 $'000**	**Year 3 27/28 $'000**	**Year 4 28/29 $'000**	**Year 5 29/30 $'000**	**Year 6 30/31 $'000**	**Year 7 31/32 $'000**	**Year 8 32/33 $'000**	**Year 9 33/34 $'000**	**Year 10 34/35 $'000**
Shared Pathways										
Shared Pathway - Franklin Parade Staged project - widen to 3.5m	360	-	371	-	-	-	-	-	-	-
Shared Pathway - Bike Strategy 6.5 Adelaide Rd via Strawberry Hill Rd, Stan Farquhar Reserve, The Rise to Ocean Rd	-		247	-	-	-	-	-	-	-
Pedestrian Walkway - Corromandel Drive to Adelaide Road *Subject to developer infrastructure agreement	-	-	155	-	-	-	-	-	-	-
Other										
Kerb Ramps - Annual Allowance As per disability access requirements	41	41	41	41	41	41	41	41	41	41
ANNUAL TOTALS	**1,390**	**496**	**1,828**	**608**	**1,845**	**722**	**722**	**773**	**773**	**773**

DESCRIPTION	Year 1 25/26 $'000	Year 2 26/27 $'000	Year 3 27/28 $'000	Year 4 28/29 $'000	Year 5 29/30 $'000	Year 6 30/31 $'000	Year 7 31/32 $'000	Year 8 32/33 $'000	Year 9 33/34 $'000	Year 10 34/35 $'000
Car Parks										
McKinlay Street Car Park *Subject to unsolicited proposal	22	-	-	4,124	-	-	-	-	-	-
Encounter Bay Football Club	269	-	-	-	-	-	-	-	-	-
Encounter Bay Bowling Club	-	-	165	-	-	-	-	-	-	-
Traffic Devices										
Crossing - Flinders Parade / Esplanade	185	-	-	-	-	-	-	-	-	-
Acraman Street Construction	-	-	-	-	-	-	-	-	-	-
Wattle Drive Turning Lanes	-	-	-	-	-	-	-	-	-	-
Renewal of signalised crossing - School Crossing on The Parkway and Pedestrian Activiated crossing on Bay Road	77	-	-	-	-	-	-	-	-	-
Eyre Terrace Railway Crossing Installation of Flashing Lights and pedestrian maze on northern side	-	52	206	-	-	-	-	-	-	-
New carpark for Dog Park (Design 26/27) and Construct (27/28)	-	52	206	-	-	-	-	-	-	-
Carlyle Street/Cornhill Road/Grantley Ave Crossing (2017 Traffic Study)	-	-	-	37	-	-	-	-	-	-
Oval Road/Kingford Street Intersection (2017 Traffic Study)	-	-	-	25	-	-	-	-	-	-
Burke Street / Crozier Road (Design 28/29) and Construct (29/30)	-	-	-	25	155	-	-	-	-	-
Allowance for Traffic Management Projects	-	-	-	-	-	155	155	155	155	155
Guard Rail Replacement Program (High Risk - Major Culverts)	179	180	180	180	180	180	180	180	180	180
ANNUAL TOTALS	**732**	**284**	**758**	**4,391**	**335**	**335**	**335**	**335**	**335**	**335**

DESCRIPTION	Year 1 25/26 $'000	Year 2 26/27 $'000	Year 3 27/28 $'000	Year 4 28/29 $'000	Year 5 29/30 $'000	Year 6 30/31 $'000	Year 7 31/32 $'000	Year 8 32/33 $'000	Year 9 33/34 $'000	Year 10 34/35 $'000
Coastal										
Coastal Protection - High priority sea wall along Franklin Parade / Esplanade	4,265	-	-	-	-	-	-	1,547	1,547	1,547
Beachfront Caravan Park - Flood Mitigation Design (25/26) and Construct (26/27)	-	124	1,980	-	-	-	-	-	-	-
Beach and Reserve Access Points - Allowance	180	103	103	103	103	103	103	103	103	103
Irrigation										
EB Oval sprinkler system replacement	-	-	-	-	-	-	-	-	-	-
Warland Reserve - Irrigation Design (28/29) and Construct (29/30)	-	-	-	62	74	-	-	-	-	-
Irrigation Renewal and Upgrade - Allowance	82	82	82	82	82	82	82	82	82	82
Playgrounds										
Playground Renewals and Upgrades - Allowance	98	68	87	87	87	87	87	87	87	87
Reserves										
Reserve Development - The Bluff Trails, shelters, access, car parks, signage	-	155	-	155	-	155	155	-	-	-
John Crompton Reserve Ramp upgrade and infrastructure	-	-	-	-	-	-	-	-	-	-
Foreshore Reserve Bridge Tce - Yacht to Bowling Club Development	-	-	-	-	-	-	247	247	-	-
Foreshore Upgrades - Design (28/29) Stage 1 (29/30) and Stage 2 (30/31)	-	-	-	495	3,093	3,093	-	-	-	-
Street Furniture - Allowance	52	54	54	54	54	54	54	54	54	54
Reserve Furniture - Allowance	86	99	99	99	99	99	99	99	99	99
Reserve Development - Allowance	123	235	235	235	235	235	235	235	235	235
Various										
Community Garden and Community Nursery Design (24/25) and Construct (25/26)	203	-	-	-	-	-	-	-	-	-
Replacement of Pump Enclosure - Whale Tail	-	-	-	-	-	-	-	-	-	-
VH Tennis Club Courts resurfacing *Subject to Grant Funding	-	-	-	-	-	-	-	-	-	-
EB Netball Club Courts resurfacing	205	-	-	-	-	-	-	-	-	-
Bay Road Fence Replacement	-	-	-	-	-	-	-	-	-	-
Structures - Rotundas and Shelters	62	74	74	74	87	87	87	87	87	87
Bus Shelter Program	-	74	-	74	-	74	-	74	-	74
VH Cemetery Development Annual Allowance	47	48	48	48	48	48	48	48	48	48
Walking Trails - Allowance	98	99	99	99	99	99	130	130	130	130
ANNUAL TOTALS	**5,501**	**1,215**	**2,860**	**1,666**	**4,060**	**4,215**	**1,326**	**2,792**	**2,470**	**2,545**

DESCRIPTION	Year 1 25/26 $'000	Year 2 26/27 $'000	Year 3 27/28 $'000	Year 4 28/29 $'000	Year 5 29/30 $'000	Year 6 30/31 $'000	Year 7 31/32 $'000	Year 8 32/33 $'000	Year 9 33/34 $'000	Year 10 34/35 $'000
Strategic Land Purchases Allowance	450	1,547	-	-	-	516	-	-	-	516
ANNUAL TOTALS	**450**	**1,547**	**-**	**-**	**-**	**516**	**-**	**-**	**-**	**516**

DESCRIPTION	Year 1 25/26 $'000	Year 2 26/27 $'000	Year 3 27/28 $'000	Year 4 28/29 $'000	Year 5 29/30 $'000	Year 6 30/31 $'000	Year 7 31/32 $'000	Year 8 32/33 $'000	Year 9 33/34 $'000	Year 10 34/35 $'000
Community Facilities										
Civic Centre - New Solar System	779	-	-	-	-	-	-	-	-	-
Fire Safety Egress Provisions Various Locations	153	-	-	103	-	103	-	-	-	-
Fire Safety Provisions Recreation Centre	77	-	103	-	-	124	-	-	-	103
Yacht Club - Refurbish Kitchen and upgrade toilets	235	-	-	-	-	-	-	-	-	-
Mechanics Replacement x 4 - $5k per year Door	-	52	-	-	-	-	-	-	-	-
Carrickalinga House (salt damp) Stone wall replacement Stage 1	-	-	-	-	-	-	-	-	-	-
Town Hall - Stone Facade Replacement	-	-	-	-	-	-	-	-	-	-
Croquet Club House - Septic System and Façade	-	-	-	-	-	-	-	-	-	-
Demolition - 44 Adelaide Road	-	-	-	-	-	-	-	-	-	-
Public Safety Capital - Defibrillators	-	-	-	-	-	-	-	-	-	-
Carrickalinga House - Roof replacement	-	-	-	-	103	-	-	-	-	-
Carrickalinga House Suspended Ceiling Replacement	-	-	-	-	82	-	-	-	-	-
Carrickalinga House - Kitchen replacement	-	-	-	-	93	-	-	-	-	-
Fleurieu FM - bathroom replacement	-	-	-	-	69	-	-	-	-	-
Back Valley Hall Timber flooring and restumping	-	-	-	-	-	56	-	-	-	-
Civic Centre - carpet replacement	-	-	-	-	-	371	-	-	-	-
Encounter Bay Bowls Clubrooms - Roof	-	-	-	-	-	136	-	-	-	-
Fleurieu FM - roof replacement	-	-	-	-	-	68	-	-	-	-
Arts and Culture Precinct Design (23/24) to (25/25) Construction (31/32) to (32/33) *Subject to Grant Funding	-	-	-	-	-	-	10,310	10,310	10,310	-
Allowance for Futures Requirements	-	-	-	-	-	-	-	-	-	619
Public Conveniences										
Public Conveniences Causeway Renovations	-	-	309	-	-	-	-	-	-	-
Public Convenience - Skate park upgrade	-	-	206	-	-	-	-	-	-	-
Public Conveniences Kleinigs Hill Construction	-	-	-	206	-	-	-	-	-	-
Public Conveniences - Barker Reserve	-	-	-	-	206	-	-	-	-	-
Public Conveniences - Toilet Refurbishment (Qahwa Café)	-	-	-	-	52	-	-	-	-	-
ANNUAL TOTALS	1,244	52	618	309	605	858	10,310	10,310	10,310	722

12.5. 40km Area Speed Limit Hayborough - Consultation

Committee: Ordinary Council Meeting

Meeting Date: 24 November 2025

Report Author: Mark Buckerfield

RECOMMENDATION

That Council endorse public consultation in accordance with the Communication and Engagement Plan (Attachment 1) to seek feedback on the proposal to implement a 40 km/h Area Speed Zone encompassing all internal local roads within the Hayborough residential precinct, bounded by Adelaide Road (west), Waterport Road (north), Ocean Road (east), and Mentone Road (south).

PURPOSE

The purpose of this report is for Council to consider undertaking public consultation on the proposal to implement a 40 km/h Area Speed Zone encompassing all internal local roads within the Hayborough residential precinct, bounded by Adelaide Road (west), Waterport Road (north), Ocean Road (east), and Mentone Road (south).

BACKGROUND

In May 2025 an application for Speed Limit Review was received requesting the limit be reduced from 50 km/h to 40 km/h as a safety measure due to the school children walking along the road. A report was prepared for Council consideration and at the Ordinary Council Meeting on 25 August 2025 Council resolved the following:

OC2352025

Moved: Cr Carol Schofield

Seconded: Cr Michael Quinton

That Council, considering requests from the community and advice provided by the Department for Infrastructure and Transport (DIT), direct Administration to engage a Traffic Engineer to review the residential precinct adjoining Agnes Gillespie Drive and Kleinig Drive at Hayborough for its suitability as a 40 km/h residential zone with the view that the recommendations be presented to Council at a future meeting.

CARRIED UNANIMOUSLY

In September 2025 Council staff engaged a Transport and Traffic Engineering consultant to undertake a speed limit review of the residential precinct of Hayborough. The subject area for this speed limit review is the residential precinct of Hayborough, bounded by:

- Adelaide Road (B37 / Victor Harbor Road)
- Mentone Road
- Ocean Road, and
- Waterport Road.

Within these boundaries, the internal road network comprises a series of local access streets that primarily serve residential properties and local open spaces. Key road segments under review include:

- Agnes Gillespie Drive - a key east-west spine providing connectivity through the precinct and linking to Adelaide Road
- Kleinig Drive - a local connector street adjoining Agnes Gillespie Drive
- Sinclair Street - a key north-south connection between Mentone Road and Agnes Gillespie Drive
- All other local streets and associated cul-de-sacs - typical low-volume residential streets that provide direct property access and feed into the surrounding road network.

Notably, a 40 km/h section already exists along Agnes Gillespie Drive for a length of approximately 80 metres, extending from Adelaide Road to just east of the Aldi vehicle access. This reduced speed zone accommodates a raised wombat crossing, which provides a critical pedestrian connection between the residential area and Encounter Lutheran College.

Figure 1 below shows the proposed 40km/h speed limited area

Within this boundary, the internal street network is characteristic of a residential precinct, consisting of a mix of connecting through-roads and cul-de-sacs. The majority of streets are local in nature, providing direct property access and limited through-traffic function. Carriageways are generally sealed, single lane in each direction, and of relatively narrow width, with informal verge parking common.

Pedestrian infrastructure is present on one side of most through-roads, or in locations where higher pedestrian activity is expected, such as near schools, retail frontages, and open space. This pathway provision reflects the residential character of the area but also highlights constraints on pedestrian connectivity in some streets.

Under the Road Traffic Act 1961 (SA) and the Australian Road Rules, all built-up areas in South Australia are subject to a default 50 km/h urban speed limit, unless otherwise signed. The Hayborough residential precinct falls within this category, and accordingly, the majority of internal roads are currently regulated by the default 50 km/h limit.

COMMENTARY

The only section of road within the study area that is identified as a regionally significant road is Agnes Gillespie Drive, identified in the Regional Transport Plan as a regional community access route providing access to Encounter Lutheran College from Adelaide Road, this section of the road network is already under a 40km/h speed limit due to the wombat crossing. No other roads within the study area perform a regional or strategic transport role, and there is no requirement for mobility at higher speeds within the local network. This functional classification is consistent with that envisaged under the Guideline for 40 km/h Area Speed Zones, where the primary purpose is access and amenity rather than movement.

The road geometry throughout the precinct is characteristic of a residential environment, featuring:

- Narrow sealed carriageways (typically one lane per direction)
- Frequent intersecting side streets and driveways
- Cul-de-sacs and curved alignments that naturally limit sight distance
- On-street parking along both verges
- Pathways provided on one side of most through-roads or in areas of higher pedestrian demand.

The land use is predominantly low-density residential, interspersed with key community and commercial attractors that elevate pedestrian and cyclist activity levels. Such land use characteristics align closely with the criteria for reduced area speed limits, where frequent interaction between vehicles and vulnerable road users justifies a lower operating speed to improve safety outcomes.

Traffic count data, undertaken in September and October 2025, confirm low overall vehicle volumes and moderate operating speeds across the network:

- Average daily traffic ranges between approximately 245 and 1,800 vehicles/day
- Mean operating speeds range from 38 km/h to 43 km/h
- 85th percentile speeds are between 45 km/h and 49 km/h, only marginally above the proposed 40 km/h limit
- 69-77% of vehicles fall within a narrow 15 km/h pace band (? 35-50 km/h), demonstrating stable and consistent travel behaviour.

No pedestrian, cyclist, or intersection crashes have been reported. Although the crash frequency is low, the presence of a school and community facilities means the potential severity of any future pedestrian or cyclist crash remains significant.

The Hayborough precinct clearly satisfies all criteria outlined in the Speed Limit Guideline for South Australia for the application of a 40 km/h Area Speed Zone.

- Roads function purely for local access
- Traffic volumes and speeds are low and stable
- Pedestrian activity and community land uses are significant.
- Stakeholder and community support is strong
- Enforcement feasibility and compliance likelihood are high.

Accordingly, the technical assessment confirms that reducing the posted speed limit from 50 km/h to 40 km/h across the Hayborough residential precinct is both appropriate and justified.

It is recommended that Council undertake a broad public consultation to gauge the public sentiment prior to Council Members making a decision to submit a formal application to the Department for Infrastructure and Transport (DIT) seeking approval to implement a 40 km/h Area Speed Zone. Public consultation is planned to be undertaken in accordance with the Communication and Engagement Plan provided at Attachment 1. A further report will be presented to Council following the completion of the public consultation.

RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

Employee and Public Safety - The City of Victor Harbor is committed to maintaining a safe, accessible and reliable road network. The introduction of a speed reduced area will provide a safer network for all road users including residents, visitors and service providers. This risk is assessed as ***low.***

REFERENCES

City of Victor Harbor Community Plan 2030

Aspiration 5 - We have services and infrastructure that meet our community's needs

- Objective 5.4 - Advocate for improved local and regional networks and options.

Other references used:

Speed Limit Guideline for South Australia

Southern and Hills Local Government Association 2030 Regional Transport Plan

BUDGET IMPLICATIONS

There are sufficient funds in Project # 100065 (*Traffic*) for the engagement of the Traffic Engineer to prepare the supporting documentation for the 40 km/h Area Speed Zone at a cost of $3,750.

No additional funds are required.

Should the proposal be generally supported by the community, a cost estimate for replacing or erecting speed signage where recommended by the Department for Infrastructure and Transport, will be included in the subsequent Council report.

CONSULTATION

Director Environment and Infrastructure - Jodi Roberts

Communications Officer - Emma Warren

Department for Infrastructure and Transport - Robert Henty (Traffic Investigations Officer)

MODUS transport and traffic engineering - Neill Phillips (Senior Traffic Consultant)

ATTACHMENTS

Attachment 1 - Communication and Engagement Plan 40km Area Speed Limit Hayborough

Attachment 1 - Communication and Engagement Plan 40km Area Speed Limit Hayborough

Hayborough Speed Limit Review Communications and Engagement Plan

Introduction

This Communications and Engagement Plan outlines how and why stakeholders will be engaged regarding the proposal to reduce the speed limit of roads within the Hayborough residential precinct, bound by Adelaide Road, Waterport Road, Ocean Road and Mentone Road (map provided below).

It is important to note that while consultation feedback and Council support can be referred to the Department for Infrastructure and Transport (DIT) for consideration, the final decision to implement any speed limit reduction rests with DIT.

Purpose of community engagement

The purpose of community engagement is to:

- inform impacted stakeholders and the wider community of Council's proposal to investigate a reduction to the speed limit to 40km/h in the specified area
- gauge and understand levels of community support for a 40km/h speed limit area

Previous Engagement

Previous engagement related to this project includes:

- **May 2025 - Residents Group**
  Application for Speed Limit Review received from Residents Group suggesting a reduction in speed to 40km/h on Agnes Gillespie Drive.
- **July 2025 - Traffic Investigations Officer (Department for Infrastructure and Transport)**
  Advising that Council may wish to consider the application of an area or residential precinct speed limit to the network of local streets.
- **October 2025 - Traffic Engineer (Modus)**
  Engaged by Council to review the suitability of a 40km/h residential precinct. Speed Limit Review and Traffic Impact Study provided.

Engagement Principles

The City of Victor Harbor has a set of five principles which guide our approach to engagement.

1. Community Participation – We are committed to including, informing and involving our community in local decision making from project planning through to delivery.

2. Open and Accountable – We will provide clear and easy to understand information that will inform our community and encourage meaningful engagement.

3. Accessibility – Our community will be able to access information in a variety of ways.

4. Careful Planning and Evaluation – We will carefully plan community engagement activities and evaluate all feedback to meet the needs of our community.

5. Closing the Loop – We will inform our community of our decisions and outline how feedback was considered.

Level of Engagement

In addition to the five principles, the Council has adopted the following levels of participation (adopted from the International Association for Public Participation's engagement spectrum):

- **Informing** – one-way communication providing balanced and objective information to assist understanding about something that is going to happen or has happened.

- **Consulting** – two-way communication designed to obtain public feedback on a proposal, initiative or issue to inform Council decision making.

- **Active Participation** – Ongoing communication, where community members and Council are working together to ensure concerns and aspirations are understood. While the decision ultimately rests with Council, the community is involved in identifying alternatives and preferred solutions. This may also include involving the community in the development of proposals and options.

	Inform
✓	**Consult**
	Active Participation

Community Engagement Scope

In Scope

- Support for, or concerns about the 40 km/h speed limit proposal for roads within the Hayborough residential precinct - bound by Adelaide Road, Waterport Road, Ocean Road and Mentone Road.
- Suggestions for specific areas within the precinct that may need attention.
- General traffic safety and pedestrian considerations.

Out of Scope

- Any road outside of the Hayborough residential precinct - bound by Adelaide Road, Waterport Road, Ocean Road and Mentone Road.
- Final Council decision on whether to implement the speed limit (this sits with the Department for Infrastructure and Transport).
- Technical requirements or legal obligations for speed limit changes.

Risk (Community Engagement Only)

Risk *What might go wrong?*	***Probability*** *How likely is this to happen?*	***Mitigation Strategy*** *How could you prevent this happening?*
Low community participation	Medium	Promote engagement widely via social media, local newspapers, direct letters to affected residents, and posters.
Miscommunication or misunderstanding of proposal	Low	Provide clear, consistent messaging. Offer staff contact for clarification.
Misunderstanding of final decision	Low	Provide clear, consistent messaging ensuring the community is aware that regardless of the consultation, the final decision sits with Department for Infrastructure and Transport.
Negative media coverage or community backlash	Low	Prepare media briefing notes, anticipate questions, and provide factual information only.

Community Engagement Deliverables

By the end of this project, the following actions will have been delivered:

- Notified the community of the project and opportunities to participate
- Provided information and related material for community reference
- Community consultation undertaken via survey and option to submit written submissions
- Summary of engagement findings delivered to Council

Key Messages

- The City of Victor Harbor is proposing a 40 km/h speed limit for the residential area bounded by Adelaide Road, Mentone Road, Ocean Road, and Waterport Road.
- This proposal aims to improve safety for residents, pedestrians, and cyclists.
- Feedback from the community will help inform Council's decision on whether to request the Department for Infrastructure and Transport to consider the speed reduction.
- Council will consider all feedback before finalising any decision.

Key Stakeholders

- Residents of the specified (impacted) area
- Residents and ratepayers of the City of Victor Harbor
- Nearby businesses (Aldi)
- Nearby schools (Encounter Lutheran College)
- Council Members
- Council Staff
- Local Media
- Fleurieu Road Safety Group
- Department for Infrastructure and Transport

How will we gather feedback?

- **Survey** – available online at Your Say Victor Harbor (www.yoursay.victor.sa.gov.au) or in hard copy
- **Direct letter** - to residents and ratepayers within the reduction area
- **Written submissions**
- **Social Media** – leveraging Council's Facebook page to encourage community participation

Communications and Engagement Matrix

	Residents of specified area	Residents and Ratepayers of City of Victor Harbor	Businesses	Schools	Council Members	Council Staff	Council Advisory Committees	Local and Federal Members of Parliament	Media
Public Notice	x	x	x	x	x	x	x	x	x
Posters for display		x			x	x			
Victor Viewpoint		x	x						
Media Releases									x
Council Websites	x	x	x	x	x	x	x	x	x
Direct email / Letter	x		x	x					
Social Media		x	x						

Key Dates / Timeline

Date	Action / Milestone
November 2025	Council Members endorse going to public consultation
January/February 2026	Public consultation commences, open for community feedback
March/April 2026	Feedback collated and presented to Council for consideration

Measurement and Evaluation

The success of this communications and engagement plan can be measured in the following ways:

- Social media reach including reactions and comments
- Number of hard copy and online feedback forms completed
- Number of written submissions received
- Visits to Your Say Victor Harbor website
- Quality of feedback provided

12.6. Addition to Fees and Charges - Sale of Kerbside Bin Latches

Committee: Ordinary Council Meeting

Meeting Date: 24 November 2025

Report Author: Jodi Roberts

RECOMMENDATION

That Council endorse the addition of Kerbside Bin Latches to the 2025/26 Fees and Charges Waste reduction equipment schedule to be sold at the fee of $10 inclusive of GST.

PURPOSE

The purpose of this report is to seek Council approval to include an additional item for sale, Kerbside Bin Latches to the 2025/26 Fees and Charges schedule and to endorse the proposed fee.

BACKGROUND

Customer Service have received enquiries from customers requesting the rubber bin latches to secure their bin lid during windy weather. Customers are currently re-directed to to Fleurieu Regional Waste Authority (FRWA) at Goolwa to purchase these items.

Bin closure latches are devices that secure a bin lid to prevent contents from spilling, deter animals and reduce odors. The rubber latch is designed to clip underneath the edge of the bin and automatically release when the bin is emptied by a collection truck. These latches are a simple strap that hooks around a handle?and no tools are required for installation.

Figure 1 below shows an image of a bin latch on a kerbside recycling bin.

COMMENTARY

The latches can make a big difference to the amount of litter in our streets on windy days, that is often reported by residents for Council to attend to. It is not always practical for customers to drive to Goolwa for such a small item and it would provide a service to our community if Council were to stock and sell these popular items in Victor Harbor.

FRWA provide kerbside bin latches for sale from their Waste Transfer Station sites in Goolwa, Strathalbyn and Yankalilla. The Goolwa Waste and Recycling Depot Price List July 2025 lists bin springs for sale at $10 inclusive of GST. Similar products are available for purchase on the internet for between $11 and $14 including shipping.

FRWA have advised that they would be happy to supply the bin latches to Council at a wholesale price with no minimum order.

Council's endorsed Fees and Charges includes other waste reduction equipment such as kitchen caddies, compost bins and caddy bags.

It is recommended that Council offer the community the option to purchase Kerbside Bin Latches at the Customer Service counter in the Civic Centre and that the 2025/26 Fees and Charges is updated to include the addition of the Kerbside Bin Latches at the same price as they are sold at the FRWA Goolwa Waste Transfer Station.

RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

Legal and Compliance - It is proposed for the fees to be the same as the bin springs are currently sold by FRWA at the Goolwa Waste and Recycling Depot. As Council would be operating on a level playing field with competitors, there would be no unfair advantage due to public ownership ensuring competitive neutrality. This risk is assessed as ***low***.

REFERENCES

City of Victor Harbor Community Plan 2030

Aspiration 4 - We protect and restore our environment

- Objective 4.2 Provide for sustainable waste management

Aspiration 6 - We are a financially sustainable and well-governed organisation

- Objective 6.5 Deliver a high quality customer service to make it easier for our customers to interact and do business with council

Other references used:

City of Victor Harbor 2025/26 Fees and Charges

Fleurieu Regional Waste Authority Goolwa Waste and Recycling Depot Price List July 2025

BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources there are no budget implications in the sale of kerbside bin latches to the public as the proposed sale price will cover the cost of purchase and the administration.

No additional funds are required.

CONSULTATION

Group Manager Governance and Finance - Kellie Knight-Stacey

Team Leader Customer Liaison - Suzy McKeand

Fleurieu Regional Waste Authority - Simon Grenfell (Chief Executive Officer)

ATTACHMENTS

Nil

12.7. Amendment to Dedication Purpose - Hindmarsh Falls

Committee: Ordinary Council Meeting

Meeting Date: 24 November 2025

Report Author: Michelle Griffiths

RECOMMENDATION

That Council endorse:

a. the Chief Executive Officer to negotiate the amendment to the Dedication purpose for Hindmarsh Falls, being the land described in Crown Records 5756 Folio 532 and 5756 Folio 533, to Conservation Purpose, to enable the preparation of a Heritage Agreement over the land; and
b. the Chief Executive Officer and Mayor to sign and seal the relevant documents to facilitate the amendment of the Dedication purpose.

PURPOSE

The purpose of this report is to obtain Council endorsement to amend the dedication purpose for the portion of Crown Land commonly known as the Hindmarsh Falls from a 'Public Pleasure Resort / Stone Reserve' to 'Conservation Purpose'.

BACKGROUND

At the Council meeting held on the 27 October 2025, Council resolved:

OC3002025

Moved: Cr Marilyn Henderson

Seconded: Cr Stewart Burns

That Council:

a. *Approve Hindmarsh Falls Reserve as a site for a Heritage Agreement; and*
b. *Endorse an application to the 2024-2026 Heritage Agreement Incentive Grant Program to establish the Heritage Agreement at the Hindmarsh Falls Reserve.*

CARRIED

The Hindmarsh Fall Reserve consists of two land parcels contained in Crown Records 5759/532 and CR 5756/533. The land is dedicated to Council for the purpose of a 'public pleasure resort' and 'stone reserve'.

The total area of both land parcels is approximately 18.58 hectares consisting of approximately 18 hectares native vegetation and 0.8 hectares as an access road, car park and picnic area. A map of the subject land is provided in Figure 1 below.

Advice from the Native Vegetation Heritage Agreement Officer recommends that Council amends the current dedication purposes for the Hindmarsh Falls from a 'public pleasure resort' and 'stone reserve' purpose to 'conservation purpose' to simplify and secure the preparation of a Heritage Agreement. The dedication purpose of 'conservation purpose' in itself will not protect the native vegetation, only a Heritage Agreement can do that. Once the Heritage Agreement is in place, funding can be secured through the Native Vegetation Council Incentive Grants Scheme for weed management and restoration work.

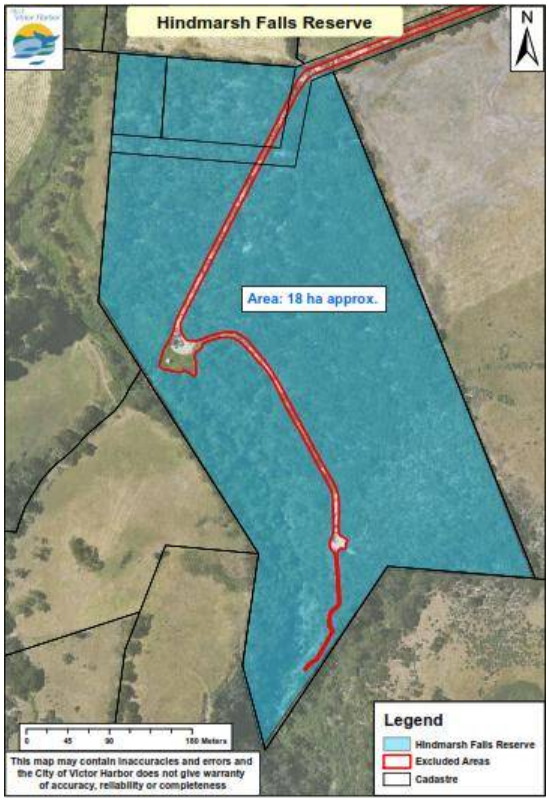

Figure 1 - Map of Hindmarsh Falls

COMMENTARY

Advice is being sought from the Office of Crown Lands for the appropriate application process to change the dedication purpose for both of the Crown Records. The Native Vegetation Heritage Agreement Officer will assist Administration through the 'Revoke and Rededication' application. On the completion of the process the notation on the Crown Records will be amended to the new dedication purpose.

The change to 'conservation purpose' as such will not affect the current public use and access to the Hindmarsh Falls. The vehicle access road, car park and picnic area will be excluded from the Heritage Agreement as shown on the map in Figure 1.

The endorsement of this report will enable the implementation of Action 10.18 from the endorsed Biodiversity and Natural Asset Management Plan: "Establish a Heritage

Agreement at Hindmarsh Falls Reserve to protect the high-value vegetation and habitat values."

RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

Environment - If Council is not successful with future grant applications to assist with weed and vegetation management, the change of dedication purpose will not affect the current use and accessibility of the car park and picnic area to the public. This risk is assessed as ***low.***

REFERENCES

City of Victor Harbor Community Plan 2030

Aspiration 4 - We protect and restore our environment

- Objective 4.3 - Enhance the health and biodiversity of our natural environment through protection and active restoration

Other references used:

- City of Victor Harbor Biodiversity and Natural Assets Management Plan 2023 to 2028

BUDGET IMPLICATIONS

There are sufficient funds in Project #100051 (*Property*) for the application cost to amend the dedication purpose at an estimated cost of $600.

No additional funds are required.

CONSULTATION

Director Environment and Infrastructure - Jodi Roberts

Manger City Infrastructure - Mark Buckerfield

Team Leader Property and Assets - Chris Bowey

Team Leader Environment and Sustainability - Sophie Rawson

ATTACHMENTS

Nil

12.8. Regional Community, Sport and Recreation Precinct Heads of Agreement Extension

Committee: Ordinary Council Meeting

Meeting Date: 24 November 2025

Report Author: Jodi Roberts

RECOMMENDATION

That Council authorises the Chief Executive Officer to execute the Heads of Agreement for the Regional Community, Sport and Recreation Precinct with a revised expiry date of 28 February 2026.

PURPOSE

The purpose of this report is for Council to consider an extension to the Heads of Agreement (HOA) for the Regional Community, Sport and Recreation Precinct.

BACKGROUND

At the Ordinary Council Meeting on 29 April 2024 Council authorised the Chief Executive Officer to execute the Heads of Agreement for The Regional Community Sport and Recreation Precinct and proceed with the next phase of project negotiation and documentation, including the Agreement for Lease, as provided by the Heads of Agreement, to be brought to a subsequent meeting of the Council for consideration and decision.

The HOA has been extended by Council several times, in October 2024, February 2025, May 2025, July 2025 and with the last being at the 27 October 2025 Ordinary Council Meeting where Council resolved the following:

OC2972025

Moved: Cr Brayden Mann

Seconded: Cr Carol Schofield

That Council authorises the Chief Executive Officer to execute the Heads of Agreement for the Regional Community, Sport and Recreation Precinct with a revised expiry date of 15 December 2025.

CARRIED

COMMENTARY

In accordance with the current HOA expiry date of 15 December 2025, the Proponent has advised that they are continuing to progress the detailed design and working towards a

submission for planning approval in November 2025 to meet the shovel ready requirements for major grant funding opportunities.

An extension to the HOA will enable the negotiations to continue while additional grant funding opportunities are explored, and the detailed design and planning approvals process is finalised.

Prior to endorsing the previous extension of the HOA, Council considered how long it was prepared to wait for grant funding to be secured to ensure that Council is not locked into an indefinite term.

The extension to the HOA will also allow time for Council to complete their due diligence before making a decision on the operating model for the Recreation Facility. Work that is still required by Council includes:

- Updated financial modeling to inform amendments to the Long Term Financial Plan (Briefing Session scheduled for 1 December 2025)
- Update Business Case with preferred operating model by Consultant SGL
- Special Audit and Risk Committee Meeting to review the amendments to the Long Term Financial Plan
- Council's adoption of the amendments to the Long Term Financial Plan (15 December Council meeting)
- Updates to the Prudential Report to reflect the new Long Term Financial Plan by Consultant UHY Haines Norton
- Special Audit and Risk Committee Meeting to review the updated Prudential Report and joint workshop with Council
- Updated Prudential Report to be provided to Minister for Local Government to support a decision on Community Land Revocation
- Special Meeting of Council for a decision on operating model.

Subject to availability of Audit and Risk Committee members and consultants, this work is expected to be complete in January 2026.

A briefing session was held with Council Members on 10 November 2025 where a project update was provided including a need to further extend the HOA.

The Commercial Terms of the HOA includes several Conditions Precedent to Agreement For Lease or Ground Leases, the HOA may be terminated if the terms of the Project Documentation (including the key commercial terms) are not able to be agreed. The Conditions Precedent are as detailed in the following table:

Obligated Party	Condition Precedent	Status
Council	Modification of Land Management Agreement over the ground leases area	Completed in November 2024
Council	Code amendment	Completed in May 2025
Council	Community land classification revocation	Incomplete - with the Minster for Local Government for a decision requires updated Prudential Report
Council	Adequate grant funding	Incomplete - minimum $4 million grant funding required. If the adequate grant funding is not secured by the expiry of the HOA and the operating modelling shows that the Project is not financially viable, it will not proceed. Multiple applications have been submitted to both Federal and State Governments
Proponent	Planning Consent	Incomplete - submission scheduled for early November 2025
Proponent	Agreement for Lease of the Recreational Facility	Incomplete - subject to Community land classification revocation and Council resolving its preferred operating model.

Multiple grant funding applications have been submitted including recently for the State Government Thriving Regions Fund - Enabling Infrastructure Program to provide the service upgrades and connections to the Precinct. It is expected that the funding announcement will be made in February 2026.

It is recommended that the HOA be extended until 28 February 2026 to allow additional time for seeking grant funding and for Council to complete the due diligence and consider the operating model for the Sport and Recreation Facility.

RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

Financial Management - The Regional Community, Sport and Recreation Precinct project is subject to grant funding. The draft prudential report identified the biggest risk to Council for this project was not securing sufficient grant funding. Negotiating a revised expiry to the HOA will allow additional time for seeking grant funding while still providing surety to Council that

the quest for grant funding under this partnership is not on an indefinite timeline and the Council could resolve to explore this project under different terms if grant funding cannot be secured within the term of the revised HOA. This risk is assessed as ***medium.***

REFERENCES

City of Victor Harbor Community Plan 2030

Aspiration 1 - We are a caring, connected and active community

- Objective 1.3 - Provide a variety of open space and recreation opportunities

BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources there are no budget implications in extending the expiry date of the Heads of Agreement.

No additional funds are required.

CONSULTATION

Council Members at briefing session held on 10 November 2025

Chief Executive Officer - Victoria MacKirdy

ATTACHMENTS

Nil

13. MINUTES OF COUNCIL COMMITTEE MEETINGS

13.1. CEO Performance Review Committee Minutes - 20 October 2025

Committee: Ordinary Council Meeting

Meeting Date: 24 November 2025

Report Author: Katie Common

Council Member Representatives: Mayor Moira Jenkins, Cr Angela Schiller, Cr Brayden Mann, Cr Michael Quinton

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RECOMMENDATION

That Council receive and note the minutes of the CEO Performance Review Committee meeting held on Monday, 20 October 2025.

PURPOSE

The purpose of this report is to present the minutes of the CEO Performance Review Committee meeting held on Monday, 20 October 2025.

SUMMARY OF MEETING

A meeting of the CEO Performance Review Committee meeting was held on Monday, 20 October 2025. A copy of the minutes of the meeting are provided at Attachment 1.

RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

Legal and Compliance - The minutes were prepared and distributed to members in line with the legislative requirements. This risk is assessed as ***low.***

REFERENCES

City of Victor Harbor Community Plan 2030

Aspiration 6 - We are a financially sustainable and well-governed organisation

BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources there are no budget implications in receiving the minutes.

No additional funds are required.

CONSULTATION

CEO Performance Review Committee

ATTACHMENTS

Attachment 1 - CEO Performance Review Committee Minutes - 20 October 2025

Attachment 1 - PUBLIC Minutes - CEO Performance Review Committee - 20 October 2025

MINUTES

Committee: CEO Performance Review Committee

Meeting Held: Monday, 20 October 2025 at 5:58pm

Location: Encounter Room, 1 Bay Road, Victor Harbor

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1. PRESENT

Mayor Moira Jenkins
Cr Brayden Mann
Cr Angela Schiller
Cr Michael Quinton

In Attendance
Cr Carlos Quaremba
Cr David Kemp
Chief Executive Officer - Victoria MacKirdy
Manager People and Culture - Cathy McEnroe
Executive Assistant - Chelsie Butler
Qualified Independent Person - Daryl Stillwell (Stillwell Management Consultants)

2. ACKNOWLEDGEMENT OF COUNTRY AND DIVERSITY COMMITMENT

Acknowledge of Country

The City of Victor Harbor acknowledges the Ramindjeri and Ngarrindjeri people, 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.

Diversity Commitment

The City of Victor Harbor is committed to diversity, equity and inclusion. We respect people of all ages, abilities, genders, sexualities, religions, beliefs, cultures and backgrounds.

3. APOLOGIES

Nil

4. CONFIRMATION OF MINUTES

4.1. Minutes of Previous Meeting - 17 September 2025

CEO182025

Moved: Cr Brayden Mann

Seconded: Cr Michael Quinton

That the minutes of the CEO Performance Review Committee meeting held on Wednesday, 17 September 2025 be confirmed as true and accurate.

CARRIED

5. PRESENTATIONS

Nil

6. REPORTS

Nil

7. OTHER BUSINESS

Nil

8. CONFIDENTIAL REPORTS

6:02pm *Mayor Moira Jenkins permitted Cr David Kemp and Cr Carlos Quaremba to remain in the gallery for the confidential item.*

6:27pm *Cr Quaremba left the room.*

8.1. CONFIDENTIAL - CEO Performance Review 2024/25 - Results and Recommendations

CEO192025

Moved: Cr Angela Schiller

Seconded: Cr Michael Quinton

That pursuant to Section 90(2) of the Local Government Act 1999, the public be excluded from the meeting with the exception of the Chief Executive Officer (Victoria MacKirdy), Manager People and Culture (Cathy McEnroe), Executive Assistant (Chelsie Butler) and Qualified Independent Person (Mr Daryl Stillwell of Stillwell Management Consultants) to enable the CEO Performance Review Committee to consider information in relation to Agenda Item - CEO Performance Review 2024/25 - Results and Recommendations.

a. The CEO Performance Review Committee is satisfied that, pursuant to Section 90(3)(a) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person.

b. In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information. The benefit to the public at large from withholding the information outweighs the benefit to it of disclosure of the information. The CEO Performance Review Committee is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in these circumstances because the disclosure of details of the CEO Employment Agreement may lead to the possibility of court action.

CARRIED

CEO202025 – *retained in confidence*

CEO212025 – *retained in confidence*

CEO222025

Moved: Cr Angela Schiller

Seconded: Cr Brayden Mann

That having considered Agenda Item 8.1 - CEO Performance Review 2024/25 - Results and Recommendations, in confidence under Section 90(2) and (3(a) of the Local Government Act 1999, the Committee;

a. Pursuant to Section 91(7) of the Act orders that the report and discussions be retained in confidence until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with section 91(9)(a) of the Local Government Act 1999; and

b. The public be re-admitted to the meeting.

CARRIED

9. NEXT MEETING

The next meeting is scheduled Wednesday, 19 November 2025 at 6:00pm

10. CLOSURE

Mayor Moira Jenkins closed the meeting at 6:31pm

13.2. Recreation Centre Management Advisory Committee - 21 October 2025

Committee: Ordinary Council Meeting

Meeting Date: 24 November 2025

Report Author: Hayley Vowles

Council Member Representatives: Cr Brayden Mann and Cr Stewart Burns

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RECOMMENDATION

That Council receive and note the minutes of the Recreation Centre Management Committee meeting held on Tuesday, 21 October 2025.

PURPOSE

The purpose of this report is to present the minutes of the Recreation Centre Management Committee meeting held on Tuesday, 21 October 2025.

SUMMARY OF MEETING

A meeting of the Recreation Centre Management Committee was held on Tuesday, 21 October 2025. A copy of the minutes of the meeting are provided at Attachment 1.

RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

Legal and Compliance - The minutes were prepared and distributed to members in line with the legislative requirements. This risk is assessed as ***low.***

REFERENCES

City of Victor Harbor Community Plan 2030

Aspiration 6 - We are a financially sustainable and well-governed organisation

BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources there are no budget implications in preparing this report.

No additional funds are required.

CONSULTATION

Recreation Centre Management Committee

Chief Executive Officer - Victoria MacKirdy

Director Community and Development - Graham Pathuis

ATTACHMENTS

Attachment 1 - Recreation Centre Management Committee - 21 October 2025

Attachment 1 - Recreation Centre Management Committee - 21 October 2025

MINUTES

Committee: Recreation Centre Management Committee

Meeting Held: Tuesday, 21 October 2025

Location: Encounter Room, 1 Bay Road, Victor Harbor SA 5211

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1. PRESENT

Cr Brayden Mann (Chair)
Laura McLeod
Gary Clarke
Jacobus Geelen
Nyree Davis

In Attendance:
Louise Hampel - Project Officer

2. ACKNOWLEDGEMENT OF COUNTRY

The City of Victor Harbor acknowledges the Ramindjeri and Ngarrindjeri people, 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.

3. APOLOGIES

Simon Harris

4. CONFIRMATION OF MINUTES

4.1. Recreation Centre Management Committee Meeting - 29 July 2025

RCM092025

Moved: Laura McLeod

Seconded: Gary Clarke

That the minutes of the Recreation Centre Management Committee meeting held on Tuesday, 29 July 2025 be confirmed as true and accurate.

CARRIED

5. GENERAL BUSINESS

5.1. Financial Report - 30 September 2025

RCM102025

Moved: Gary Clarke

Seconded: Jacobus Geelen

That the Recreation Centre Management Committee receive and note the Financial Report as of 30 September 2025 as provided at Attachment 1.

CARRIED

5.2. Maintenance Update

RCM112025

Moved: Gary Clarke

Seconded: Nyree Davis

That the Recreation Centre Management Committee receive and note the Maintenance Report.

CARRIED

6. CONFIDENTIAL REPORTS

Nil

7. NEXT MEETING

Tuesday, 17 February 2026 at 5:30pm in the Encounter Room.

8. CLOSURE

The Chair declared the meeting closed at 5:51 pm.

13.3. Audit and Risk Committee - Minutes and Meeting Summary - 3 November 2025

Committee: Ordinary Council Meeting

Meeting Date: 24 November 2025

Report Author: Kyla Walker

Council Member Representatives: Mayor Moira Jenkins and Cr Carlos Quaremba

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RECOMMENDATION

1. That Council receive and note the minutes and meeting summary of the Audit and Risk Committee meeting held on Monday, 3 November 2025, as provided at Attachment 1 and 2.

2. That Council receive and note the 2024/25 Outstanding Debtors Report.

PURPOSE

The purpose of this report is to present the minutes and meeting summary of the Audit and Risk Committee meeting held on Monday, 3 November 2025.

SUMMARY OF MEETING

A summary of the Audit and Risk Committee meeting held on Monday, 3 November 2025, whereby the Committee Members considered several reports that were received and noted.

A copy of the minutes of the meeting are provided at Attachment 1 and were distributed to Committee Members.

Items with specific recommendations to Council are provided below:

- ***6.2 2024/25 Financial Statements***

  The Audit and Risk Committee considered the 2024/25 Financial Statements. The committee's resolution (ARC582025), is the subject of a separate item in this agenda.

- ***6.4 2024/25 Budget v Actual Analysis***

  The Audit and Risk Committee resolved (ARC602025) that administration review employee costs, particularly staff vacancies, as part of the budget review process to enable more accurate forecasting. This will be included in the next budget review. This item is the subject of a separate item in this agenda.

- ***6.5 Draft 2024/25 Annual Report***

The Audit and Risk Committee considered the Draft 2024/25 Annual Report. The committee's resolution (ARC612025) is the subject of a separate item in this agenda.

- ***6.6 2025/26 September Budget Review (BR1)***

  The Audit and Risk Committee considered the Draft 20225 Annual Report. The committee's resolution (ARC622025) is the subject of a separate item in this agenda.

- ***6.7 2024/25 Outstanding Debtor Report***

  The Audit and Risk Committee considered the 2024/25 Outstanding Debtor Report and recommended that Council receive and note the report. A copy of the report and attachment, is provided at Attachment 3.

- ***6.8 Asset Accounting Policy - Capitalisation Thresholds***

  The Audit and Risk Committee considered the Asset Accounting Policy - Capitalisation Thresholds. The committee's resolution (ARC642025) is the subject of a separate item in this agenda.

- ***6.9 Asset Revaluation Schedule***

  The Audit and Risk Committee resolved (ARC652025) that Asset Revaluation schedule be updated as proposed to allow for a gap year in revaluation processing. The next four classes scheduled for revaluation are Roads, Kerbing, Footpaths, Carparks and Traffic Devices. A revaluation date of 1 July 2026 will be 4 years and 1 day since the previous revaluation.

Reporting Obligations

In accordance with Section 126(8)(a) of the *Local Government Act 1999* requires a report to be provided to Council after each meeting summarising the work of the Audit and Risk Committee during the period preceding the meeting and the outcomes of the meeting. In relation to the meeting held on Monday, 3 November 2025, a summary of the meeting provided by the Audit and Risk Committee was circulated to the Audit and Risk Committee Members and is provided at Attachment 2.

RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

Legal and Compliance - The minutes were prepared and distributed to members in line with the legislative requirements. This risk is assessed as ***low.***

REFERENCES

City of Victor Harbor Community Plan 2030

Aspiration 6 - We are a financially sustainable and well-governed organisation

BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources there are no budget implications in Council receiving and noting the Audit and Risk Committee minutes and meeting summary from 3 November 2025.

No additional funds are required.

CONSULTATION

Audit and Risk Committee - meeting held on Monday, 3 November 2025

Group Manager Governance and Finance - Kellie Knight-Stacey

ATTACHMENTS

Attachment 1 - Audit and Risk Committee Minutes - Monday, Monday, 3 November 2025

Attachment 2 - Audit and Risk Committee - Meeting Summary - Monday, 3 November 2025

Attachment 3 - Audit and Risk Committee report and Attachment - Agenda Item 6.7 - 2024/25 Outstanding Debtor Report

Attachment 1 - Audit and Risk Committee Minutes - Monday, 3 November 2025

MINUTES

Committee: Audit and Risk Committee

Meeting Held: Monday, 03 November 2025 at 2:30pm

Location: Encounter Room, 1 Bay Road, Victor Harbor

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The Chair, Michael Richardson, declared the meeting open at 2:35 pm.

1. PRESENT

Independent Member - Michael Richardson (Chair) (online via Teams)

Independent Member - Brendan Dowd

Independent Member - Michele Bennetts (online via Teams)

Mayor Moira Jenkins (online via Teams)

In Attendance

Chief Executive Officer - Victoria MacKirdy

Group Manager Governance and Finance - Kellie Knight-Stacey

Governance and Policy Officer - Kyla Walker

DeanNewbery – Samantha Creten (Director) (online via Teams)

DeanNewBery – Daniel Phillips (Audit Manager) (online via Teams)

2. ACKNOWLEDGEMENT OF COUNTRY AND DIVERSITY COMMITMENT

Acknowledge of Country

The City of Victor Harbor acknowledges the Ramindjeri and Ngarrindjeri people, 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.

Diversity Commitment

The City of Victor Harbor is committed to diversity, equity and inclusion. We respect people of all ages, abilities, genders, sexualities, religions, beliefs, cultures and backgrounds.

3. APOLOGIES

Cr Carlos Quaremba

4. CONFIRMATION OF MINUTES

4.1. Minutes of Previous Meeting - 4 August 2025

ARC522025

Moved: Mayor Moira Jenkins

Seconded: Brendan Dowd

That the minutes of the Audit and Risk Committee meeting held on Monday, 4 August 2025 be confirmed as true and accurate.

CARRIED

5. PRESENTATIONS

5.1. CEO Update

ARC532025

Moved: Mayor Moira Jenkins

Seconded: Brendan Dowd

That the Audit and Risk Committee receive and note the verbal update from the Chief Executive Officer on operational achievements and significant risks or challenges.

CARRIED

5.2. CONFIDENTIAL - External Auditors

ARC542025

Moved: Mayor Moira Jenkins

Seconded: Brendan Dowd

Pursuant to Section 90(2) of the Local Government Act 1999, the Audit Committee orders that all members of the public and City of Victor Harbor Council employees except the Members of the Audit and Risk Committee, Samantha Creten (Dean Newbery) and Daniel Phillips (Dean Newbery) be excluded from attendance at the meeting for Agenda Item 5.2 – CONFIDENTIAL - External Auditors Update.

The Committee is satisfied that, pursuant to Section 90(3)(g) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is information concerning matters that must be considered in confidence in order to ensure that the Committee does

not breach any legal obligation or duty in relation to the External Auditor's Report and discussions.

The Committee is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of this information would be acting contrary to any legal obligation or duty of confidence and could prejudice the Committee's position in relation to the External Auditor's Report and discussions.

CARRIED

ARC552025

Moved: M Bennetts

Seconded: B Dowd

That the Audit and Risk Committee receive and note the Council's External Auditors, Dean Newbery verbal update on the matters arising from the 2024/25 audit.

CARRIED

ARC562025

Moved: Michele Bennett

Seconded: Mayor Moira Jenkins

That having considered Agenda Item 5.2 - External Auditors Update in confidence under section 90(2) and (3)(g) of the Local Government Act 1999, the public and City of Victor Harbor employees be readmitted to the meeting.

CARRIED

6. REPORTS

6.1. Outstanding Resolutions - November 2025

ARC572025

Moved: Mayor Moira Jenkins

Seconded: Brendan Dowd

That the Audit and Risk Committee receive and note the Outstanding Resolutions - November 2025 report.

CARRIED

3:11pm In accordance with Regulation 8(4)(l) of the Local Government (Procedures at meeting) Regulations 2013, administration tabled the External Audit Completion report to the Audit and Risk Committee.

6.2. 2024/25 Financial Statements

ARC582025

Moved: Michele Bennett

Seconded: Brendan Dowd

That the Audit and Risk Committee:

a. receive and note the 2024/25 Financial Statements and the tabled Audit Completion Report; and

b. advise Council and External Auditors that the 2024/25 Financial Statements have been reviewed and they present a fair view of the financial position of Council; and

c. recommends that Council receive and note the 2024/25 Financial Statements reporting an Operating Deficit of $822,000 and an unmodified audit opinion; and

d. recommends that administration ensures that the asset renewal funding ratio calculation accurately reflects work in progress (WIP) completed throughout the year.

e. recommends that asset management plans are reviewed to reflect council's actual practices regarding renewal and new or upgrade capital expenditure, as noted in the external audit completion report.

f. recommends that administration communicate with the Council and the community regarding the adjusted surplus ratio, which provides a more accurate reflection of the council's true operating position.

CARRIED

6.3. 2024/25 Management Representation Letter

ARC592025

Moved: Brendan Dowd

Seconded: Mayor Moria Jenkins

That the Audit and Risk Committee receive and note the 2024/25 Management Representation Letter as provided at Attachment 1.

CARRIED

6.4. 2024/25 Budget V Actual Analysis

ARC602025

Moved: Mayor Moira Jenkins

Seconded: Michele Bennett

That the Audit and Risk Committee

1. receive and note the 2024/25 Budget v Actuals Analysis report and attachments and
2. recommends that administration ,review employee costs in particular staff vacancies, as part of the budget review process to enable more accurate forecasting.

CARRIED

3:51pm DeanNewbery representatives (Samantha Creten – Director and Daniel Phillips – Audit Manager) left the meeting.

6.5. Draft 2024/25 Annual Report

ARC612025

Moved: Mayor Moira Jenkins

Seconded: Michele Bennett

1. That the Audit and Risk Committee receive and note the City of Victor Harbor Draft 2024/25 Annual Report, including subsidiary annual reports as appendices, as provided under separate cover.

2. That the Audit and Risk Committee recommends:

   That Council endorse the 2024/25 Annual Report, as provided under separate cover, subject to the inclusion of financial information.

3. That the Audit and Risk Committee recognise the efforts of staff and the quality of the Annual Report produced.

CARRIED

6.6. 2025/26 September Budget Review (BR1)

ARC622025

Moved: Brendan Dowd

Seconded: Michele Bennett

That the Audit and Risk Committee recommends:

That Council approve the 2025/26 September Budget Review providing net capital expenditure of $16,520,800 and an operating deficit of $4,105,600, noting that it has been reviewed by the Audit and Risk Committee.

CARRIED

6.7. 2024/25 Outstanding Debtor Report

ARC632025

Moved: Mayor Moira Jenkins

Seconded: Brendan Dowd

That the Audit and Risk Committee recommends:

That Council receive and note the 2024/25 Outstanding Debtors Report.

CARRIED

6.8. Asset Accounting Policy - Capitalisation Thresholds

ARC642025

Moved: Brendan Dowd

Seconded: Michele Bennett

That the Audit and Risk Committee :

i. Endorse the increase of the capitalisation threshold for furniture and fittings from $1,000 to $5,000; and
ii. Recommends Council approve the revised threshold commencing 1 July 2026, and updates the Asset Accounting Policy, Fixed Asset Register procedures, and related procurement documentation accordingly; and
iii. Notes that the change is consistent with Australian Accounting Standards (AASB 116 and materiality), reduces administrative burden, and is projected to deliver a net favourable operating impact through administrative efficiencies and reduced depreciation processing in the long term.

CARRIED

6.9. Asset Revaluation Schedule

ARC652025

Moved: Michele Bennett

Seconded: Mayor Moira Jenkins

That the Audit and Risk Committee recommends:

That the Asset Revaluation Schedule be updated as proposed to allow for a gap year in revaluation processing.

CARRIED

6.10. External Audit Tender

4:23pm In accordance with the Audit and Risk Committees Terms of Reference, the Chair, Michael Richardson, called for nominations to chair Agenda item 6.10, as he indicated he would declare a material conflict of interest.

Michele Bennett nominated Brendan Dowd

Brendan Dowd accepted the nomination

ARC662025

Moved: M Bennetts

Seconded: M Jenkins

That Brendon Dowd is appointed as chair for Agenda Item 6.10 – External Audit Tender.

CARRIED

4:27pm Chair, Michael Richardson declared a material conflict of interest on the basis he will be receiving a sitting fee for being on the evaluation panel and vacated the chair and left the room.

4:27pm Brendan Dowd took the chair.

ARC672025

Moved: Mayor Moira Jenkins

Seconded: Michele Bennett

1. That the Audit and Risk Committee receives and notes the Procurement Plan and Request for Tender as provided at Attachments 1 and 2, respectively.

2. That the Audit and Risk Committee approve the evaluation panel, consisting of the Audit and Risk Committee Chairperson - Mr Michael Richardson, and two staff appointed by the Chief Executive Officer.

CARRIED

4:31pm Brendan Dowd vacated the chair position.

4:31pm Chair, Michael Richardson returned to the meeting (online) and took the chair.

4:31pm Michele Bennett declared a general conflict of interest on the basis she is on the Victor Harbor Horse Tram Authority Audit and Risk Committee and advised that she will remain in the meeting and will not participate in the voting and debate.

6.11. Corporate Risk Management Update

ARC682025

Moved: Mayor Moira Jenkins

Seconded: Brendan Dowd

That the Audit and Risk Committee receive and note the Corporate Risk Management update.

CARRIED

6.12. Internal Audit Function - Procurement Update

ARC692025

Moved: Michele Bennett

Seconded: Mayor Moira Jenkins

That the Audit and Risk Committee receive and note the Internal Audit Function update.

CARRIED

6.13. Fleurieu Regional Waste Authority Asbestos Contaminated Material Project Further Update

ARC702025

Moved: Brendan Dowd

Seconded: Mayor Moira Jenkins

That the Audit and Risk Committee receive and note the Fleurieu Regional Waste Authority Asbestos Contaminated Material Project Further Update report.

CARRIED

6.14. Audit and Risk Committee - 2025 Work Plan

ARC712025

Moved: Michele Bennetts

Seconded: Mayor Moira Jenkins

That the Audit and Risk Committee receive and note the updated 2025 Work Plan as provided at Attachment 1.

CARRIED

6.15. Internal Audit, Control Assessment and Sample Testing - Action Plan Update

ARC722025

Moved: Brendan Dowd

Seconded: Mayor Moira Jenkins

That the Audit and Risk Committee receive and note the Internal Audit, Control Assessment and Sample Testing - Action Plan Update as provided at Attachment 1.

CARRIED

7. OTHER BUSINESS

Nil

8. CONFIDENTIAL REPORTS

Nil

9. NEXT MEETING

The next meeting is scheduled for Monday, 2 February 2026 at 2:30pm in the Encounter Room at 1 Bay Road, Victor Harbor.

10. CLOSURE

The Chair declared the meeting closed at 4:40pm

Attachment 2 - Audit and Risk Committee - Meeting Summary - 3 November 2025

MEMORANDUM

To	City of Victor Harbor
From	Michael Richardson – Audit and Risk Committee Chair
Subject	Audit and Risk Committee Meeting Summary – 3 November 2025
File Reference	GOV9.14.009
Dated	Tuesday, 4 November 2025

Section 126 (8) of the *Local Government Act 1999* requires a report to be provided to Council after each meeting summarising the work of the Committee during the period preceding the meeting and the outcomes of the meeting. In relation to the meeting held on Monday, 3 November 2025, the Audit and Risk Committee's (the Committee) main areas of focus were as follows:

2024/25 Financial Statements, External Audit and Annual Report

The Committee discussed the financial statements with the external auditors in confidence prior to the public item within the agenda as per clause 2.8.1.3 of the Terms of Reference which provides that the Committee shall:

Meet with the external auditor at least once a year on a confidential basis, without management present, to discuss the external auditor's report and any issues arising from the audit.

The External Audit Completion report was received by members prior to the meeting and tabled at the relevant item. The Committee is pleased to note that the report provides an unmodified opinion on both the financial statements and internal controls.

The Committee discussed the Key Financial Indicators with particular emphasis on the Asset Renewal Funding Ratio which has been well below Council's target of 90% to 110% for a number of years. There was some discussion on the inputs for the calculation of the ratio, with a recommendation to administration to ensure that work in progress has been included in the calculation.

In addition to this, the accuracy of the ratio is dependent on the accuracy of the Asset Management Plans (AMP) and the New / Renewal split contained there-in, and as such it was recommended that Councils AMP be reviewed. The Committee also noted that this matter was also raised in the External Audit Completion Report.

In order to provide the community with more relevant information, the Committee strongly suggested, where appropriate, the use of adjusted ratios as part of the reporting process, particularly where unusual events significantly impact the results and do not reflect the underlying financial performance and/or position of Council.

The Committee are satisfied that the 2024/25 Financial Statements fairly represent the financial position of Council and that variances (budget v actual and last year v this year) have adequate explanations.

The 2024/25 Annual Report was also considered. Independent Members of the Committee noted the quality of the document and commended staff for their efforts.

2025/26 September Budget Review

The Committee noted an improved operating deficit and an increase to capital expenditure. Increased capitalisation and transfer of employee cost across projects was discussed with adequate explanation provided. The Committee noted that increases to capital projects have already been approved by Council resolution.

Asset Accounting

Administration advised that there were significant challenges and resourcing implications in capitalisation and revaluation processes. Benchmarking was undertaken and a proposal considered by the Committee to increase the capitalisation threshold for furniture and fittings from $1,000 to $5,000. The Committee supports this proposal, with a commencement date of 1 July 2026, to provide efficiencies and minimise resource intensive works on low value items.

The Asset Revaluation Schedule was also reviewed with a gap year proposed to align revaluations with 1 July effectives dates and allow appropriate time for interrogation of valuation reports, valuation processing and capitalisation in the new corporate system. The Committee supports the proposal and recommends that administration discuss this with the external auditors when appointed.

External Auditors

Councils' auditors, Dean Newbery, have now completed their five year contract with Council and a Procurement Plan and Tender Document was reviewed and approved with the inclusion of the Committee chairperson on the evaluation panel.

Michael Richardson
Audit And Risk Committee Chair

Attachment 3 - Audit and Risk Committee report and Attachment - Agenda Item 6.7 - 2024_25 Outstanding Debtor Report

6.7. 2024/25 Outstanding Debtor Report

Committee: Audit and Risk Committee

Meeting Date: 3 November 2025

Report Author: Rachel Ambroz

RECOMMENDATION

That the Audit and Risk Committee recommends:

That Council receive and note the 2024/25 Outstanding Debtors Report.

PURPOSE

The purpose of this report is to provide the outstanding rates and sundry debtor balances as at 30 June 2025 for consideration.

BACKGROUND

A report is provided to the Audit and Risk Committee annually after the end of financial year advising the amount of outstanding rates and sundry debtors as at 30 June.

COMMENTARY

The following provides commentary in regards to both rates, sundry debtors and Bookable as at 30 June 2025:

Rates Debtors

The table below show the outstanding rates and debt recovery costs as at 30 June for the last five years:

Year	Outstanding Rates	Debt Collection Costs	Recovered Debt Collection Costs	Net Debt Recovery Cost
2020/21	$747,037.24	$2,719.68	$0	$2,719.68
2021/22	$364,033.31	$40,980.14	($30,952.83)	$10,027.31
2022/23	$519,391.49	$15,352.18	($6,959.81)	$8,392.37
2023/24	$721,069.90	$26,024.00	($27,162.15)	($1,138.15)
2024/25	$808,190.39	$12,886.90	($14,456.75)	($1,569.85)

The total amount of outstanding rates as at 30 June 2025 was $808,190.39.

Compared to the 2023/24 financial year, the outstanding rates as at 30 June have increased by 12% as detailed in the table below:

Description	2023/24	2024/25	Variance ($)	Variance (%)
General Rates	$431,694.00	$493,908.24	$62,214.24	14%
Senior's Rates Postponement	$289,375.90	$314,282.15	$24,906.25	9%
Total Outstanding Rates	$721,069.90	$808,190.39	$87,120.49	12%

A summary report of Outstanding Rates Debtors is provided at Attachment 1.

Sundry Debtors

The total amount of outstanding sundry debtors as at 30 June 2025 was $276,147.14. Included in the outstanding amount are credits of $9.00.

The table below also shows the outstanding sundry debtors and debt recovery costs as at 30 June for the last five years:

Year	Sundry Debtors	Debt Recovery Costs
2020/21	$120,808.65	$0
2021/22	$672,311.10	$1,445.64
2022/23	$330,171.79	$160.00
2023/24	$286,677.81	$11.00
2024/25	$276,147.14	$30.00

The aging amounts are provided below:

Term	Amount ($)	Amount (%)
Current	$215,127.68	78%
30 Days	$26,350.51	10%
60 Days	$29,521.95	11%
90 Days	$5,156.00	2%

A copy of the Debtors Aged Trial Balance as at 30 June 2025 is provided at Attachment 2.

The amount still outstanding in relation to the 2024/25 outstanding sundry debtors as at 22 October 2025 totals $7,477.40.

Bookable Debtors

Council's facilities and events are now completed online using Bookable. The total amount of outstanding bookable debtors as at 30 June 2025 was $121,744.21.

The Bookable debtor aging amounts are provided below:

Term	Amount ($)	Amount (%)
Current	$104,655.88	86%
30 Days	$2,597.96	2%
60 Days	$1,080.00	1%
90 Days	$1,282.37	1%
Over 90 Days	$12,128.00	10%

RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

Financial Management -The level of outstanding debtors is not likely to have an adverse impact on Council's cashflow, however there is potential going forward if there is a significant increase in the number of Senior's Rates Postponement and a reduction in debt collection activities. This risk is assessed as ***low***.

REFERENCES

City of Victor Harbor Community Plan 2030

Aspiration 6 - We are a financially sustainable and well-governed organisation.

BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources there are no budget implications in preparing the 2024/25 Outstanding Debtors Report.

No additional funds are required.

CONSULTATION

Group Manager Governance and Finance - Kellie Knight-Stacey

ATTACHMENTS

Attachment 1 - Rates Outstanding Debtors - Summary - 01.07.25

Attachment 2 - Aged Debtors Trial Balance 30.06.25 Redacted

City of Victor Harbor

Attachment 1 - Rates Outstanding Debtors - Summary - 01.07.25

Printed on : 01.07.25 at 09:51

City of Victor Harbor
(BR863SS)

Rates Outstanding Debtors

Year to Date as at 01.07.25

		3rd Previous Year & greater		2nd Previous		Previous Year		Current Year		Total	
		No. of Assessments	$	No. of Assessments	$	No. of Assessments	$	No. of Assessments	$	No. of Assessments	$
Pensioners											
	TOTAL		0.00		0.00		0.00		0.00		0.00
Non - Pensioners											
1	Rates	29	123562.01	49	76141.20	95	146789.78	772	699610.84	772	1046103.83
5	Legal Charges		0.00		0.00	6	3000.35	20	7867.50	20	10867.85
6	Other Charges	2	453.00	2	183.00	4	1047.00	4	70.00	10	1753.00
7	Penalty Surcharges	1	181.30	10	607.45	32	3168.40	219	14953.60	220	18910.75
A01	ADELAIDE & MT LOFT	1	24.63		0.00		0.00		0.00	1	24.63
A03	HILLS & FLEURIEU R	2	47.10		0.00		0.00		0.00	2	47.10
A05	HILLS & FLEURIEU R	6	128.03	25	685.26	70	2561.82	836	21632.45	837	25007.56
EX	Excess Receipts	2	-0.13	1	-0.75	3	-968.65	856	-358971.00	862	-359940.53
S04	FINES CALCULATED	2	91.85	11	348.35	36	1051.70	527	9034.05	529	10525.95
S06	INTEREST ON POSTON	23	13556.50	25	6273.55	25	13300.90	27	21759.30	27	54890.25
	TOTAL	32	138044.29	51	84238.06	99	169951.30	1716	415956.74	1722	808190.39
All Ratepayers											
1	Rates	29	123562.01	49	76141.20	95	146789.78	772	699610.84	772	1046103.83
5	Legal Charges	0	0.00	0	0.00	6	3000.35	20	7867.50	20	10867.85
6	Other Charges	2	453.00	2	183.00	4	1047.00	4	70.00	10	1753.00
7	Penalty Surcharges	1	181.30	10	607.45	32	3168.40	219	14953.60	220	18910.75
A01	ADELAIDE & MT LOFT	1	24.63	0	0.00	0	0.00	0	0.00	1	24.63
A03	HILLS & FLEURIEU R	2	47.10	0	0.00	0	0.00	0	0.00	2	47.10
A05	HILLS & FLEURIEU R	6	128.03	25	685.26	70	2561.82	836	21632.45	837	25007.56
EX	Excess Receipts	2	-0.13	1	-0.75	3	-968.65	856	-358971.00	862	-359940.53
S04	FINES CALCULATED	2	91.85	11	348.35	36	1051.70	527	9034.05	529	10525.95
S06	INTEREST ON POSTON	23	13556.50	25	6273.55	25	13300.90	27	21759.30	27	54890.25

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City of Victor Harbor

Printed on : 01.07.25 at 09:51

City of Victor Harbor
(BR863SS)

Rates Outstanding Debtors

Year to Date as at 01.07.25

	3rd Previous Year & greater		2nd Previous		Previous Year		Current Year		Total	
	No. of Assessments	$	No. of Assessments	$	No. of Assessments	$	No. of Assessments	$	No. of Assessments	$
TOTAL	32	138044.29	51	84238.06	99	169951.30	1716	415956.74	1722	808190.39

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City of Victor Harbor

Attachment 2 - Aged Debtors Trial Balance 30.06.2025 Redacted

Printed on : 14.08.25 at 16:41

City of Victor Harbor

Debtors Trial Balance
As at 30.06.2025

Debtor #	Name	Credit Limit	01.04.2025 GT 90 days	Age Of Oldest Invoice (90Days)	01.05.2025 GT 60 days	31.05.2025 GT 30 days	30.06.2025 Current	Total
[redacted]	[redacted]		0.00	0	0.00	0.00	126.00	126.00
[redacted]	[redacted]		0.00	0	0.00	0.00	4983.73	4983.73
[redacted]	[redacted]		0.00	0	0.00	0.00	220.00	220.00
[redacted]	[redacted]		0.00	0	4084.00	0.00	0.00	4084.00
[redacted]	[redacted]		0.00	0	0.00	126.00	0.00	126.00
[redacted]	[redacted]		0.00	0	0.00	0.00	218.00	218.00
[redacted]	[redacted]		0.00	0	0.00	12263.72	0.00	12263.72
[redacted]	[redacted]		0.00	0	86.00	0.00	0.00	86.00
[redacted]	[redacted]		0.00	0	0.00	0.00	33580.00	33580.00
[redacted]	[redacted]		0.00	0	0.00	0.00	15011.77	15011.77
[redacted]	[redacted]		0.00	0	0.00	0.00	28892.00	28892.00
[redacted]	[redacted]		0.00	0	0.00	0.00	4983.73	4983.73
[redacted]	[redacted]		0.00	0	0.00	0.00	2500.00	2500.00
[redacted]	[redacted]		0.00	0	0.00	0.00	177.75	177.75
[redacted]	[redacted]		0.00	0	0.00	0.00	206.25	206.25
[redacted]	[redacted]		126.00	0	0.00	0.00	0.00	126.00
[redacted]	[redacted]		0.00	0	0.00	0.00	0.00	-9.00
[redacted]	[redacted]		0.00	0	0.00	0.00	478.25	478.25
[redacted]	[redacted]		1660.00	0	0.00	0.00	0.00	1660.00
[redacted]	[redacted]		215.00	224	0.00	110.00	210.00	535.00
[redacted]	[redacted]		0.00	0	0.00	0.00	399.05	399.05
[redacted]	[redacted]		0.00	0	0.00	0.00	83.14	83.14
[redacted]	[redacted]		0.00	0	0.00	0.00	8000.00	8000.00
[redacted]	[redacted]		0.00	0	0.00	0.00	126.00	126.00
[redacted]	[redacted]		126.00	213	0.00	0.00	0.00	126.00
[redacted]	[redacted]		0.00	0	0.00	0.00	950.00	950.00
[redacted]	[redacted]		120.00	0	0.00	0.00	0.00	120.00
[redacted]	[redacted]		0.00	0	0.00	0.00	126.00	126.00
[redacted]	[redacted]		0.00	0	0.00	195.00	0.00	195.00
[redacted]	[redacted]		0.00	0	0.00	0.00	126.00	126.00
[redacted]	[redacted]		0.00	0	0.00	0.00	700.00	700.00
[redacted]	[redacted]		0.00	0	0.00	71.00	145.00	216.00
[redacted]	[redacted]		0.00	0	0.00	0.00	320.00	320.00
[redacted]	[redacted]		126.00	123	0.00	0.00	0.00	126.00
[redacted]	[redacted]		0.00	0	0.00	0.00	476.00	476.00
[redacted]	[redacted]		0.00	0	0.00	0.00	218.00	218.00

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City of Victor Harbor

Printed on : 14.08.25 at 16:41

City of Victor Harbor

Debtors Trial Balance
As at 30.06.2025

Debtor #	Name	Credit Limit	01.04.2025 GT 90 days	Age Of Oldest Invoice (90Days)	01.05.2025 GT 60 days	31.05.2025 GT 30 days	30.06.2025 Current	Total
[redacted]	[redacted]		0.00	0	126.00	0.00	0.00	126.00
[redacted]	[redacted]		0.00	0	0.00	0.00	126.00	126.00
[redacted]	[redacted]		0.00	0	0.00	0.00	46.00	46.00
[redacted]	[redacted]		0.00	0	66.00	44.00	110.00	220.00
[redacted]	[redacted]		0.00	0	0.00	0.00	1750.00	1750.00
[redacted]	[redacted]		0.00	0	0.00	0.00	2110.00	2110.00
[redacted]	[redacted]		0.00	0	0.00	0.00	126.00	126.00
[redacted]	[redacted]		0.00	0	0.00	0.00	464.50	464.50
[redacted]	[redacted]		0.00	0	0.00	0.00	2392.00	2392.00
[redacted]	[redacted]		0.00	0	0.00	0.00	6509.00	6509.00
[redacted]	[redacted]		0.00	0	0.00	5500.00	0.00	5500.00
[redacted]	[redacted]		2657.00	0	11572.00	0.00	0.00	14229.00
[redacted]	[redacted]		0.00	0	0.00	0.00	965.00	965.00
[redacted]	[redacted]		0.00	0	0.00	0.00	530.00	530.00
[redacted]	[redacted]		0.00	0	2181.00	0.00	0.00	2181.00
[redacted]	[redacted]		0.00	0	0.00	126.00	0.00	126.00
[redacted]	[redacted]		0.00	0	0.00	0.00	126.00	126.00
[redacted]	[redacted]		0.00	0	0.00	0.00	76757.79	76757.79
[redacted]	[redacted]		0.00	0	0.00	0.00	3.86	3.86
[redacted]	[redacted]		0.00	0	0.00	0.00	0.00	0.00
[redacted]	[redacted]		0.00	0	0.00	0.00	478.25	478.25
[redacted]	[redacted]		0.00	0	0.00	0.00	1589.00	1589.00
[redacted]	[redacted]		0.00	0	11406.95	7914.79	16153.49	35475.23
[redacted]	[redacted]		0.00	0	0.00	0.00	1571.12	1571.12
[redacted]	[redacted]		0.00	0	0.00	0.00	63.00	63.00
[redacted]	[redacted]		126.00	0	0.00	0.00	0.00	126.00
Totals --- Credit Balances:		-9.00	5156.00		29521.95	26350.51	215127.68	276147.14

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13.4. Fleurieu Region Community Services Advisory Committee - 11 November 2025

Committee: Ordinary Council Meeting

Meeting Date: 24 November 2025

Report Author: Bronwyn Hastings

Council Member Representatives: Cr Marilyn Henderson and Cr Angela Schiller

---

RECOMMENDATION

That Council receive and note the minutes of the Fleurieu Region Community Services Advisory Committee meeting held on Tuesday, 11 November 2025.

PURPOSE

The purpose of this report is to present the minutes of the Fleurieu Region Community Services Advisory Committee meeting held on Tuesday, 11 November 2025.

SUMMARY OF MEETING

A meeting of the Fleurieu Region Community Services Advisory Committee was held on Tuesday, 11 November 2025. A copy of the minutes of the meeting are provided at Attachment 1.

RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

Legal and Compliance - The minutes were prepared and distributed to members in line with the legislative requirements. This risk is assessed as ***low.***

REFERENCES

City of Victor Harbor Community Plan 2030

Aspiration 6 - We are a financially sustainable and well-governed organisation

BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources there are no budget implications in receiving and noting this report.

No additional funds are required.

CONSULTATION

Fleurieu Region Community Services Advisory Committee

Chief Executive Officer - Victoria MacKirdy

Director Community and Development - Graham Pathuis

ATTACHMENTS

Attachment 1 - Fleurieu Region Community Services Advisory Committee Minutes - 11 November 2025.

Attachment 1 - Fleurieu Region Community Services Advisory Committee Minutes - 11 November 2025

MINUTES

Committee: Fleurieu Region Community Services Advisory Committee

Meeting Held: Tuesday, 11 November 2025

Location: Yankalilla Council Office

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1. PRESENT

Cr Marilyn Henderson (Chair)

Cr Angela Schiller

Cr Davina Quirke - District Council of Yankalilla

Cr Tim Moffat - District Council of Yankalilla

Bridget Kennelly - Country Southern Fleurieu Health Advisory Council

In Attendance

Leann Symonds - Manager Community Wellbeing

Tia Russell - Team Leader Community Services

2. ACKNOWLEDGEMENT OF COUNTRY AND DIVERSITY COMMITMENT

Acknowledgement of Country

The City of Victor Harbor acknowledges the Ramindjeri and Ngarrindjeri people, 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.

Diversity Commitment

The City of Victor Harbor is committed to diversity, equity and inclusion. We respect people of all ages, abilities, genders, sexualities, religions, beliefs, cultures and backgrounds.

3. APOLOGIES

4. CONFIRMATION OF MEETING

4.1. Minutes of Previous Meeting - 13 May 2025

FRCSAC122025

Moved: Cr Marilyn Henderson

Seconded: Cr Angela Schiller

That the minutes of the Fleurieu Region Community Services Advisory Committee meeting held on 13 May 2025 be confirmed as true and accurate.

CARRIED

5. PRESENTATIONS

Nil

6. REPORTS

6.1. Outstanding Resolutions - November 2025

FRCSAC132025

Moved: Cr Davina Quirke

Seconded: Cr Angela Schiller

That the Fleurieu Region Community Services Advisory Committee receive and note the Outstanding Resolutions - November 2025 report.

That Council Staff organise a joint workshop early 2026 in relation to regional youth and family services.

CARRIED

6.2. Fleurieu Families Update

FRCSAC142025

Moved: Cr Davina Quirke

Seconded: Cr Marilyn Henderson

That the Fleurieu Region Community Services Advisory Committee receive and note the Fleurieu Families Update.

CARRIED

6.3. Advance Care Directives Project

FRCSAC152025

Moved: Cr Marilyn Henderson

Seconded: Cr Davina Quirke

That the Fleurieu Region Community Services Advisory Committee receive and note the Advance Care Directives Project Report.

CARRIED

6.4. Country SA Primary Health Network

FRCSAC162025

Moved: Cr Marilyn Henderson

Seconded: Cr Davina Quirke

That the Fleurieu Region Community Services Advisory Committee receive and note the Country SA Primary Health Network report.

CARRIED

6.5. Commonwealth Home Support Program - New Aged Care Act

FRCSAC172025

Moved: Cr Marilyn Henderson

Seconded:

That the Fleurieu Region Community Services Advisory Committee receive and note the report on Commonwealth Home Support - New Aged Care Act.

7. OTHER BUSINESS

Cr Schiller noted that the State Government's Julia Farr Disability Inclusion Grant Program is now open. The grant funding is available in two tiers:

- **Tier 1:** Up to $20,000 delivered over 12 months
- **Tier 2:** Up to $100,000 delivered over 24 months.

Cr Tim Moffat left the meeting at 10:26am

8. NEXT MEETING

The next meeting is scheduled for Tuesday, 13 January 2026 at the City of Victor Harbor.

9. CLOSURE

The Chair closed the meeting at 10:33am

14. SUBSIDIARIES AND REPRESENTATIVE REPORTS

14.1. Victor Harbor Horse Tram Authority - 2025/26 First Quarter Budget Review

Committee: Ordinary Council Meeting

Meeting Date: 24 November 2025

Report Author: Kellie Knight-Stacey

RECOMMENDATION

That Council:

a. approves the Victor Harbor Horse Tram Authority First Quarter Budget Review noting an operating deficit of $95,000 and a negative cash flow of $34,000; and
b. notes the request for financial support with a workshop to be held to facilitate discussions on how best to assist the Authority meet its strategic objectives.

PURPOSE

The purpose of this report is to present the Victor Harbor Horse Tram Authority (the Authority) 2025/26 First Quarter Budget Review to Council for approval.

BACKGROUND

On Monday, 6 November 2025, the Authority considered their 2025/26 first quarter budget review. Correspondence was received on 7 November, 2025 detailing the budget review and re-issuing a request for financial support. Along with resolutions that require action from the Board matters for Councils consideration include:

VHHTA557

Moved: Natasha Hunt

Seconded: Rachel Kennedy

4. Endorse the First Quarter Budget Review of 2025/26 as presented at Attachment A and B to this report and provide the Budget Review to Council.

5. Request an additional financial contribution from the City of Victor Harbor of $170,000 and

6. Request Council remove the charges associated with the lease agreements, terms of rental and overhead charges from the City of Victor Harbor to the VHHTA to increase efficiencies and reduce duplication of transactions and support the VHHTA financial Sustainability.

CARRIED

The correspondence received is provided at Attachment 1.

COMMENTARY

The Authority, as per the Charter (5.6) is required to provide budget reviews '*in accordance with the Act in a manner consistent with the Act and may with the approval of the Council amend its Budget for a financial year at any time before the year ends*'.

The Act (Schedule 2, Section 25, (3)) provides that 'A subsidiary may, with the approval of the constituent council, amend its adopted budget for a financial year at any time before the year ends'

The budget review provided for Councils approval details:

- an operating deficit of $95,000
- negative net assets at $247,000 including:
    - Assets - a negative cash position of $34,000
    - liability – borrowings of $290,000
    - liability – trade creditors of $94,000
    - liability – employee provisions of $98,000

Councils cash contribution to the Authority remains unchanged.

The VHHTA 2025/26 First Quarter Budget Review and Financial Statements are provided at Attachment 2.

Request for Financial Support

In requesting financial support, the Board has fulfilled a number of its requirements under the Charter including:

1.8.1.16 ensure that information provided to the Council is accurate and that the Council is kept well informed of the solvency of the Authority as well as any material developments that may affect the operating capacity and financial affairs of the Authority.

2.2.3 that information is provided to the Council of any material particular affecting the financial or operational ability of the Authority or which gives rise to the expectation that the Authority may not be able to meet the debts as and when they fall due immediately upon the Board becoming aware of any such material particular.

To ensure that the Authority can meets its strategic objectives and navigate current operational challenges, a workshop is being arranged, prior to the Ordinary Council Meeting in December, to facilitate discussions on how Council can best assist the Authority in the short term and into the future.

RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

Legal and Compliance – The budget review has been provided to Council as per the requirements of the Charter and the Local Government Act 1999.This risk is assessed as ***low*.**

Financial Management – Councils cash contribution as a result of the 2025/26 First Quarter Budget Review remains unchanged. However, an Authority deficit position will also impact council's end of financial year result. This risk is assessed as ***medium***.

Reputation – The Authority is fully owned by council and as such a 'controlled entity'. Any liabilities of the Authority are guaranteed by Council. Council has endorsed the Business Plan objectives of the Authority and as such should provide sufficient funds for these to be achieved. The facilitation of a workshop to address the current operational challenges demonstrates that Council is seeking ways to assist and support the Authority. This risk is assessed as ***medium***.

REFERENCES

City of Victor Harbor Community Plan 2030

Aspiration 6-We are a financially sustainable and well-governed organisation

Other references used:

Local Government Act 1999

- Section 14 - Liabilities
- Section 25 - Budget

Victor Harbor Horse Tram Authority Charter

- Clause 1.8.1.16 - Powers, Functions and Duties
- Clause 2.2.3 - Specific Functions of the Board
- Clause 5.6 - Budgets

BUDGET IMPLICATIONS

There are sufficient funds in Project #100038 (Horse Tram) for the approval of the Authority's 2025/26 First Quarter Budget Review.

No additional funds are required.

CONSULTATION

Victor Harbor Horse Tram Authority - Meg Whibley (General Manager)

ATTACHMENTS

Attachment 1 - Memo to the CEO - VHHTA 2025/26 First Quarter Budget Review and Council Request

Attachment 2 - VHHTA 2025/26 First Quarter Budget Review and Financial Statements

Attachment 1 - Memo to the CEO - VHHTA 202526 First Quarter Budget Review and Council Request

VICTOR HARBOR TRAMWAY

Memo to: Ms Victoria MacKirdy, Chief Executive Officer, City of Victor Harbor

From: Meg Whibley, General Manager, Victor Harbor Horse Tram Authority

Subject: First Quarter Review of the 2025/26 Budget & Council Request

Date: 7 November 2025

Dear Victoria

The purpose of this document is to provide Council with the Victor Harbor Horse Tram Authority's (VHHTA)'s First Quarter Review of the 2025/26 Budget, and to formally request Council consideration of an additional financial contribution of $170,000, and review of the current lease and overhead charge arrangements between the City of Victor Harbor and the VHHTA to support financial sustainability.

Background

Section 9 of the *Local Government (Financial Management) Regulations 2011* outlines the requirements for regular budget reviews. Regulations 9(1)(b) and 9(2) require that a review include a revised forecast of the Authority's operating and capital activities compared with the estimates set out in the adopted budget.

Clause 5.5 of the VHHTA Charter requires that:

"Quarterly reports summarising the financial position and performance of the Authority against the Budget must be prepared and presented to the Board within thirty days of the conclusion of each quarter, and copies provided to the Council."

The delay in submitting this report to Council is acknowledged, this arose from the timing of the Special Board Meeting to ensure comprehensive and transparent financial reporting and accurate forecasting to uphold the principles of accountability and sound governance as required under the Charter and the *Local Government (Financial Management) Regulations 2011.*

The *First Quarter Review of the 2025/26 Budget* was prepared on time and presented to the VHHTA Board for consideration at its meeting held on 29 October 2025.

At that meeting, the Board resolved to defer endorsement of the review to allow for clarification on several financial matters. The Board also resolved to convene a special meeting with the Authority's external accountant present to reconsider the report once the requested clarifications had been provided.

At the Special VHHTA Board Meeting held on 6 November 2025 the Board resolved the following:

7.1 First Quarter Review of the 2025/26 Budget Report

VHHTA557 ***Moved:*** *Natasha Hunt*
Seconded: *Rachel Kennedy*

That the Victor Harbor Horse Tram Authority (VHHTA) receive and note The First Quarter Review of the 2025/26 Budget Report.

That the VHHTA Board advise Council we are undertaking the following action to improve the financial position of the Authority:

1. *A Board planning workshop is scheduled within the month to update the Business Plan to prioritise cash flow and profitability.*
2. *Produce a Long-Term Financial Plan with a draft to be presented at the next Board meeting.*
3. *A monthly finance report with budget vs actuals be provided to the Board.*
4. *Review of the VHHTA Charter to provide clarity about how deficit budgets are dealt with and consider the ability for the VHHTA to retain surplus funds for future unexpected events.*

That the Victor Harbor Horse Tram Authority:

1. *Note the Local Government Act 1999 Schedule 2 Part 1 14—Liabilities (1) Liabilities incurred or assumed by a subsidiary are guaranteed by the council.*
2. *Note the VHHTA Charter requires the Authority and its Board to ensure that accurate information—particularly anything materially affecting the Authority's solvency, financial position, or operational capacity—is promptly provided to the Council.*
3. *Advise the City of Victor Harbor that the First Quarter Review of the 2025/26 Budget indicates impacts on the Authority's financial and operational ability to meet its debts, and highlight the following:*
    a. *Statement Changes in Equity - Deficit from the previous financial year 2024/25 of ($170,000) now integrated into the 2025/26 budget impacting on our financial position.*
    b. *Uniform Presentation of Finances – Operating Deficit revised forecast of ($95,000) for 2025/26.*
    c. *Statement of Financial Position – Long Term Borrowings forecast of $290,000 which is near the maximum borrowing capacity of our Cash Advance Debenture facility.*
    d. *Statement of Cashflow – Cash & Equivalents at end of period – forecast to be in a deficit of ($34,000).*
    e. *Trade and Payables $162,000 in Liabilities that are classified as falling due in the 2025/26 Financial Year.*
    f. *Financial Indicators:*
        1. *Operating Surplus -5.7%.*
        2. *Net Financial Liabilities 46.4%.*
        3. *Adjusted Net Financial Liabilities Ratio (adjusted for the effects of the Authorities Lease with Council) $33.3%.*
        4. *Own Source Funding 74%.*
4. *Endorse the First Quarter Budget Review of the 2025/26 as presented at Attachments A and B to this report and provide the Budget Review to Council.*
5. *Request an additional financial contribution from the City of Victor Harbor of $170,000; and*
6. *Request Council remove the charges associated with the lease agreements, terms of rental and overhead charges from the City of Victor Harbor to the VHHTA to increase efficiencies and reduce duplication of transactions and support the VHHTA financial sustainability.*

CARRIED

Commentary

As at the end of the first quarter, the Authority is operating in a deficit position, and the 2025/26 Budget continues to project a shortfall in income. This position reflects both lower-than-expected revenue from the Stables facility and the residual financial impacts from the previous financial year's deficit. Contributing factors include the 2024/25 algal bloom shutdown, the recovery period following Ross River Virus affecting the working herd and reduced operational capacity due to limited horse stock.

Operationally, the Horse Tram continues to face challenges maintaining adequate working horse stock following the early retirement of two horses. Training and conditioning of replacement horses are progressing well, and a return to full operational capacity is expected soon. The Authority notes they presented at a Council Information/Briefing Session on 8 September 2025 to outline the impact of reduced horse stock on operational performance and income generation, and to discuss options for streamlining future horse acquisition processes.

To support financial recovery from the previous financial year's deficit, the Authority submitted a formal request to the City of Victor Harbor seeking either a cash contribution of $170,000 or a waiver of annual rent and the corporate support fee totalling $117,000. At the Council meeting held on 27 October 2025, this request was not supported. Council instead resolved to work collaboratively with the Authority to advocate to the State Government for financial assistance.

While these challenges have placed considerable strain on the Authority's financial position, the VHHTA remains proactive and transparent in its management approach. Immediate measures are underway to strengthen financial governance and long-term sustainability, including enhanced financial reporting, business plan renewal, long-term financial planning, and review of the Charter to ensure clear mechanisms for managing future contingencies.

By providing a comprehensive and transparent review of the Authority's budget, including clear reporting the Authority's solvency, operational capacity and financial position, the VHHTA has renewed their requests for Council to provide an additional financial contribution of $170,000 and to also remove charges associated with lease agreements, rental, and overheads with the City of Victor Harbor. These measures are critical to increase operational efficiencies, reduce duplication of transactions, and support the long-term financial sustainability of the Authority.

The First Quarter Review of the 2025/26 Budget, including detailed financial statements, is provided at Attachments A and B.

Kind Regards

Meg Whibley

General Manager

Victor Harbor Horse Tram Authority

Attachment 2 - VHHTA 2025-26 First Quarter Budget Review and Financial Statements

Victor Harbor Horse Tram Authority Budget

Income	Description	ACTUALS YTD 25/26	BUDGET YTD 25/26	Original	Revised 1	Variance BR1 to OB ($)	Variance Comments
Ticket Sales	Casual and Group bookings	170,902	225,738	943,040	933,040	(10,000)	bookings down due to the Algal Bloom
	Souvenir sales and donations	22,900	42,672	170,700	170,700	-	
	Behind the scenes	13,786	46,774	217,300	117,300	(100,000)	Still building our business, its not at full potential yet.
	DIT Boom gate monitoring	6,213	11,250	45,000	45,000	-	
	Council Contribution	90,000	90,000	360,000	360,000	-	
	Interest and Other Income	2,712	11,322	45,300	45,300	-	
Total Income		**306,512**	**427,756**	**1,781,340**	**1,671,340**	**(110,000)**	

Expenses	Description	ACTUALS YTD 25/26	BUDGET YTD 25/26	Original	Revised 1	Variance BR1 to OB ($)	Variance Comments
Employee Costs	Salaries, superannuation & workcover	227,994	269,817	1,079,300	1,079,300	-	
Depreciation	Depreciation for fixed assets	16,077	30,111	120,451	120,451	-	
Administration	Travel, stationary, printing, communication, insurance, utilities, training and development	59,183	34,866	139,500	128,900	(10,600)	Vehicle expenses and Insurance over budgeted.
Maintenance	Building, stables, tram, paddock and equipment maintenance	4,324	11,496	46,000	46,000	-	
	Horse Care - feed, farrier and vet fees	25,952	28,200	112,800	112,800	-	
Marketing	Advertising, promotions, and souvenir purchases	14,619	25,248	101,000	94,500	(6,500)	dropped some $$ from Advertising
Other Expenses	Committee, cleaning, consultants, professional services, FBT, volunteer and staff amenities	24,712	33,533	144,689	140,689	(4,000)	Cleaning down in house
Administration charge	Rent on Assets	17,200	-	-	-	-	
Corporate Support	IT, Finance, Records and Administration	11,000	9,399	37,600	44,000	6,400	
Total Expenses		**401,062**	**442,670**	**1,781,340**	**1,766,640**	**(14,700)**	
Net gain (loss) from sale of assets		-	48000	48,000	0	(48,000)	
Net Surplus (Deficit)		**(94,550)**	**33,086**	**48,000**	**(95,300)**	**(143,300)**	

VICTOR HARBOR HORSE TRAM AUTHORITY STATEMENT OF COMPREHENSIVE INCOME for the year ended 30/09/2025	Actual 24/25 $'000	Actual YTD 25/26 $'000	Budget Original $'000	Budget Revised 1 $'000	Variance BR1 to OB $'000
INCOME					
User charges	968	207	1,325	1,215	(110)
Other income	422	99	456	456	-
Total Income	1,390	306	1,781	1,671	(110)
EXPENSES					
Employee Costs	967	246	1,115	1,115	-
Materials, Contracts and Other Expenses	497	137	518	505	(13)
Depreciation, amortisation & impairment	78	16	120	120	-
Finance Costs	18	2	28	26	(2)
	1,560	401	1,781	1,766	(15)
OPERATING SURPLUS / (DEFICIT)	**(170)**	**(95)**	**-**	**(95)**	**(95)**
Asset disposal & fair value adjustments	-	-	48	-	(48)
TOTAL COMPREHENSIVE INCOME	**(170)**	**(95)**	**48**	**(95)**	**(143)**

VICTOR HARBOR HORSE TRAM AUTHORITY STATEMENT OF CASH FLOWS for the year ended 30/09/2025	Actual 24/25 $'000	Actual YTD 25/26 $'000	Budget Original $'000	Budget Revised 1 $'000	Variance BR1 to OB $'000
CASH FLOWS FROM OPERATING ACTIVITIES					
Receipts					
User Charges	992	209	1,325	1,215	(110)
Other Income	435	99	456	456	-
Payments					-
Employee costs	(971)	(228)	(1,079)	(1,079)	-
Materials, contracts & other expenses	(448)	130	(600)	(560)	40
Finance payments	(16)	-	(7)	(7)	-
Net Cash provided by (or used in) Operating Activities	(8)	210	95	25	(70)
CASH FLOWS FROM INVESTING ACTIVITIES					
Receipts					
Grants specifically for new or upgraded assets	-	-	-	-	-
Sale of Assets	-	-	48	-	(48)
Payments					-
Capital Expenditure on renewal/replacement of assets	(21)	(5)	(53)	(15)	38
Capital Expenditure on new/upgraded assets	(59)		(3)	(3)	
Net Cash provided by (or used in) Investing Activities	(80)	(5)	(8)	(18)	(10)
CASH FLOWS FROM FINANCING ACTIVITIES					
Receipts					
Proceeds from Borrowings	90	45	-	-	-
Payments					
Repayment of Borrowings	-	(256)	(97)	-	97
Repayment of principle of leased assets	(35)	-	(19)	(59)	(40)
Net Cash used in Financing Activities	55	(211)	(116)	(59)	57
NET INCREASE (DECREASE) IN CASH HELD	(33)	(6)	(29)	(52)	(23)
CASH & CASH EQUIVALENTS AT BEGINNING OF PERIOD	51	18	44	18	(26)
CASH & CASH EQUIVALENTS AT END OF PERIOD	**18**	**12**	**15**	**(34)**	**(49)**

VICTOR HARBOR HORSE TRAM AUTHORITY STATEMENT OF FINANCIAL POSITION for the year ended 30/09/2025	Actual 24/25 $'000	Actual YTD 25/26 $'000	Budget Original $'000	Budget Revised 1 $'000	Variance BR1 to OB $'000
ASSETS					
Current Assets					
Cash and cash equivalents	18	12	15	(34)	(49)
Trade & Other Receivables	4	3	30	4	(26)
Total Current Assets	**22**	**15**	**45**	**(30)**	**(75)**
Non-Current Assets					
Right of Use Asset	19	15	257	257	-
Infrastructure, Property, Plant & Equipment	309	300	365	271	(94)
Total Non-Current Assets	**328**	**315**	**622**	**528**	**(94)**
TOTAL ASSETS	**350**	**330**	**667**	**498**	**(169)**
LIABILITIES					
Current Liabilities					
Trade & Other Payables	95	381	9	94	(85)
Short-term Provisions	68	68	84	68	16
Short Term Lease Liability	19	19		72	(72)
Short-term Borrowings	-	-	-	-	-
Total Current Liabilities	**182**	**468**	**93**	**234**	**(141)**
Non-Current Liabilities					
Long-term Provisions	30	30	16	30	(14)
Long - Term Lease Liability	-	-	263	191	72
Long-term Borrowings	290	79	190	290	(100)
Total Non-Current Liabilities	**320**	**109**	**469**	**511**	**(42)**
TOTAL LIABILITIES	**502**	**577**	**562**	**745**	**(183)**
NET ASSETS	**(152)**	**(247)**	**105**	**(247)**	**(352)**
EQUITY					
Accumulated Surplus	(152)	(247)	105	(247)	(352)
TOTAL EQUITY	**(152)**	**(247)**	**105**	**(247)**	**(352)**

VICTOR HARBOR HORSE TRAM AUTHORITY STATEMENT OF CHANGES IN EQUITY for the year ended 30/09/2025	Actual 24/25 $'000	Actual YTD 25/26 $'000	Budget Original $'000	Budget Revised 1 $'000	Variance BR1 to OB $'000
ACCUMULATED SURPLUS					
Opening balance at beginning of financial year	18	(152)	57	(152)	(209)
Total comprehensive income for the year	(170)	(95)	48	(95)	(143)
Closing balance at end of period	**(152)**	**(247)**	**105**	**(247)**	**(352)**

VICTOR HARBOR HORSE TRAM AUTHORITY UNIFORM PRESENTATION OF FINANCES for the year ended 30/09/2025	Actual 24/25 $'000	Actual YTD 25/26 $'000	Budget Original $'000	Budget Revised 1 $'000	Variance BR1 to OB $'000
INCOME					
User Charges	968	207	1,325	1,215	(110)
Other Income	422	99	456	456	-
EXPENSES					
Employee Costs	(967)	(246)	(1,115)	(1,115)	-
Materials, Contracts and Other Expenses	(497)	(137)	(518)	(505)	13
Depreciation, amortisation & impairment	(78)	(16)	(120)	(120)	-
Finance Costs	(18)	(2)	(28)	(26)	2
OPERATING SURPLUS (DEFICIT)	(170)	(95)		(95)	(95)
NET OUTLAYS ON EXISTING ASSETS					
Capital Expenditure on Renewal and Replacement of Existing Assets	(21)	(5)	(53)	(15)	38
add back Depreciation, Amortisation and Impairment	78	16	120	120	-
add back Proceeds from Sale of Replaced Assets	-	-	48	-	(48)
	57	11	115	105	(10)
NET OUTLAYS ON NEW AND UPGRADED ASSETS					
Capital Expenditure on New and Upgraded Assets	(59)	-	(3)	(3)	-
Finance Lease principle payments for Right of Use Assets	(35)	-	(19)	(59)	
	(94)	-	(22)	(62)	-
ANNUAL NET IMPACT TO FINANCING ACTIVITIES (SUPLUS/(DEFICIT)	**(207)**	**(84)**	**93**	**(52)**	**(105)**

VICTOR HARBOR HORSE TRAM AUTHORITY FINANCIAL INDICATORS for the year ended 30/09/2025	Actual 24/25 $'000	Actual YTD 25/26 $'000	Budget Original $'000	Budget Revised 1 $'000	Variance BR1 to OB $'000
Operating Surplus Ratio	-12.2%	-31.0%	0.0%	-5.7%	
This ratio expresses the operating surplus as a percentage of total operating revenue.					
Net Financial Liabilities	480	562	517	775	
Net Financial Liabilities are defined as total liabilities less financial assets. These are expressed as a percentage of total operating revenue.					
Net Financial Liabilities Ratio	34.5%	183.7%	29.0%	46.4%	
being total liabilities less financial assets (excluding equity accounted investments in Authority business), divided by total operating revenue					
Adjusted Net Financial Liabilities	209	502	327	557	
Net Financial Liabilities as detailed above adjusted for the effects of the Authorities Lease with Council					
Adjusted Net Financial Liabilities Ratio	15.0%	164.1%	18.4%	33.3%	
Net Financial Liabilities as detailed above adjusted for the effects of the Authorities Lease with Council					
Asset Management Plan forecast project spend for renewal of assets	28	15	73	15	
Asset Renewal Funding Ratio	80%	30%	73%	100%	
Asset renewals expenditure is defined as capital expenditure on the renewal and replacement of existing assets relative to the optimal level planned, and excludes new capital expenditure on the acquisition of additional assets.					
The ideal ratio is 100%, where VHHTA is spending the amount required each year to renew and replace existing assets so they continue to operate optimally to meet the organisations objectives.					
Own Source Funding	*66%*	*54%*	*80%*	*74%*	

VICTOR HARBOR HORSE TRAM AUTHORITY CAPITAL EXPENDITURE for the year ended 30/09/2025	Actual 24/25 $'000	Actual YTD 25/26 $'000	Budget Original $'000	Budget Revised 1 $'000	Variance BR1 to OB $'000
CAPITAL NEW					
IT equipment - New	2	-	-	-	-
Tools - New	2	-	3	3	-
Tractor/mower/slasher	-	-	-	-	-
Gater	-	-	-	-	-
Third work vehicle for trainer	-	-	-	-	-
Harness Equipment	7	-	-	-	-
Equissage	-	-	-	-	-
Horse Exercise	4	-	-	-	-
Grazing Land					
Shed	10	-	-	-	-
Recycled water system	34	-	-	-	-
Total - Capital New	**59**	**-**	**3**	**3**	**-**
CAPITAL REPLACEMENT					
Float	22	-	-	-	-
Second Float	-	-	-	-	-
Work Vehicle	-	-	-	-	-
Harness Equipment	-	5	5	5	-
Spray unit	-	-	-	-	-
Gater	-	-	-	-	-
Work Ute					
Tractor/mower/slasher	-	-	-	-	-
Tools - Replacement	-	-	3	3	-
IT Equipment - Replacement	-	-	7	7	-
Dmax Suspension	4	-	-	-	-
Work in Progress	-	-	-	-	-
Total - Capital Replacement	**26**	**5**	**15**	**15**	**-**
	85	**5**	**17**	**17**	**-**

15. MATTERS OF URGENCY

16. QUESTIONS ON NOTICE

17. QUESTIONS WITHOUT NOTICE

18. MOTIONS ON NOTICE

18.1. Motion on Notice - Amendment to OC2642025 - Item 12.3 Public Litter Bin Audit - Mayor Moira Jenkins

Committee: Ordinary Council Meeting

Meeting Date: 24 November 2025

Report Author: Victoria MacKirdy

RECOMMENDATION

(Mayor Jenkins to propose her motion)

That Council Amend the decision made at the September 2025 Council Meeting - Item 12.3 Public Litter Bin Audit in respect to retaining the public bins at the following locations: -

1. Jeffery Drive, Encounter Bay
2. Belmont Street, Encounter Bay
3. Haywood Court, McCracken
4. Matthew Flinders Drive, Encounter Bay (near Allen Street)
5. Matthew Flinders Drive, Encounter Bay (near Victor Avenue)

(Alternative recommendation proposed by administration)

Option 1

Amend OC26442025

2. That Council amend OC2642025 to remove:

    a. Jeffery Drive, Encounter Bay
    b. Belmont Street, Encounter Bay
    c. Haywood Court, McCracken
    d. Mathew Flinders Drive, Encounter Bay (near Allen Street)
    e. Mathew Flinders Drive, Encounter Bay (near Victor Avenue)

    Motion OC26442025 as amended:

That Council having considered the Public Litter Bin Audit Report approve the reduction of public litter bins at the following locations:

a. Grosvenor Gardens
b. Victor Harbor Cemetery
c. Bartel Boulevard, Encounter Bay
d. Pearsons Road, McCracken
e. Wattle Drive, Victor Harbor
f. Connell Reserve, Victor Harbor

(if recommendation 2 is carried, then recommendation 3 must be carried)

3. That Council approve a budget increase of $4,000 to the 2025/26 Operating budget for the purpose of re-installing the public litter bins at the following locations:

a. Jeffery Drive, Encounter Bay
b. Belmont Street, Encounter Bay
c. Haywood Court, McCracken
d. Mathew Flinders Drive, Encounter Bay (near Allen Street)
e. Mathew Flinders Drive, Encounter Bay (near Victor Avenue)

Option 2

Amend OC26442025

4. That Council amend OC2642025 to remove:

a. Haywood Court, McCracken

Motion OC26442025 as amended:

That Council having considered the Public Litter Bin Audit Report approve the reduction of public litter bins at the following locations:

a. Grosvenor Gardens
b. Victor Harbor Cemetery
c. Jeffrey Drive, Encounter Bay
d. Belmont Street, Encounter Bay
e. Bartel Boulevard, Encounter Bay
f. Pearsons Road, McCracken
g. Mathew Flinders Drive, Encounter Bay (near Allen Street)
h. Mathew Flinders Drive, Encounter Bay (near Victor Avenue)
i. Wattle Drive, Victor Harbor
j. Connell Reserve, Victor Harbor

PURPOSE

The purpose of this report is to consider a Motion on Notice from Mayor Moira Jenkins to consider amending Council resolution OC2642025 relating to the removal of specific public litter bins, following community feedback indicating continued high usage at these locations.

A copy of Mayor Jenkins written submission and preamble is provided at Attachment 1.

COUNCIL MEMBER COMMENTARY

The proposed amendment seeks to address concerns raised by community members regarding the removal of bins in locations where they are still required and to prevent litter being left in public parks and reserves.

At the Council meeting held in 22nd September 2025, a resolution was passed regarding the removal/reduction of litter bins from several sites within the Council area. While the decision was based upon a recent bin audit and was inline with Councils Public Litter Management Policy, concern has been raised by nearby residents about some of these locations, stating that the bins are regularly used and need to remain in place. They are next to picnic facilities, and beach access for dog walkers. According to residents and photos I have received confirming that they often have rubbish in them from picnic and dog walkers.

While I am not seeking to revoke the entire decision of Council, I am looking to amend the decision and reduce the number of bins to be removed.

OFFICER COMMENTARY

The Public Litter Bin Audit (held July to August 2025) identified certain bins as being in excess or non-compliant with the Public Litter Management Policy. In September 2025, Council resolved the following:

OC2642025

Moved: Cr Michael Quinton

Seconded: Cr Brayden Mann

That Council having considered the Public Litter Bin Audit Report approve the reduction of public litter bins at the following locations:

- *Grosvenor Gardens*
- *Victor Harbor Cemetery*
- *Jeffery Drive, Encounter Bay*
- *Belmont Street, Encounter Bay*
- *Bartel Boulevard, Encounter Bay*
- *Pearsons Road, McCracken*
- *Haywood Court, McCracken*
- *Matthew Flinders Drive, Encounter Bay (near Allen Street)*
- *Matthew Flinders Drive, Encounter Bay (near Victor Avenue)*

- *Wattle Drive, Victor Harbor*
- *Connell Reserve, Victor Harbor*

CARRIED

The status of this resolution is as follows:

- Grosvenor Gardens - Number of bins reduced (as detailed in report).
- Victor Harbor Cemetery - Number of bins reduced (as detailed in report).
- Jeffery Drive, Encounter Bay - Bin surround and foundation removed.
- Belmont Street, Encounter Bay - Bin surround and foundation removed.
- Bartel Boulevard, Encounter Bay - Bin surround and foundation removed.
- Pearsons Road, McCracken - Bin stand removed.
- Haywood Court, McCracken - Bin surround and foundation still in place, removal put on hold due to the Mayor notifying of a Motion on Notice.
- Matthew Flinders Drive, Encounter Bay (near Allen Street) - Bin surround removed, foundation still in place.
- Matthew Flinders Drive, Encounter Bay (near Victor Avenue) - Bin surround and foundation removed.
- Wattle Drive, Victor Harbor - Bin stand removed for one bin on Wattle Drive, there is still one bin on a stand that could be removed.
- Connell Reserve, Victor Harbor - Bin stand removed.

Following the resolution, subsequent feedback from the community has highlighted concern and dissatisfaction with the removal of a number of these bins and a lack of understanding of the key principles of Council Public Litter Management Policy.

Administration acknowledges that while the original removal decision was made based on audit compliance, practical usage and community expectations must also be considered.

It is recommended that additional work is undertaken to educate the community on the key principles of Council Public Litter Management Policy to help achieve Council's Strategic Performance Indicators as set in the 2025/26 Annual Business of maintaining or increasing the waste diversion from landfill of 65%.

In the meantime, reinstating bins at these four locations, and agreeing to leave the bin at Haywood Court, is expected to mitigate community concern. At the time of writing this report there have been no reports of illegally dumped rubbish at the locations where the public litter bins have already been removed.

As the resolution has been enacted, with the exception of the bin at Haywood Court, there will be a cost to reinstall the bins.

Location	Installation Requirement	Cost (including labour)
Jeffrey Drive, Encounter Bay	Bin surround and foundation	$1,350
Belmont Street, Encounter Bay	Bin surround and foundation	$1,350
Matthew Flinders Drive, Encounter Bay (near Allen Street)	Bin surround	$350
Matthew Flinders Drive, Encounter Bay (near Victor Avenue)	Bin surround and foundation	$1,350
TOTAL		$4,400

Council's Service Agreement with the Fleurieu Regional Waste Authority requires that the schedule for public litter bin services is reviewed annually to ensure services meet community and operational needs. Council may wish to review its Public Litter Bin Management Policy to provide clear direction for Administration when undertaking the future annual reviews.

RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

Reputation - The community may view Council as unresponsive if bins are removed from areas with demonstrated usage. Reinstating these bins acknowledges community feedback and reinforces Council's commitment to delivering practical, responsive services. Not adhering to Council's Public Litter Management Policy may indicate that Council's is not committed to the objective to reduce waste and litter in public spaces is best demonstrated by action such as removing excess public litter bins. This risk is assessed as ***low***.

Environmental - Retaining public litter bins discourage the community from taking their waste material home with them for recycling. This risk is assessed as ***low***.

REFERENCES

City of Victor Harbor Community Plan 2030

Aspiration 4 - We protect and restore our environment

- Objective 4.2 - Provide for sustainable waste management

Aspiration 5 - We have services and infrastructure that meet our community's needs

Other references used:

City of Victor Harbor Annual Business Plan 2025/26

City of Victor Harbor Public Litter Management Policy, June 2024

Local Government Act 1999

Local Government (Procedures at Meetings) Regulations 2013

BUDGET IMPLICATIONS

There are insufficient funds in Project #100069 (*Streetscape*) for the purpose of re-installation of public litter bins at a cost of $4,400.

There will be an increase, subject to Council approval, to operating expenses of $4,400.

CONSULTATION

Director Environment and Infrastructure - Jodi Roberts

ATTACHMENTS

Attachment 1 - Mayor Jenkins Motion on Notice - Amendment to OC2642025 - Item 12.3 Public Litter Bin Audit

Attachment 1 - Motion on Notice - M Jenkins

From: Moira Jenkins
To: Victoria MacKirdy
Cc: Council Members
Subject: Motion on Notice
Date: Wednesday, 12 November 2025 1:19:43 PM
Attachments: Outlook-http www.png
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Hello Victoria I have a Motion on Notice for the next Council meeting.

Motion on Notice for 24th November Ordinary Council meeting

Amendment to 22nd September Council Meeting Resolution – Item 12.3 Public Litter Bin Audit

The proposed amendment seeks to address concerns raised by community members regarding the removal of bins in locations where they are still required and to prevent litter being left in public parks and reserves.

At the Council meeting held in 22nd September 2025, a resolution was passed regarding the removal/reduction of litter bins from several sites within the Council area. While the decision was based upon a recent bin audit and was inline with Councils Public Litter Management Policy, concern has been raised by nearby residents about some of these locations, stating that the bins are regularly used and need to remain in place. They are next to picnic facilities, and beach access for dog walkers. According to residents and photos I have received confirming that they often have rubbish in them from picnic and dog walkers.

While I am not seeking to revoke the entire decision of Council, I am looking to amend the decision and reduce the number of bins to be removed.

My proposed Motion on Notice is as follows: -

That Council Amend the decision made at the September 2025 Council Meeting – Item 12.3 Public Litter Bin Audit in respect to retaining the public bins at the following locations: -

1. Jeffery Drive, Encounter Bay
2. Belmont Street, Encounter Bay
3. Haywood Court, McCracken
4. Matthew Flinders Drive, Encounter Bay (near Allen Street)
5. Matthew Flinders Drive, Encounter Bay (near Victor Avenue)

Moira.

Dr. Moira Jenkins | Mayor

City of Victor Harbor

1 Bay Road, Victor Harbor SA 5211

Phone: 0412 733 453

Email: moira.jenkins@victor.sa.gov.au

www.victor.sa.gov.au

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18.2. Motion on Notice - Arts and Culture Precinct Short - Medium Term Improvements

Committee: Ordinary Council Meeting

Meeting Date: 24 November 2025

Report Author: Graham Pathuis

RECOMMENDATION

(Cr Brayden Mann to propose his motion)

1. In light of the incredible success of the inaugural TEDx Victor Harbor event that combined the Cinema, Town Hall and surrounds, that administration:

    - Formally thank the TEDx Victor Harbor organisers for their fantastic work and investment in our town;

    - Investigate and provide a budget bid for consideration as part of the 2026/27 Budget, outlining short term improvements and enhancements that can be made to the Main Street Arts & Culture facilities to improve their use and attract more events;

    - Identify larger medium to longer term projects that will enhance the amenity and activation of the Arts & Culture Precinct whilst we wait to be in a position to fund the full redevelopment of the Precinct and for the identified projects to be considered for inclusion as part of a future review of our Long Term Financial Plan.

PURPOSE

The purpose of this report is to provide for the consideration of a Motion submitted by Cr Brayden Mann pursuant to Regulation 9(1) of the *Local Government (Meeting Procedures) Regulations 2013* in relation to Arts and Culture Precinct Short - Medium Term Improvements.

A copy of Cr Brayden Mann written submission and preamble is provided at Attachment 1.

COUNCIL MEMBER COMMENTARY

In light of the incredible success of the inaugural TEDx Victor Harbor event that combined the Cinema, Town Hall and surrounds, that administration:

- Formally thank the TEDx Victor Harbor organisers for their fantastic work and investment in our town;

- Investigate and provide a budget bid for consideration as part of the 2026/27 Budget, outlining short term improvements and enhancements that can be made to the Main Street Arts & Culture facilities to improve their use and attract more events;

- Identify larger medium to longer term projects that will enhance the amenity and activation of the Arts & Culture Precinct whilst we wait to be in a position to fund the full redevelopment of the Precinct and for the identified projects to be considered for inclusion as part of a future review of our Long Term Financial Plan.

OFFICER COMMENTARY

The TEDx Victor Harbor event held on 14 November 2025 was a great success. It served well to showcase the type of uses and subsequent community interest that the Victa Cinema, Town Hall, Coral Street Arts Space facilities can generate when creatively and thoughtfully integrated. These types of uses have grown in recent years as a result of Council's purchase of the cinema and increased community and commercial accessibility to the venue for a range of uses.

As the use, accessibility and reputation has grown, so too has our understanding of current facility and resource limitations that perhaps inhibit further activation opportunities. Therefore, Cr Mann's motion is considered timely.

RISK ASSESSMENT

The following risks have been assessed in line with Council's Risk Management Framework and Policy:

Information - No risks have been assessed in relation to the report as no formal decisions on any subsequent outcomes of the Motion on Notice is required until such time as Council considers the 2026/27 draft budget.

REFERENCES

City of Victor Harbor Community Plan 2030

Aspiration 1 - We are a caring, connected and active community

Aspiration 2 - We have a culture of innovation, collaboration and creativity

Aspiration 5 - We have services and infrastructure that meet our community's needs

BUDGET IMPLICATIONS

Excluding endorsed budgeted staff resources there are no budget implications in preparing this Motion on Notice report.

No additional funds are required.

CONSULTATION

Council Member - Brayden Mann

ATTACHMENTS

Attachment 1 - Motion on Notice - Arts and Culture Precinct Short - Medium Term Improvements - Cr Brayden Mann

Attachment 1 - Motion on Notice - Arts and Culture Precinct Short - Medium Term Improvements - Cr Brayden Mann

Kyla Walker

From:	Brayden Mann
Sent:	Sunday, 16 November 2025 2:10 PM
To:	Victoria MacKirdy
Cc:	Council Member Request
Subject:	Motion on Notice - Arts & Culture Precinct Short - Medium Term Improvements

Hi Victoria,

Please accept my motion on Notice for the November Council Meeting below:

"

In light of the incredible success of the inaugural TEDx Victor Harbor event that combined the Cinema, Town Hall and surrounds, that administration:

- Formally thank the TEDx Victor Harbor organisers for their fantastic work and investment in our town;
- Investigate and provide a budget bid for consideration as part of the 2026/27 Budget, outlining short term improvements and enhancements that can be made to the Main Street Arts & Culture facilities to improve their use and attract more events;
- Identify larger medium to longer term projects that will enhance the amenity and activation of the Arts & Culture Precinct whilst we wait to be in a position to fund the full redevelopment of the Precinct and for the identified projects to be considered for inclusion as part of a future review of our Long Term Financial Plan.

"

Thank you very much!

Kind regards,

Cr Brayden Mann

City of Victor Harbor

1 Bay Road, Victor Harbor SA 5211

Phone: 0403 785 805

Email: brayden.mann@victor.sa.gov.au

www.victor.sa.gov.au

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19. MOTIONS WITHOUT NOTICE

20. CONFIDENTIAL ITEMS

20.1. CONFIDENTIAL - Expression of interest - Land Acquisition

Committee: Ordinary Council Meeting

Meeting Date: 24 November 2025

Report Author: Michelle Griffiths

RECOMMENDATION

1. Pursuant to Section 90(2) of the Local Government Act 1999, the Council orders that all members of the public except, the Chief Executive Officer (Victoria MacKirdy), Director Community and Development (Graham Pathuis), Director Environment and Infrastructure (Jodi Roberts), Acting Director Corporate and Customer Service (Cathy McEnroe), Group Manager Governance and Finance (Kellie Knight-Stacey) and Executive Assistant (Chelsie Butler) be excluded from attendance at the meeting for Agenda Item 20.1 CONFIDENTIAL - Expression of Interest - Land Acquisition.

    a. The Council is satisfied that, pursuant to Section 90(3)(j) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which would divulge the information provided by the Department for Infrastructure and Transport.

    b. The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of details may prejudice Council's position in the negotiation.

3. That having considered this agenda item 20.1 CONFIDENTIAL - Expression of Interest - Land Acquisition in confidence under Section 90(2) and (3)(j) of the Local Government Act 1999, the Council;

    a. Pursuant to Section 91(7)(a) of the Act orders that the report, attachments and minutes be retained in confidence until the contract has been signed or otherwise determined by the Chief Executive Officer: and

    b. The public be readmitted to the meeting.

21. CLOSURE

4.1 Attachment Under Separate Cover - Draft Recreational Boating Strategy (Track Changes)

Attachment Under Separate Cover

Ordinary Council Meeting – 24 November 2025

Agenda Item – DRAFT Recreational Boating Strategy – Track Changes

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City of Victor Harbor Draft Recreational Boating Strategy 2025

City of Victor Harbor (2025)

Document Control

Version	Date	Author	File	Comments
1	November 2019	Director Environment and Infrastructure		
2	September 2023	Acting Director Environment & Infrastructure		
3	August 2025	Acting Director Environment & Infrastructure		
4	October 2025	Director Environment & Infrastructure		

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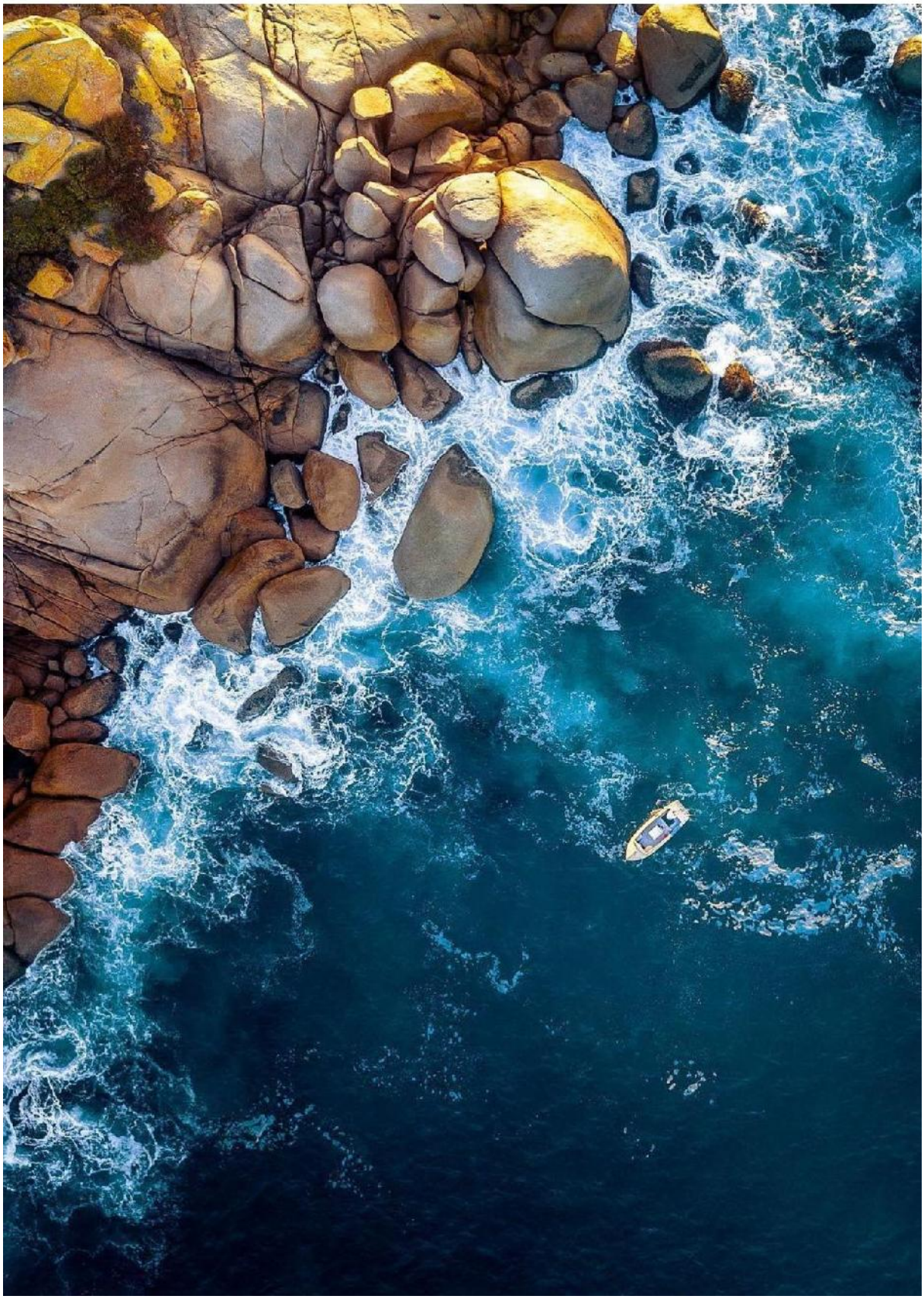

Executive Summary

Over 307,000 South Australians hold recreational vessel licences[1], and nearly 1,600 of these are Victor Harbor residents. [2]

Registration data shows that there are approximately 52,000 registered recreational vessels and more than 307,000 boat licence holders in South Australia [1]. The number of people with boat licences is growing at a rate averaging just over 3% per annum[3].

The growth in the number of boaters and the variety of activities they undertake present challenges and opportunities. Most of the challenges are the direct result of competition for assets like boat ramps and car parking. Some of this competition also extends to waterways, particularly between personal watercraft and other users.

The boating community of Victor Harbor, including permanent residents and visitors to Victor Harbor, has for some time voiced the need for the current boating facilities within the Victor Harbor region to be improved, this being in response to the population growth, the growing level of interest in boating as a leisure activity and safety concerns arising due to current facilities being over capacity.

1 Marine Safety SA (2023)
2 Department of Infrastructure and Transport (2019)
3 Australian Bureau of Statistics 2020

The historic development of boating facilities in the area has occurred progressively over time, initially in response to commercial needs.

Victor Harbor is a rapidly growing coastal city and a well-recognised tourist and leisure destination. Within this context, the challenge facing the City of Victor Harbor, in representing the boating community, is to achieve a boating environment that recognises the needs of the boating community whilst acknowledging and respecting competing interests and constraints.

This boating strategy has been prepared in response to this need. The City of Victor Harbor is part of a region that is rich in economic, social, and cultural history and which has a highly valued coastal environment including Encounter Bay, river mouths of the Hindmarsh and Inman Rivers and the foreshore areas east and west of the Granite Island Causeway.

In 2004 the City of Victor Harbor engaged Connell Wagner Pty Ltd to prepare the 'City of Victor Harbor Boating Strategy' (2004) in consultation with a Boating Strategy Working Party.

There are numerous other relevant reports (up to fifteen) that have been prepared over the years that relate to the boating industry and potential multi-purpose boating facility and alternative sites in Victor Harbor.

To inform the delivery of this Recreational Boating Strategy, the City of Victor Harbor, drawing on the previous strategy and process, established a Boating and Marine Facilities Advisory Group, the membership of which represent a diverse range of interests of the Victor Harbor commercial and recreational boating community. This group was consulted on a regular basis throughout the study period, typically through a series of working group meetings during which a range of issues and options were explored and examined.

Whilst this strategy proposes options, both general and site-specific, in some cases further investigation will be required prior to work being undertaken.

Process

During the process of developing the boating strategy, particular emphasis was given to consultation, including input from the Boating and Marine Facilities Advisory Group (BMFAG) and other key community members, especially those with knowledge or opinions relevant to this study.

Of critical importance in such an environment is the role of Sea Rescue. This government-funded service which responds to demands for their services from as far east as the Murray Mouth to all areas east, south, and west of Encounter Bay. Their effectiveness could be considerably enhanced by having access to improved boat launching facilities on the eastern side of the Causeway.

DRAFT

The strategy identifies and describes these challenges, they include:

- The poor condition of some boating facilities
- Ongoing management of boating facilities
- A lack of access to water and formal launching facilities
- A lack of formal high quality launching facilities east of the Causeway
- A shortage of boating facilities and amenities
- A shortage of car trailer parking
- The dangers associated with launching facilities
- Over capacity during peak times of current facilities
- Safety and response times for Sea Rescue in Peak Times (including traffic congestion from Sea Rescue Base to launching facility)
- Under-resourced waterway management and a subsequent lack of oversight over assets such as moorings, berths, channels, navigation aids and safety signage as well as compliance with local safety rules such as exclusion zones and speed limits

The strategy sets out several objectives aimed at meeting these challenges. They include:

- Improving the maintenance of public facilities and renewing and building new boating facilities
- Improving access and navigation
- Improving safety for the boating community
- Investing in destination locations
- Investing in boating safety and education
- Promoting boating across the region
- Improving the quality of data and information being made available to boaters

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1. Why do we need a recreational boating strategy?

Boating is one of our region's most popular recreational activities.

Over **307,000** South Australians hold recreational vessel licenses [1]

The recreational marine industry plays an important role within our region. Boating is a key economic driver that employs thousands of South Australians. It's also a key component of our region's visitor economy with boaters accounting for over 10% of South Australia's overnight stays[4].

Boating is popular in Victor Harbor primarily because of the abundance of natural coasts. Victor Harbor has some of the State's best waterways, drawing locals and visitors alike to the natural beauty.

At a state level, registration data shows approximately ***52,000 total*** *registered vessels in South Australia.*[1]

1 Marine Safety SA (2023)

4 South Australian Boating Facilities Strategic Plan

Boating provides an important social and economic contribution to the region and has helped define the City of Victor Harbor's character. The boating sector plays a particularly important role in the commercial and recreational fishing industries, and in tourism, which contributes to the city's economic prosperity, health, and well-being through outdoor recreation.

As boat ownership and participation in boating within the region continue to grow, this strategy will assist in ensuring that boating infrastructure and facilities meet the needs of the boating community.

The boating community of Victor Harbor, including permanent residents and visitors has for some time felt the need for the current boating facilities within the region to be improved, this being generally in response to the population growth and the growing level of interest in boating as a leisure activity. The development of boating facilities has rolled out progressively over time, initially in response to commercial needs.

Victor Harbor is a rapidly growing coastal city as well as a well-recognised tourist and leisure destination. Within this contextual background, the challenge facing the City of Victor Harbor, is to achieve a boating environment that recognises the needs of the boating community whilst acknowledging and respecting the competing community interests and environmental and economic constraints.

Approximately 53% of registered boats were used for harbour or sea activities. For many of these boats, fishing was identified as the main activity 83%.[4]

4 South Australian Boating Facilities Strategic Plan

The strategy will establish a strategic approach to facilities funding so that boating activities and related tourism can grow to support a vibrant economy while responding to the boaters' and the wider community's expressed needs.

Marine infrastructure is costly to build and maintain, and it is important that available funding is best directed to those sites of highest need which will be informed by this strategy.

Commercial marine vessels also play a significant role in the region's future economy and the relationships and synergies between recreational and commercial facilities should be exploited.

Needs will vary but it is important that there is still equity of access for boaters. This may mean that some locations will have minimal or no investment whilst others are developed and expanded.

The City of Victor Harbor is part of a region which is rich in economic, social, and cultural history, and a highly valued costal environment including Encounter Bay, river mouths of the Hindmarsh and Inman Rivers and the foreshore areas east and west of Granite Island Causeway.

The City of Victor Harbor Coastal Adaptation Study and Strategy (2021) states 'if seas rise as projected post 2050, seawater flows will increasingly overtop protection works in the vicinity of the reserve and playing fields on Flinders Parade and flow over Franklin Parade between Tabernacle Road and The Bluff.'

This boating strategy has been prepared in response to these projections and to place consideration on the need for creating infrastructure resilient to a changing climate and its associated impacts.

The City of Victor Harbor has ***32 kilometres*** *of coastline and only one dedicated launching facility.*

DRAFT

2. A contextual snapshot of recreational boating in Victor Harbor

Although Victor Harbor has six (6) boating facilities, most boating activity is concentrated at one key location. As Figure 1 shows, Bluff Boat Ramp is the most heavily used, followed by the other smaller and informal launching facilities.

In 2017, the City of Victor Harbor issued 2,644 boat launching tickets and 146 annual permits.

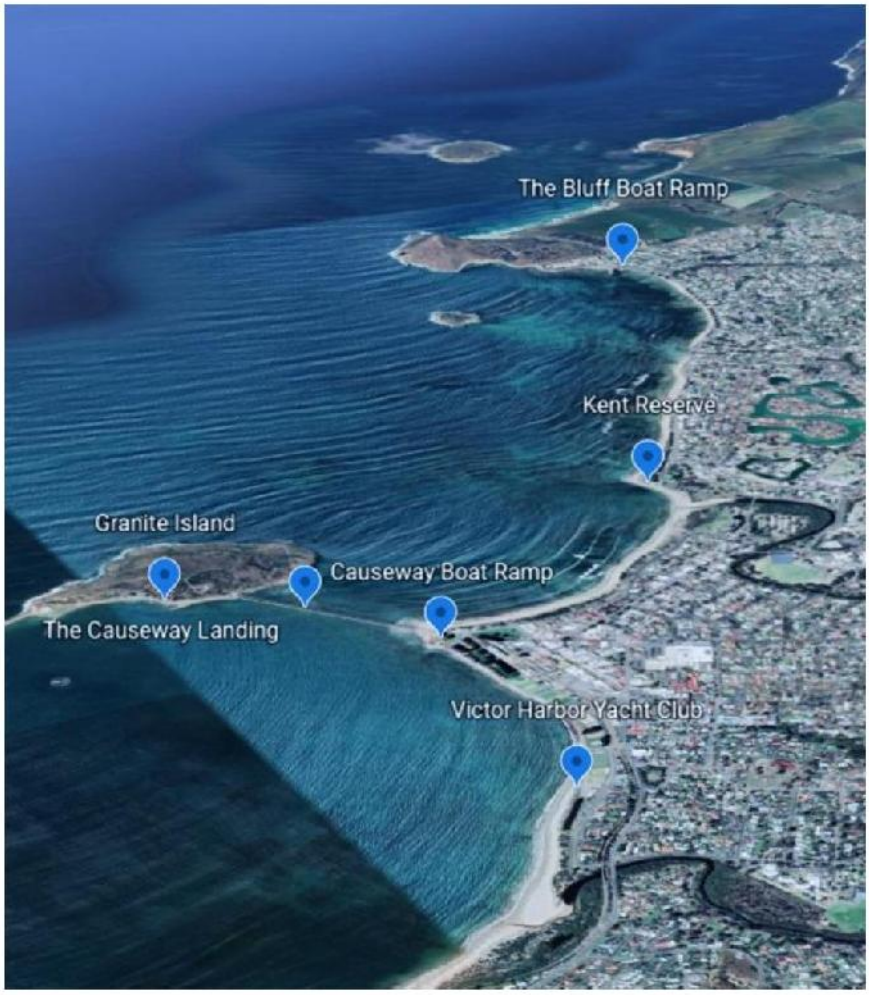

Figure 1 – Boat Launching Locations in Victor Harbor

2.1 Our boating environment

The boating environment of Victor Harbor can for convenience be split into two distinct areas. One is northeast of the Causeway and provides generally shallow water which is normally within the protection of Granite Island. However, it is still exposed to ocean swells with southerly winds making the launching of boats from the Causeway ramp hazardous at times. Reefs and rocky bottoms are located close to the sandy shoreline and there are some notable variations of depth in these areas. The other area, south and west of the Causeway (other than the shallow area around Davenport Anchorage) is more exposed and has the potential to become rough, with little warning, and can provide serious challenge, especially to the inexperienced or poorly equipped boat user.

The area close to, and southwest of the Causeway and adjacent to Kent Reserve, is a natural anchorage (Davenport Anchorage) which can be hard to find without local knowledge of the reef that protects it. This area is generally preferred by shallow craft and non-motorised vessels.

The area south and west of the Causeway and Granite Island is most often used by recreational boat users accessing the reefs and fishing areas south and west of Rosetta Head and West Island.

West Island and parts of its immediate environs are designated as a Marine Protected Area where fishing is prohibited.

The Victor Harbor Yacht Club is located on the beachfront just south of the Hindmarsh River Mouth, this location being some 800 meters from the Causeway.

One of the Victor Harbor Sea Rescue bases is located adjacent to this site.

2.2 Environmental – Land, Water, and Legislation

The study area comprises significant marine, riverine and geological environments which interface with a built environment that has enjoyed significant growth and redevelopment in recent years.

Some of the more significant environmental features within the area (as well as their environmental significance) that have relevance to this strategy include:

Feature	Environmental Significance
Granite Island	Marine, flora and fauna, and geology
Hindmarsh River Estuary	Riverine - marine interface, flora and fauna including the swamp paperbark (Melaleuca halmatorum). An artificial river mouth outlet has been created here. The coastal discharge point for the Hindmarsh River has shifted over time and its current location has been influenced by human developments.
Inman River Estuary	Riverine - marine interface, flora, and fauna
The Coastline from Rosetta Head to Hindmarsh River Mouth	Coastal, dunal marine system; marine flora and fauna that includes the common Weedy Sea Dragon (note, Leafy Sea Dragons live in deeper water), dunes (native vegetation) etc; European and indigenous Heritage.
Kent Reserve	Indigenous (cultural) heritage
Benthic Communities - Encounter Bay	Sea grass beds
Norfolk Island Pines	Significant Trees, not being native to Australia.
Wright Island	Marine flora and fauna, and geology

Having regard to these environmental features as they apply to the study area, the following environmental legislative requirements should apply in any investigation and the ensuing upgrade for a particular boating facility. It is particularly important to have a thorough understanding of any legislative parameters prior to the implementation of any strategies to improve boating facilities in the region. A more detailed description of each is provided in the following sections.

Legislation	Specific to
The Environment and Biodiversity Conservation Act 1999	Assessing the impact of activities on matters of national environmental significance including "threatened" species.
The Environmental Protection Act 1993	Promotes ecologically sustainable development, construction management and control of pollutants.
The Coastal Protection Act 1992	Protection and conservation of marine areas. Manages construction of facilities within coastal areas.
Native Vegetation Act 1991	The Act defines native vegetation as a plant or plants of a species indigenous to South Australia including a plant or plants growing in or under waters of the sea. Any proposed works in along the coast requires appropriate approvals including compliance with the Act. ~~Removal of native vegetation.~~ The Native Vegetation Council must be contacted regarding any proposal that requires the removal or disturbance of native vegetation.
Planning Development and Infrastructure Act 2020	Providing for the proper, orderly, and efficient planning and development within South Australia.
Fisheries Act 1982	Protects aquatic habitats and controls activities with the potential to affect water and/or seabeds. This act has been used to establish aquatic Marine Protected Areas (MPA).
Aboriginal Heritage Act 1988	Protects areas in which Aboriginal items exist or are recorded.
Native Title Act	Impacts on areas where Native Title exists or on which claims have been made.

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2.3 Our facilities

There are six recognised locations for bringing in boats into Victor Harbor, with one formal and two informal recognised locations for launching boats in the Victor Harbor area, these being:

2.3.1 The Bluff boat Ramp

2.3.2 Kent Reserve (informal off beach ramp)

2.3.3 The Causeway Boat Ramp (not a boat launching facility)

2.3.4 The Causeway Landing (not a boat launching facility)

2.3.5 Victor Harbor Yacht Club (informal off beach ramp)

2.3.6 Granite Island (not a boat launching facility)

Almost all private berthing and swing mooring facilities on Granite Island were removed when the new Causeway was built. These are reasonably protected by the island itself as well as a breakwater on the eastern end of the island. However, the use of these facilities is generally confined to several commercial operators.

Council's Boating and Marine Facilities Advisory Group (BMFAG) provided advice that Granite Island jetty and environs is vulnerable to significant swells under certain conditions, thus making loading and unloading in these conditions hazardous to both personnel and property. In addition, the servicing of these facilities is made difficult by the limited access available across the Causeway that is owned by the Department of Infrastructure and Transport.

There is also a small boat ramp on the east side of the Causeway, near the mainland which is not suitable as a boat launching facility.

The following pages provide a summary of each of these facilities, including their features as well as any other observations or comments relating to their condition and any other problems with their use, as advised through consultation with the City of Victor Harbor's Boating and Marine Facilities Advisory Group.

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2.3.1 The Bluff Boat Ramp

Location
Street: Franklin Parade
Area: Encounter Bay
Marine Area: Rosetta Harbor

Description

Largest formal boat ramp in the area, frequently used by small to larger boats. There are accompanying pontoons and car/trailer parking. This facility has the highest usage for the area by the full range of boat sizes however it can cause problems for larger boats at low tide. It is really the only significant facility open to the sea between Cape Jervis and Cape Jaffa and is currently operating at over capacity during peak times (e.g. during fishing events and peak summer periods, long weekends etc).

Facilities

Concrete ramp. Four lanes, basin, single lane channel, breakwater, and pontoons. Parking for approximately 45 cars/trailers. Toilets are located adjacent. Requires more tie off pontoons and access jetty to assist with congestion issues.

Condition

Boat ramp was upgraded around 2010. Previously channel markers had been damaged/misaligned, presumably by boat impact. New channel markers were installed in December 2022. Car park additions and upgrades are required as the ramp is currently operating over capacity during peak times (e.g. during fishing events and peak summer periods, long weekends etc). Channel has recently been dredged. Slime on-ramp and pontoons causes slippery surfaces.

Usage Capability

Most heavily used ramp in the region and has car/trailer parking available but requires additional spaces during peak times (e.g. during fishing events and peak summer periods, long weekends etc). A sheltered location generally provides good functionality for most users. Used by bigger boats although some difficulties during low tides and pontoon lengths are too short for large vessels. Launch and retrieval congested during peak times. Inadequate for boating demands during peak periods including compromised Sea Rescue Launching.

2.3.2 Kent Reserve

Location
Street: Kent drive
Area: Kent Reserve
Marine Area: Davenport Anchorage

Description

Informal beach launching, accessed from Kent Reserve and providing access to shallower water for small craft and wind surfers, jet skis etc.

Facilities

Informal beach launching. No defined channel. Toilets available. Sufficient parking for usage.

Condition

Beach launching area functional in reasonable weather conditions. Some evidence of sand disturbance in launching area. Launching requires 4WD vehicles and experienced boat operators. Seaweed build-up. Formal parking area nearby. Requires channel markers to pass through reefs. Signage improvements required to warn of reefs.

Usage Capability

Suitable for small vessels. Attracts demand from windsurfers, jet skis. Almost impossible to get in and out of the area depending on tide and weather due to numerous reefs.

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2.3.3 Causeway Boat Ramp

Location
Street: Ocean Street
Area: Police Point
Marine Area: Victor Harbor

Description

Only boat ramp (informal) east of Causeway. Car/trailer parking for some 6 trailers with cars and 6 cars. Boat ramp facility at odds with adjacent land use. Boat ramp barely suitable for small vessels and not suitable for large vessels. Ramp narrow with drop off on edges.

Facilities

Single lane concrete ramp. Narrow channel. Toilet facilities. Limited car and trailer parking a major issue during peak times.

Condition

Ramp currently in poor condition. Signage requiring upgrading. Sand attrition on northeast side of ramp but builds up on southeast side. Drop offs at the edge of ramp. Ramp not steep enough so vehicles need to reverse into water. Weed build up requiring ongoing clearing. Shallow approaches. Rocks in launching area.

Usage Capability

Insufficient mooring. No jetty. High usage during holiday periods. Surge and surf make launch and retrieval hazardous. Capable of only launching small vessels. Lack of parking. Unable to be used during poor weather condition. Dangerous side currents. Shallow waters. State Government has recommended that this facility be closed when an alternative (e.g. East Beach) is built.

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2.3.4 The Causeway Landing

Location
Street: The Causeway
Marine Area: Victor Harbor

Description

Previously a small timber landing, the Department of Infrastructure and Transport has completed the construction of a boat landing facility halfway across the new Causeway, to create improved access for local tourism operators. This upgrade occurred in 2022.

Facilities

No boat launching facility. Temporary tie off only with access only by foot (not vehicle).

Condition

New infrastructure, commercial priority use, multi-level steps, not suitable at low tide conditions, landings on both sides, in good condition. Navigable water to access at low tides is problematic.

Usage Capability

Priority commercial use, not suitable for large ship tenders to embark and disembark passengers (intention was never to accommodate these vessels).

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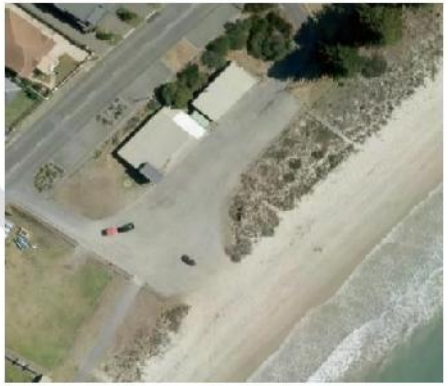
2.3.5 Victor Harbor Yacht Club



Location
Street: Bridge Terrace
Marine Area: Victor Harbor

Description

Informal Beach launching facility accessed from Bridge Terrace. Beach Launch only. Currently used by sea rescue for specific vessel launching (amphibious Sealegs), the yacht club, and public.

Facilities

Informal beach launching. No defined channel. Nearest public toilet is at the Skate Park or Bridge Terrace cul-de-sac. No dedicated car and car/trailer parking.

Condition

Signage is poor and over-signing is an issue.

Usage Capability

Suitable for off the beach sailing vessels only, depending on weather as not protected. Currently used by sea rescue for one boat. Launching requires a 4WD or tractor to access the waterfront.

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2.3.6 Granite Island

Location
Granite Island – northeast corner
Area: Victor Harbor
Asset Owner: State Government

Description

Dedicated pier and sheltered area on northeast side of Island (protection provided by adjacent breakwater) used by commercial fishermen and tourism operators.

Facilities

Breakwater. Jetty. A few swing moorings. Swing moorings leased/privately owned. Responsibility of State Government. No boat launching facility.

Condition

Jetty is in poor condition. Landings in poor condition. Screw pile jetty has three lower landings, two are closed and one is open and serviceable. Berthing in the area is currently available on the new Causeway as well as one on the screwpile jetty. The programmed jetty works are in the Department's 5-year plan

Usage Capability

Usage declining due to failing structure. Limited mooring area. Mooring of larger commercial craft and recreational vessels. Seasonal usage. Ability to accommodate commercial vessels. Swing moorings leased. Jetty and mooring use at times compromised by swell and storm effects.

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2.4 Consultation

The direction for this strategy was formulated by the key players including the City of Victor Harbor's BMFAG.

Effective consultation was an important process in the development of the Victor Harbor Recreational Boating Strategy. This was in the main, achieved through a series of workshops held with the BMFAG. This group is comprised of selected representatives of the Victor Harbor Community, Council Members, Council Officers, Victor Harbor Sea Rescue Squadron, and the Fleurieu Regional Development Board.

The channels of communication and strategy participants were as follows:

The key objectives of the Boating and Marine Facilities Advisory Group were:

1. To provide input into the most suitable outcomes to be considered in assessing future boating facility options for the area.
2. To represent the broader interests of the Victor Harbor community regarding the future use and development of boating facilities.
3. To critically review the preparation of the strategy and assist in the development of recommendations on its most appropriate form of implementation.

During consultation with the Boating and Marine Facilities Advisory Group representatives were asked to provide feedback on key facilities in the City of Victor Harbor and potential options and opportunities for future development and improvement to existing facilities. As the advisory group represents a cross section of the community, the responses provided a strong guide as to and representation of, the communities wants and needs.

The responses provided represented several viewpoints, however, most were underpinned by the need to improve and further develop existing facilities, developing a new launching facility, and offering a safe environment for boat users. The emphasis on improvement, further development, and safety have been considered a key objective of this strategy.

Who will the strategy serve?

- Victor Harbor Community (through economical benefits)
- Boat users
- Sea Rescue Squadron
- Victor Harbor Yacht Club
- Boating spectators
- Schools
- Tourist operators
- State, Regional, and Local boating interests
- Funding bodies
- Environmental authorities
- Marine industry including aquaculture
- Administrators of Marine Protected Areas

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What is needed?

- A facility suitable for all conditions
- Berthing and mooring facilities
- Improved amenities
- Facilities capable of meeting Sea Rescue requirements
- Additional parking facilities
- All weather/tide commercial passenger loading facility

Why are facilities needed?

- Ensure safety can be provided where sea conditions cause problems and during peak congestion periods
- Increasing demand and an evident growth trend in boating activities within South Australia
- Changing trends in boating types (i.e., bigger, faster) demands improved facilities
- Need to accommodate commercial fishermen and tourism operators (including landing facilities for cruise ship tenders)
- Current facilities are poorly managed and impact adversely on the surrounding environment
- To promote boating as a leisurely activity within the region
- To make Victor Harbor a boating destination (already is, thus creating congestion issues)

Where are facilities needed?

- Eastern Beach (Suitable Regional Multi-Purpose Boating Facility)

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3. Challenges

The number of participants in boating is growing at around 2.5 per cent per annum. As the Victor Harbor population ages, so too is the average age of participants.[3]

The challenge of providing improved boating facilities in the Victor Harbor region has been a matter of considerable discussion for over three decades. From research and consultation undertaken to date, it appears that some locations and existing facilities are in obvious need of upgrades not only to meet user demands but also ensure facilities are safe, efficient, fit for purpose, and remain environmentally sustainable. Upgrades to boating facilities however, require some caution as they can be expensive and can impact on the sensitive coastal environments if not properly planned and designed. Due to the level of interest of users and the wider community, upgraded or new facilities will be closely scrutinised.

It is therefore important to understand the issues surrounding the rollout and expansion of facilities. During consultation, issues relating to each of the sites were identifies as well as both the existing and any proposed new issues in a broader sense which apply to the overall context. These include environmental impacts, usability, safety management, accessibility, land use interface and ownership, cultural issues, and awareness.

3 South Australian Boating Facilities Strategic Plan (2017)

Outlined in the following section is a discussion of these broader issues as well as those relating to specific sites.

3.1 Safety

The safety of boat owners and users as well as the public who might interact with boating activity in a passive sense, is significant in this study. In particular, the need to ensure response times for Sea Rescue are kept to a minimum in an emergency has seen several issues emerge about the suitability of current facilities in terms of location and protection.

It has been strongly argued that the level of Sea Rescue capability is compromised by what is considered by the boating community, as an inadequate provision of boat launching facilities in the Victor Harbor region along with current facilities being at over capacity. It is also argued that improved boat launching facilities, especially those located in the eastern side of Victor Harbor should provide an improved level of Sea Rescue capability. Sea Rescue currently launches all of its craft (with exception of the Amphibious craft) from the Bluff Boat Ramp, particularly its larger boats. The ramp provides immediate access to those areas west and south of causeway, but a longer trip is required to gain access to those areas east of the causeway and Granite Island. Granite Island provides a substantial barrier and consequential time delay to Sea Rescue in the event of an emergency east of the causeway.

Whilst the proposed Eastern Boat Ramp is intended for a variety of users, the normal protocols for emergency rescue would prevail and the launching of the Sea Rescue vessel would have priority over all other users. The larger of the Sea Rescue vessels is currently being stored at Goolwa and there is an intention that once a suitably sized shed can be provided at Victor Harbor, the boat would then be relocated.

The case for a facility east of the causeway is supported by the need to reduce rescue time to this immediate area as well as to areas eastwards towards Goolwa, the Murray mouth and further beyond to the East. There are no formalized boat ramps from Victor Harbor to Kingston. Should such a facility be provided, it must be sized and designed to accommodate these bigger rescue boats. The current ramp at Policeman's Point is restrictive and unable to be used by the larger rescue craft.

An alternative option for the provision of a permanent mooring in the shelter of Granite Island was previously considered. The latter option is limited by the restricted access across the causeway (one way traffic / horse tram, etc) as well as the vulnerability of moored craft to the more severe storm conditions.

3.2 Boating Demand

The boating demand for the Victor Harbor area is steadily increasing, along with the demand for facility upgrades and for new facilities to be developed.

Previous studies on current and predicted boat usage in the Victor Harbor area have varied considerably and range from approximately 2,000 boat launches (and therefore retrievals) per year at the low end up to 8,000 to 10,000 as a projected upper figure. It is difficult to compare boat usage levels simply on population and boat ownership, as the waters of Victor Harbor are arguably more exposed and therefore more dangerous than many other boating destinations in South Australia. However, there is no dispute that the population growth in the Victor Harbor area, and increased boat ownership both in Victor Harbor and in other populated areas within day tripping distance of Victor Harbor, will result in an increase in boating numbers and therefore an increased need for boating facilities.

There are other issues relating to boating demand which have been raised during the consultation process and have a bearing on the provision of boating facilities. These include:

- Victor Harbor's strategic position as a tourist, recreational and marine activity destination.
- The special and supporting demands of the diverse range of boat users including:
  - Sea usage
  - Accessibility
  - Car and trailer parking traffic management ramp size/capacity jetty conditions
  - Wash down facilities and waste management
  - Boating maintenance providers
- The beach and immediate waters used by the Yacht Club are considered ideal for smaller yacht and dinghy racing and this area should have separation from any proposed boat launching facility on the eastern side of the Causeway.
- Potential demand for overnight mooring for visiting boats (i.e., yachts, tourist craft and commercial fishers) and the need to provide safe mooring/berthing for such users.
- Demand for launching and mooring in the summer has increased substantially due to increasing population in Adelaide, Fleurieu and surrounding regions. Extra long-term mooring/berthing facilities would substantially alleviate this problem.

3.3 Environment

There is no question that the Victor Harbor community highly regards its environmental value. This heightened awareness of environmental value is likely to be further strengthened by the declaration of several Marine Protected Areas in the Victor Harbor vicinity.

It is therefore imperative that any proposed boating facility upgrade be developed in full recognition of the environmental issues surrounding it and the need for clear and specific

environmental management strategies for minimising and controlling the environmental impact of any proposed development.

The Boating Strategy has clearly demonstrated that the future upgrade or development of facilities must be accompanied by an appropriate level of environmental assessment. The Coast Protection Board requires all new proposals for coastal development to be reviewed by them. The Board has standardised procedures for reviewing any coastal development which require a detailed account of environmental impacts and management plans to manage the impacts.

Critical to the development process, however, is an appreciation of the coastal/marine environment and processes inherent within, these including:

- An understanding of sand movement and reef conditions (completed, refer John Chappell Engineers report, 1998)
- Offshore aspects including marine biota and seagrass habitat and movement (completed as part of the Causeway replacement)
- Accessibility aspects including intrusion into Marine Protected Areas (MPAs)
- On shore environmental aspects including flora/fauna, Aboriginal and European heritage, dune systems, etc. Note that the river mouth outlets for both the Inman River and Hindmarsh River have already been artificially redirected.

3.4 Land Use, Availability and, Ownership

Land use issues for existing facilities will primarily relate to recognition of all adjoining land uses and how the development or redevelopment of any facility will interface with these respective uses. Land availability will have an impact on the size and configuration of a facility as well as the opportunities and constraints for an upgraded or new development.

Land use problems might arise where the normal tasks of launching and retrieving craft and the associated activities impact detrimentally on adjoining properties or areas. Without appropriate planning of a location and understanding the extent of supporting infrastructure, boating facilities may conflict with surrounding uses such as vehicle and pedestrian traffic, beachfront housing, open space, and commercial activities.

The most obvious examples of existing land use conflict currently occur at the Causeway ramp on Police Point where pedestrian/vehicle conflict at peak times is a major factor, and possibly at the Bluff where poorly defined parking areas and insufficient space cause traffic congestion and parking overflow into the adjoining roads and residential areas.

Land ownership for most coastal locations will be public ownership (Crown land) although the adjoining land may be in private ownership. Ownership issues in coastal locations can

include matters relating to native title, easements and encumbrances, agreements and covenants which must be considered (and effectively managed) as part of any development.

3.5 Cultural Heritage

It is understood that there are Native Title claims applying to the Victor Harbor foreshore area. It is recognised that Kent Reserve has significant indigenous heritage value however no significant works are planned for this area.

Further, for the remainder of the study area development of Crown Land for the purpose of a new boating facility or upgrades will require a clearance process, which can include a requirement to undertake archaeological surveys to ensure there are no unidentified sites are disturbed. Should any sites of significance be located, consultation with the relevant indigenous group(s) would need to be undertaken.

3.6 Awareness

Education and awareness have been raised as significant issues in the context of developing the strategy. These issues should not be just confined to boat users but also extend across the community and focus on future boating generations and anyone that might visit the coast.

The education of boat users about the conditions of using a particular facility as well as the dangers of the overall Victor Harbor area will in the main, come from on-site signage and boating pamphlets specific to the region. It appears that current facilities do not provide sufficient information to ensure boat users are fully aware of local conditions. In the past, users have probably relied on word of mouth and first-hand experience as the means of raising awareness of these issues.

CCTV has been installed at the Bluff Boat Ramp facility, allowing users to remotely view the availability of parking spaces. Information on facilities is available on the City of Victor Harbor website.

3.7 Marine Protected Areas

It appears that the level of education and community awareness on Marine Protected Areas (MPAs) has helped to get this message out to boat users through targeted consultation and brochures about the introduction of MPAs. The Encounter Marnie Park and the Encounter Bay Sanctuary Zone are managed by the State Government and protects part of the nationally significant Encounter Bay whale aggregation area. Southern right whales visit this coastline for annual mating and birthing activities between May and September each year, making it a great location to view whales from the shore-based viewing platform. Off-shore, the sanctuary zone conserves large areas of deep-water reef habitats. The State Government is responsible for reinforcing the significance of the MPA legislation and

respective locations. Overtime, the boundaries of protected areas and fishing exclusion zones change and are not addressed as part of this Stratgy.

3.8 Specific Sites

Following the review of the global issues as outlined earlier in this section, the Boating and Marine Facilities Advisory Group reviewed the following sites and identified and listed various key issues in relation to these sites.

3.8.1 Bluff Ramp

- Only protected boat ramp in the region
- Poor location for eastern destinations
- Long travel times for Sea Rescue to eastern destinations
- Requires upgrade including additional pontoons and holding bays
- Parking facilities and traffic movement inadequate for the demand
- Conflicts between users during seasonal peak periods
- Lack of facilities and amenities in the area – washdown, fish cleaning
- Slippery surfaces on ramps, managed by council on a regular basis
- Currently over capacity and in need of additional facilities
- Will require regular dredging in its current state

Significant discussion focussed on the perceived poor boating accessibility of some of the study areas due to the westerly location of the only protected boat ramp at the Bluff. Even so, in some conditions, the waters in the dredged channel and the immediate open waters are highly exposed and a challenge even for experienced users.

The pontoons, ramp, and channel all need some upgrading and have insufficient capacity to safely satisfy the needs of users at peak times (e.g. during fishing events and peak summer periods, long weekends etc). The existing land-based facilities are somewhat limited at times by the lack of formal parking and traffic circulation arrangements. Consideration should be given to extending this area to accommodate increased use. Signage was also highlighted to be a problem at the time of consultation, however, has since been upgraded by the City of Victor Harbor Council to address the Boating and Marine Facilities Advisory Groups concerns. The level of usage was also considered by some to justify amenities block in the immediate vicinity of the ramp, which has now been completed. Discussion with the Boating and Marine Facilities Advisory Group also explored the possibility of extending the trailer parking beyond Whalers.

Other options could be explored to deal with peak demand such as increasing the ramp fees during the Tuna Season to cover the additional car and trailer parking spaces or provision of a shuttle service to an additional parking area. Having alternate remote parking facilities will assist with the vehicular parking but does not address the congestion and queuing at the

boat ramp or time spent lined up in the sea channel waiting to return to land. The further that carparking is away from a boat ramp, the longer it takes for a boat to be retrieved. Having additional pontoon / jetty lengths assists in having more boats docked and allows for more people to go to their vehicle at any one time. Additional pontoon length with boat tie offs, is recommended.

Overall, there is strong support for improvement of ~~this~~ the Bluff facility in the short term, in which the key recommendations pertaining to this site should be undertaken in the immediate future.

3.8.2 Kent Reserve

The Kent Reserve beach launching area has been generally accepted as being appropriate to cater for smaller recreational craft and beach launching. There is also recognition of the indigenous cultural significance of Kent Reserve and the potential for this to be an issue should any development in this area be considered. Similarly, the proximity of the Inman River estuary raises environmental considerations if any significant development is proposed in this vicinity.

A key consideration of this site is its proximity to the adjacent reef surrounding Davenport Anchorage, both having environmental significance as well as posing some dangers to boat users. The key issues for this site are, therefore:

- Limited to small craft beach launching
- Currently used for smaller craft such as dinghies, kayaks, wind, and kite surfing
- Aboriginal Heritage
- Inman River estuary interface
- Dangerous reefs and shallow waters
- Requires cardinal markers to mark passage through reefs to Yilki
- Lack of trailer parking
- Lack of signage
- Seaweed build-up
- Soft sand
- Low tide has inadequate water level
- High tide has swell movement and surge
- Easterly winds dangerous for loading and launching
- Only for experienced operators with well equipped vehicles

The level of boating usage of this area, together with its environmental significance have resulted in the generally consistent view that there be no significant upgrade works at this site other than improved signage.

3.8.3 Causeway Landing

The Causeway landing, while not a particularly significant boating facility, was mentioned during meetings with the working group and has therefore been included in this list. The key features of this facility are:

- No land-based facilities
- Accessibility constrained by tourist traffic and Causeway limitations
- Limited protection and exposure to winter swells
- Constrained draft, especially at low tide

The limitations of land-based access via the Causeway with its conflicting uses, effectively prevent this facility from any significant upgrade regarding increasing capacity. The Causeway landing replacement was undertaken by the Department of Infrastructure and Transport in 2021-2022.

3.8.4 Granite Island

Noting that the State Government is the asset owner, the BMFAG discussed at some length the opportunity that the sheltered section of Granite Island provides for improved boating facilities. There appears to be some potential for accommodating cruising yachts and larger recreational craft which may be seeking a sheltered mooring between Wirrina and destinations beyond Goolwa (South East – Robe / Cape Jaffa).

The island is however poorly set up at present to accommodate an influx of recreational craft without impacting the operations of the commercial fishers who use the swing moorings or the jetty for berthing their larger fishing vessels.

Access to the island remains restricted and would continue to provide an impediment to any expansion of activity on the island. The key issues relating to Granite Island boating facilities are, therefore:

- Unpredictable level of protection in all-weather limits mooring capability
- Underutilised sheltered mooring area
- Limited facilities to support recreational and commercial vessels
- Servicing accessibility limited by the causeway
- Limited opportunity for commercial activities on Granite Island to benefit from the boating
- Swing moorings inefficient solution for servicing/access/management
- Exposure to storms, swell movement, surge, and northern winds
- Poor access to the city
- No parking
- Poor condition of screw pile jetty

3.8.5 The Causeway Boat Ramp

The boat launching facility conflicts with adjacent land use in that it is located next to a highly used open space area which in peak tourism season, involves pedestrian activity that is generally inconsistent with boat launching activity. The relatively restricted access to the site results in significant pedestrian/vehicle conflict and effective operation is impeded by tourism operators, especially during peak periods.

The causeway ramp is also vulnerable to sand and seagrass accretion on the southern side as well as erosion to the north. In addition, it has limited protection and is vulnerable to the effects of swell, making it difficult to use by the uninitiated and the unwary. Clear and informative signage as well as improved channel markers are especially important for this facility, the key features of which are:

- Only boat ramp east of the Causeway
- Limited to smaller vessels
- Direct access to the Victor Harbor CBD, Granite Island, and generally protected leisure waters
- Vulnerable to sand build-up and storm damage
- Not all-weather and subject to surge, limited to ideal weather conditions only for small craft
- Dangerous to inexperienced operators
- Dangerous side currents
- Impacts significantly on adjacent land uses
- Lack of parking
- Shallow waters
- Ramp is not steep enough
- Insufficient mooring and jetties

This boat ramp, while not ideal due to its inappropriate location, and questionable level of protection, is the only boat launching facility of any significance east of the Causeway. It should arguably be retained but only with minimal improvements until such a time as a better facility is available. State Government has recommended that it be closed as soon as a suitable alternative is built, e.g. East Beach marina.

3.8.6 Eastern Ramp

This facility does not exist at this time but the need for such a facility has been argued for up to 30 years, this being the basis for the previously proposed Eastern Beach scheme. Key features of such a facility are:

- Provision of direct access to the waters east and south of the Causeway and Granite Island

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- Improved Sea Rescue response in all weather
- Allows adequate berthing for Cruise Ship Tenders
- Potential integration of public facilities for boating purposes
- Environmental issues require careful management – sand, seagrass, water quality
- Potential impact on foreshore facilities
- Limited land available to support such a facility
- Demand figures vary for such a facility
- Opportunity to integrate with stormwater management
- Recent studies (Coastal Adaptation Study & Strategy: Victor Harbor; 2021), has reinforced the need for walls (could be a breakwater) along the East Beach area to protect sand drift and erosion along the parks and bowling club areas.

An Engineering Report done in 2015 suggested that a regional multipurpose boating facility could be built for just under $5 million, with estimates several years ago suggesting the cost to be about $11 million. These costs would need to be revisited to reflect the likely cost in 2025. This could be funded gradually by building the structure over say a five-year period, with funds also coming from the State Government and the private sector. A very manageable building program could be something like:

- Year 1: complete detailed design work and funding structure;
- Year 2: site preparation and infrastructure build (stormwater drains, power etc);
- Year 3: build permitter breakwater/groin and install boat ramp;
- Year 4: build car/trailer parks and land facilities (wash down, tourism facilities e.g. BBQ area, cafes;
- Year 5: build boat finger jetties/moorings (up to say 60 moorings largely funded by selling leases to boat users).

Note: Leasing permanent mooring finger jetties along with having trailer parking bays would likely solve the trailer parking problems at the Bluff Jetty.

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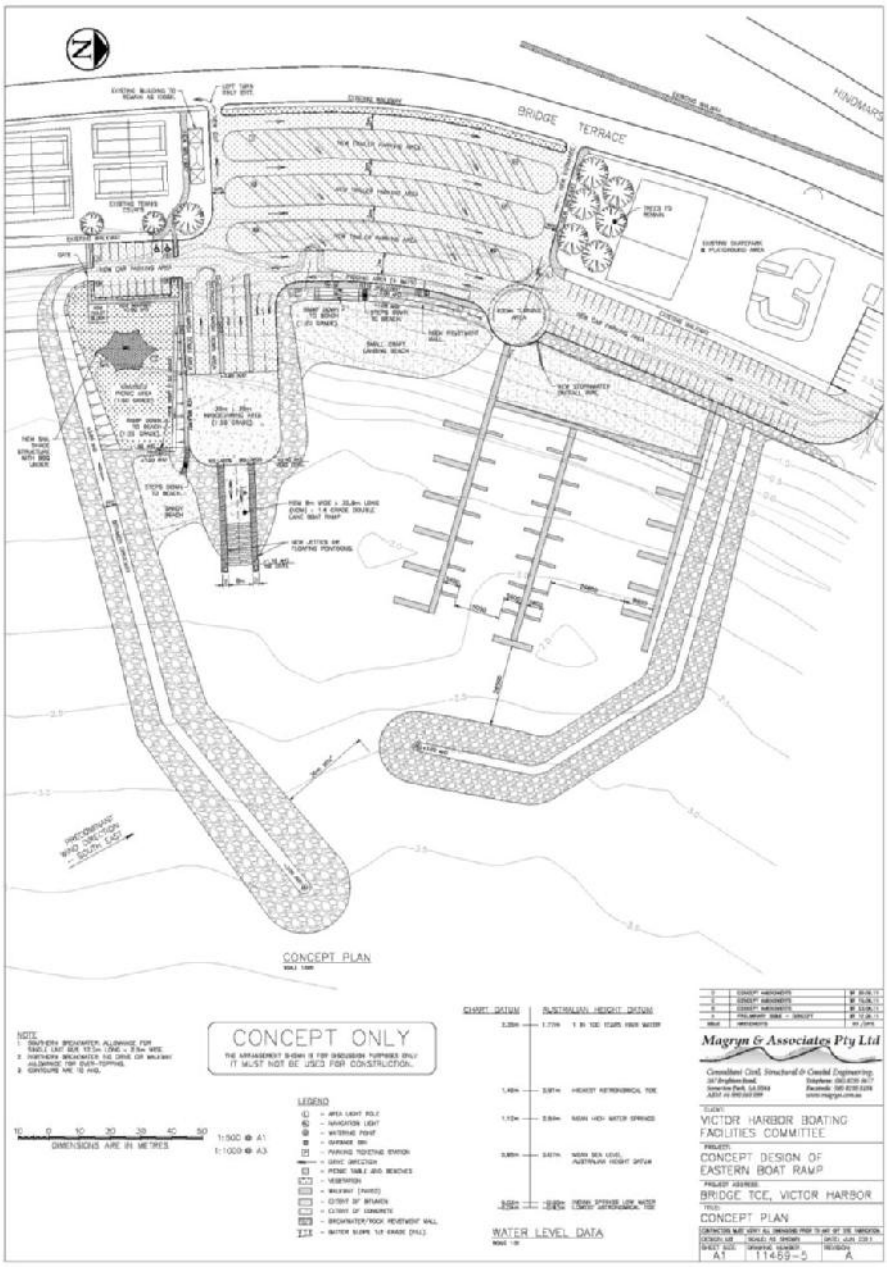

Figure 2 above draft design from Margryn & Associates Concept Plan, BRM Holditch Marina/Eastern Boat Ramp

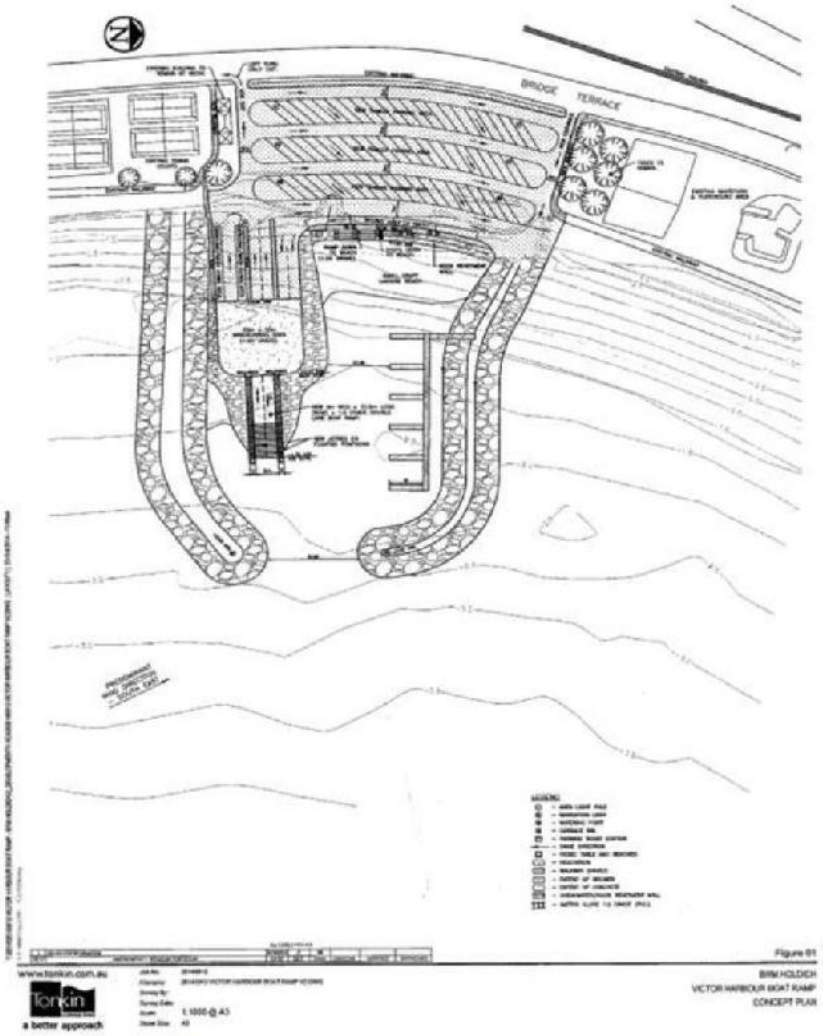

Figure 3. The above draft design is from Margryn & Associates Concept Plan, that formed part pf the BRM Holditch Marina/Eastern Boat Ramp Business Case. It shows a smaller break water and has less marina berths.

A smaller design of the Eastern Boat Ramp was in the initial business case however the larger design is preferred by the Boating and Marine Facilities Advisory Group as the breakwater configuration would reduce the wave impact funnelling into the ramp area. The larger future marina also provides greater flexibility and caters for the long term predicted demand of the boating community.

A final design is to be agreed upon based on available funding and feedback received following the Environmental Impact Study.

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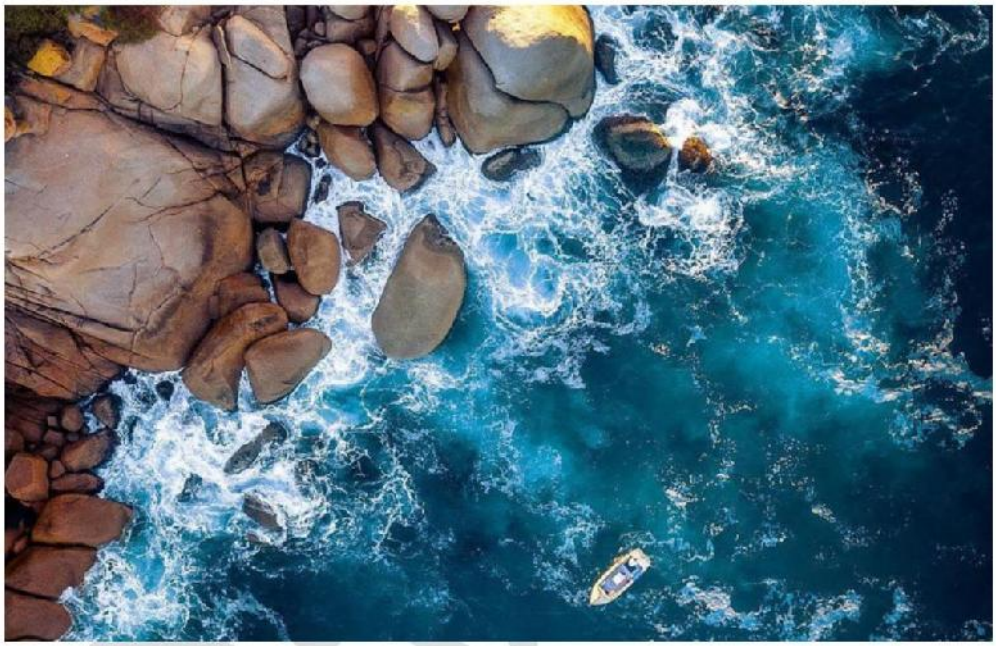
4. Opportunities



4.1 Introduction

Having identified and considered the various issues associated with the different boating facilities in the Victor Harbor area and boating environment, some considerable effort then went into the examination and review of the range of options that might be possible for future development of boating in Victor Harbor so as to be included as part of the Victor Harbor Recreational Boating Strategy. These are discussed under the same headings used in the previous section titled Challenges and Opportunities and will be used for the basis for selecting the strategic actions which are provided in the section titled Strategic Actions.

4.1.1 Safety

The safety of boat users in the Victor Harbor area currently is and will continue to be an important issue for this Boating Strategy as well as being a driving force in the case for both the upgrading of existing boating facilities and for a new facility somewhere to the east of the Causeway. This matter was described in some detail in previous sections, and the options for improvement are set out as follows:

- A comprehensive and sustained education program is a key factor in the raising of awareness of the Victor Harbor community and especially the existing and potential future boating community as to the unique and potentially highly dangerous offshore waters in the region. Obviously, if boat users only go to sea when conditions are safe to do so, the need for Sea Rescue would be greatly reduced. Hence the education focus should be a key element for improving boating safety in the Victor Harbor area.
- Improved and consistent signage relating to the full range of boating facilities throughout the Victor Harbor area, with the appropriate warnings to boat users of the dangers of this region, should become an integral part of the education process as described in the previous point.
- The development of a safety strategy that includes the role of Sea Rescue. There is a need for significantly improved facilities that would allow for safe launch and return retrieval by Sea Rescue personnel in all but the most extreme weather conditions.

4.1.2 Boating Demand

There has been considerable debate as to what the boating demand currently is with acknowledgment by council that the Bluff Boat Ramp is currently operating at over capacity during peak times (e.g. during fishing events and peak summer periods, long weekends etc). Assuming no change in the standard of current boating facilities, as well as the predicted level of demand, facilities must be upgraded. It can be argued that the level of boat use both based on the existing level of facilities as well as following a facility upgrade, will continue to increase, the question being how far this might be. Research shows that the population of just the Fleurieu

region could almost double over the next twenty years, along with surrounding growth, both Metro Adelaide and Southern Suburbs, will increase demand significantly.

4.1.3 Environment

There is no question that the Victor Harbor coastal zone and offshore marine areas are highly valued for their amenity and environmental significance. This fact has been reinforced in the City of Victor Harbor Coastal Adaptation Study (2021), and City of Victor Harbor Urban Stormwater Management Plan (2024).

The existing level of foreshore infrastructure has in some cases impacted quite severely on the coastal environment however, the greater level of community awareness today means that any future development will be afforded a high level of scrutiny. Carefully planned development may assist with reducing such impacts and reduce ongoing maintenance costs where erosion is present.

Any future development will require not only a thorough examination of the environmental issues relating to the proposed development but also clear strategies for the management of such impacts both during construction and for the duration of operational life of the facility.

4.1.4 Land use, Availability, and Ownership

Because land availability along the Victor Harbor foreshore is premium, existing boating facilities are invariably located in a manner that gives rise to overlap and potentially conflict with adjacent land uses. Any option for new facilities is also similarly constrained by the availability of land as well as the potential impact of any proposed facility might have on adjacent land uses. In considering these various options for either upgrade of existing facilities or for the provision of a new facility, the question of land use, availability, and ownership will be an important one.

When considering the option for an eastern boat launching facility, consideration was given to co-locating such a facility within the Yacht Club and Sea Rescue, however, despite this apparently providing an opportunity for sharing of such a facility, other factors more strongly favour the selection of a preferred location further west.

4.1.5 Education and Awareness

Having explained in some detail the benefits of educating all ages of the Victor Harbor community as well as potential boat users from outside the community, as to the uniqueness and challenges of the boating experience within the Victor Harbor area, the following options are suggested being appropriate to raise the level of community understanding on boat safety as well as providing adequate information to boat owners and users and that this be updated and reinforced on a regular basis.

- Establish education programs in primary and secondary schools on this subject.

- Ensure tourist offices and operators strongly reinforce the theme of the uniqueness and challenges of the Victor Harbor boating experience, this not just applying to boat users but also the general public, this particularly including the partners and families of boat users who are likely powerful messages in addition to those received by the boat users themselves.
- Ensure that signage relating to boat operation and safety throughout the Victor Harbor region is consistent, easy to follow and clearly warns of the dangers of boating under certain conditions.

4.2 Specific Sites

4.2.1 Bluff Ramp

In recognition of the Bluff ramp's status as the most protected and used boating facility in the Victor Harbor region, it is appropriate to undertake upgrade works to promote and enhance this role and to provide a safer and more functional facility that responds to users' needs, especially during peak periods.

The options for upgrading the Bluff boat ramp might include:

- Upgrading the boat ramp, the channel, the jetty and parking areas to provide greater safety and an improved rate of boat launching and retrieval, more parking for cars and trailers, improved and safer circulation and operation as well as an improved standard of lighting.
- Carefully assess the environmental impact of any proposed upgrade works and develop an appropriate strategy for managing such works and if such works may assist in managing erosion at Yilki.
- Recognise the environmental value of the area adjacent to the Bluff boat launching facility and ensure that the impact of any upgrade works on this area is minimised and properly managed.
- Monitor the effectiveness of signage at the boat ramp and general vicinity so as to clearly inform patrons of their responsibilities from an operational, safety, and car parking point of view, this signage being part of an overall theme for boating in the Victor Harbor area, whilst avoiding Cluster Sign Blindness.
- Specific upgrade works may include:
    - Widen and deepen the channel and swing basin
    - Extending break wall along the length of the channel
    - Install additional floating pontoons and potentially overnight berthing along an extended break wall
    - Upgrade the existing pontoons
    - Extend the capacity of the vehicle and trailed parking

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- Create a formal overflow carpark, adjacent to the ramp, that can be implemented as required
- Improve traffic flow
- Review the intersection at Solway Crescent
- Upgrade water and stormwater management
- Provide additional amenities, fish cleaning, wash bays, increased waste disposal

4.2.2 Kent Reserve

There have been several schemes proposed for the upgrade of the Kent Reserve to provide a significantly higher level of boating facility, and at least one of these included inland waterways and mooring berths in the mouth of the Inman River. It has been generally acknowledged that any scheme of this type and scale should not proceed due to the environmental significance of this area and the relatively shallow and rocky offshore area in the vicinity of Davenport Anchorage. The options for development at Kent reserve are therefore directed towards maintaining the status quo, both from an amenity and functionality point of view.

- Retain the existing beach launching area which provides beach launching in a relatively informal manner and with reasonable safety, especially in calm conditions.
- Ensure signage of this area is very clear from a boating point of view, thus advising intending boat users of the potential dangers of boating in Victor Harbor waters, such signage being consistent with the overall theme for boating in the wider Victor Harbor area.
- Maintain the existing beach access.

4.2.3 Granite Island

The Granite Island boating facilities have a long history however, boating facilities in this sheltered portion of Granite Island have several shortcomings and are generally confined to loading and unloading from the jetty, limited use of swing moorings in the sheltered portion of this bay, and occasional mooring by visiting cruise yachts looking for shelter or supplies as they move around the coast between Wirrina and Cape Jaffa.

Boating facilities on the island are significantly compromised due to the restricted access both for personnel and supplies to and from Victor Harbor and the island.

4.2.4 Causeway Ramp

The options for upgrading the Causeway ramp should be confined to improved safety and education for users for its most effective use, despite serious constraints. As discussed in previous sections, this facility should only be retained until such time as alternative improved facilities are available in the area. Options therefore include:

- Decommission after the completion of an alternative facility

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- Warn and communicate dangers when using the facility

4.2.5 Eastern Ramp

The case for an Eastern boat ramp responds to the demonstrated growth in the regional population, boat ownership growth, and the need to provide better and safer access to the waters east of the Causeway and Granite Island for recreational and commercial boat users (including tourism operators and cruise ship tenders) and Sea Rescue craft.

From an environmental perspective it is recognised that significant work is required to assess the environmental impacts on land and at sea prior to a firm decision to proceed with a detailed design and funding case for this site. Notwithstanding this, investigations to date have indicated that the general area in the vicinity of the Bridge Terrace proposal is probably the best area for such a facility. Additional work on the level of protection, water depth, breakwater design and stormwater management will be necessary prior to the ultimate selection of the final location and configuration.

The proposed Eastern Boat Ramp and associated breakwaters may have a beneficial effect on the movement of sand but that would need to be assessed in the modelling incorporated in the Environmental Impact Statement. An earlier marine engineering report had suggested that the addition of groins along the coast may assist retaining and reduce sand drift.

Stormwater outlets could be incorporated into the overall design of the Eastern Boat Ramp and surrounds, to reduce the current erosion caused by the existing outlets.

Cheshire's report (1997) indicates concern that marine habitats would be impacted by such a development proposal, however, both algae and invertebrate communities and seagrasses can, and are known to survive in the vicinity of established boat ramps and related structures. Also new marine habitats can develop very quickly when new coastal structures develop.

Only a small amount of seagrass exists for most of the year at the northern end of the proposed East Beach area (nearer the Yacht Club), and so little seagrass intervention would occur here.

The short- and long-term impact on the sea grasses and habitat for sea dragons and to a wide range of sea life would be assessed as part of the preparation of the Environmental Impact Statement.

Also the John Chappell Engineer Report (1998) prototype analysis determined that sand movement along the coast at this point was in and out to sea, and not so much along the coast. There have been a number of additional studies and reports completed over a 30-year period. These will all form part of the background documents provided to an appropriately qualified consultant to undertake the Environmental Impact Statement for the Eastern Boat Ramp.

Options for such a facility would therefore need to include or should consider:

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- Land availability
- Environmental impact factors and their management
- Traffic access and parking demand
- Integration with Victor Harbor Foreshore Plan and Coastal Adaptation study
- Incorporate coastal park requirements
- Installation of an integrated signage system for boating at Victor Harbor.

Dredging costs for any boat ramp and marina can be considerable. Once the Eastern Boat Ramp is constructed, Council and/or State Government would need to allocate sufficient operating funds to provide for periodic dredging. A good design of the breakwater will also help reduce the tidal influx of sand and silt into the marina basin.

- Council would seek funding from State and Commonwealth governments to enable this project to proceed. Having the Environmental Impact Statement completed, designs completed and a detailed cost estimate, would put Council in the best position to seek grants from State or Federal Governments.

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5. Strategic Framework

Boaters in Victor Harbor will be provided with a better boating experience through the provision of boating facilities that perform to a high standard, have adequate capacity, are well maintained, are safe and provide improved accessibility for all.

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5.1 Introduction

Through a process of consultation with the BMFAG, key stakeholders, other interested parties, and members of the public, the issues relating to the development of an improved boating environment at Victor Harbor as set out in previous sections have been examined and reviewed. From this review, options were identified and developed as presented within this strategy. The strategy provides guidance to the implantation of a series of interrelated actions affecting several locations and the wider community. It is set out under the same six key headings used to identify the issues and the options including safety, boating demand, environment, land use and ownership, awareness, and specific sites.

This strategy is based on stakeholder feedback, and the vision, values, and themes emerging through the consultation process.

Values

- Boating recreation
- Community safety
- Natural environment
- Social and cultural heritage
- Economic environment including costs

For each key issue the strategy provides:

- An objective
- A clear set of actions
- Responsible parties
- An indicative timeframe

The Action Plan is a live document subject to ongoing change.

Vision

A functional boating environment for Victor Harbor which achieves a balanced response to seasonal demand, environmental values, community safety, and economics.

This strategy identifies a series of priorities which will be implemented to deliver the objectives

5.2 Action Plan

Whilst this strategy identifies the priorities, an annual action plan will be prepared or reviewed and to advise of which projects and actions will be undertaken in the forthcoming year. Several factors will influence each action plan, including maintenance needs, asset condition, facility demand, project readiness, safety concerns, budget constraints, and emerging issues.

5.3 Partnerships and Collaboration

Delivery of this strategy will require collaborating and working in partnership with Boating and Marine Facilities Advisory Group, land and infrastructure managers, the community, boating stakeholders and the Traditional Owners to identify opportunities and support outcomes. Working in partnership with Government agencies and facility managers presents opportunities to navigate planning and approval needs, integrate plans, and to identify other funding sources. In some instances, working with private landholders or private industries may be required to deliver boating outcomes.

Common Themes from consultation with the Boating and Marine Facilities Working Group (2021)

Boaters in Victor Harbor will be provided with a better boating experience through the provision of boating facilities that perform to a high standard, have adequate capacity, are well maintained, are safe and provide improved accessibility for all.

Recreational Boating Strategy 2025

Strategy Objectives

1. To enhance the Victor Harbor boating experience by supporting and improving the maintenance of our public facilities.
2. To enhance the Victor Harbor boating experience by continuing to invest in renewing and building new boating facilities.
3. To enhance the Victor Harbor boating experience by continuing to invest in destination locations.
4. To enhance the Victor Harbor boating experience by providing for improved access and navigation.
5. To improve waterway and boating safety by investing in marine safety and education.
6. To enhance the Victor Harbor boating experience by promoting Victor Harbor as a boating destination.
7. Capitalise on the blue water economy (cruise ships, etc)

Prioritisation will consider these factors

- Asset condition and maintenance needs
- Waterway risks
- Improved navigational accessibility
- Facility demand (current or potential)
- Improved DDA access
- Boating safety
- Ability to reduce congestion/ increase capacity
- Co-contribution
- Project readiness
- Emerging issues

City of Victor Harbor – Draft **Recreational Boating Strategy 2025**

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Prioritisation of actions

should also consider the following principles

1. All elements of the boating system should receive funding, including infrastructure, safety, education, and promotion.
2. As current facilities are over capacity, priority should be given to a new facility at Eastern Beach.
3. The Bluff Boat Ramp, where the largest concentration of boaters resides, should be given priority for maintenance and minor upgrades to fill the gap until a new facility is constructed.
4. Boat ramps should be prioritised over other land based facilities.
5. Co-contributions or grant funding should be sought where possible.
6. Environmental, social, cultural, and economic consideration.

6. Monitoring, Reporting, and Action plans

Each year, an annual action plan will be developed or reviewed to put into effect each of the objectives in this strategy

The key objectives and action outcomes from consultation with the Boating and Marine Facilities Advisory Group are summarised within this section.

One of the most important stages of the strategy will be its ongoing monitoring and review. This stage is of critical importance if the progress of the strategy's implementation is to be measurable and if community acceptance is to be maintained.

Council and its stakeholders will need to review this strategy and its action plans to confirm the conclusions and proposed strategies remain valid. As new information comes to hand such as the changes in demographic profile, new government policy, or major infrastructure and grant opportunities, the strategy may be modified.

Monitoring and evaluation activities within the scope of the Strategy need to be undertaken continually. It is recommended that council undertake a review of the Strategy and its implementation as required.

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Strategic Objective	Actions
1. To enhance the Victor Harbor boating experience by supporting and improving the maintenance of our public facilities	1.1 Develop this boating strategy - Complete 1.2 Develop an action plan - Complete 1.3 Develop/improve maintenance program 1.4 Monitor and review action plans
2. To enhance the Victor Harbor boating experience by continuing to invest in renewing and building new boating facilities	2.1 Develop an action plan in accordance with objectives
3. To enhance the Victor Harbor boating experience by continuing to invest in destination locations	3.1 Provide berths, moorings, and destination jetties, including suitable berthing facilities for Cruise Ship Tenders 3.2 Provide new/additional amenities to facilities
4. To enhance the Victor Harbor boating experience by providing for improved access and navigation	4.1 Continue dredging of boat ramp as required 4.2 Incorporate inclusive access facilities 4.3 Expand the network of formal boat ramps and launchings
5. To improve waterway & boating safety by investing in marine safety & education	5.1 Monitor and improve regulatory and wayfinding signage 5.2 Undertake regular compliance reviews of facilities
6. To enhance the Victor Harbor boating experience by promoting Victor Harbor as a boating destination	6.1 Develop a program to promote boating experiences 6.2 Develop a boating tourism plan

Time	Action
Short-Term (~~2025~~2026-~~2026~~2028)	• Cost and establish the terms of reference for an Environmental Impact Study for East Beach. • Establish the Eastern Beach multipurpose boating facility as part of the Victor Harbor ten-year financial plan. • Review of current launching charges • Install one more pontoon at bluff boat ramp on breakwater • Improve garbage facilities at current ramps • Lobby state government to remove the boating exclusion zone on the Northwestern Side of West Island (exclusion zone use now redundant)
Mid-Term (~~2026~~2029-~~2028~~2032)	• Progress with the development of Eastern Beach to reduce demand on Bluff Boat Ramp, improve safety and enhance the blue water economy to victor harbor.
Long-Term (~~2028-2030~~2033+)	• Complete the development of Eastern Beach to reduce demand on Bluff Boat Ramp • Upgrade the Bluff Boat Ramp • Infill the beach area on the northern side of the boat ramp and construct additional boat ramp parking • Removal of Causeway Ramp on completion of the Eastern Beach Boating Facility

4.1 Attachment Under Separate Cover - Draft Recreational Boating Strategy 2025 (Clean)

city of Victor Harbor

Attachment Under Separate Cover

Ordinary Council Meeting – 24 November 2025

Agenda Item – DRAFT Recreational Boating Strategy

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City of Victor Harbor Draft Recreational Boating Strategy 2025

City of Victor Harbor (2025)

Document Control

Version	Date	Author	File	Comments
1	November 2019	Director Environment and Infrastructure		
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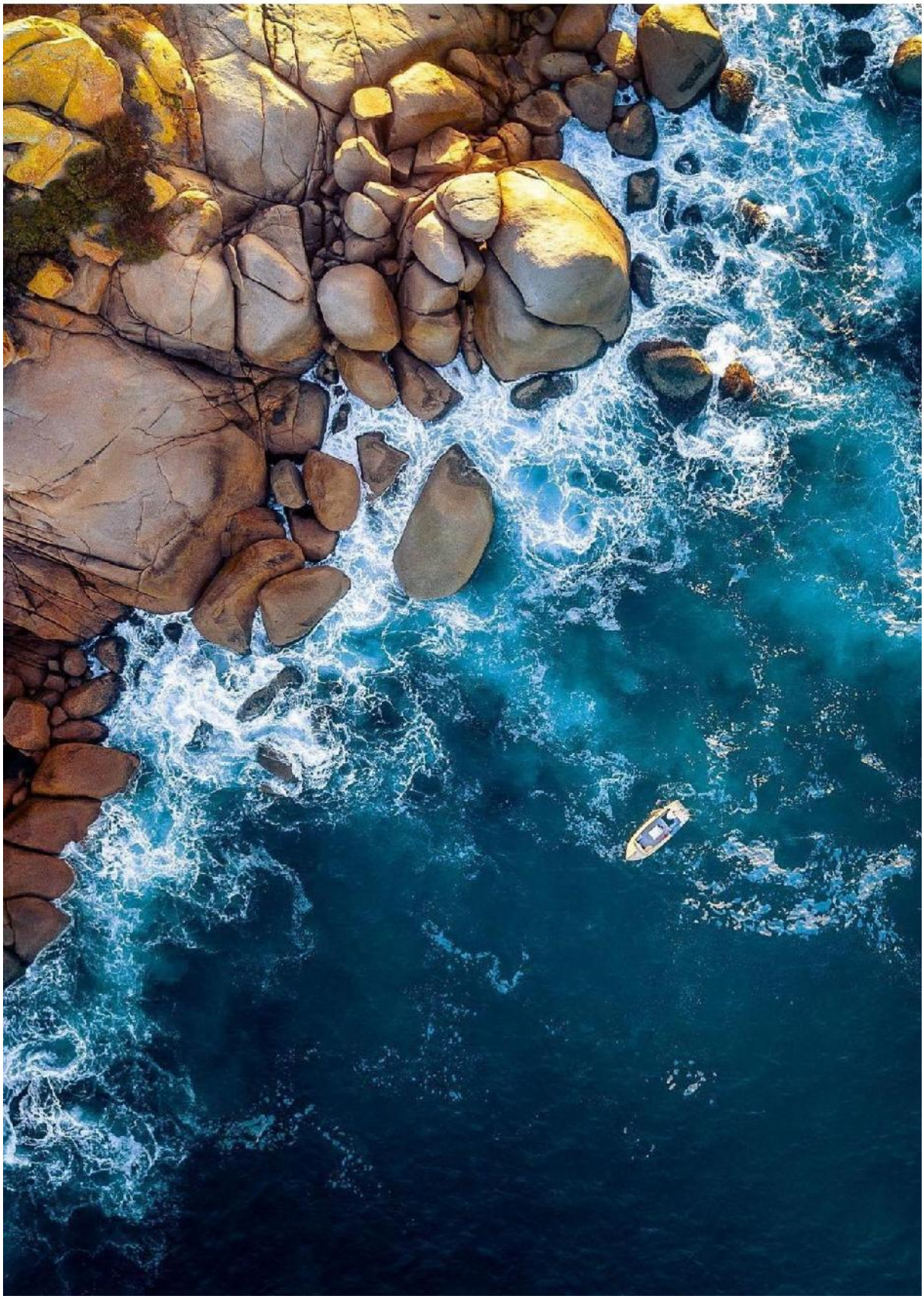

Executive Summary

Over 307,000 South Australians hold recreational vessel licences[1], and nearly 1,600 of these are Victor Harbor residents. [2]

Registration data shows that there are approximately 52,000 registered recreational vessels and more than 307,000 boat licence holders in South Australia [1]. The number of people with boat licences is growing at a rate averaging just over 3% per annum[3].

The growth in the number of boaters and the variety of activities they undertake present challenges and opportunities. Most of the challenges are the direct result of competition for assets like boat ramps and car parking. Some of this competition also extends to waterways, particularly between personal watercraft and other users.

The boating community of Victor Harbor, including permanent residents and visitors to Victor Harbor, has for some time voiced the need for the current boating facilities within the Victor Harbor region to be improved, this being in response to the population growth, the growing level of interest in boating as a leisure activity and safety concerns arising due to current facilities being over capacity.

1 Marine Safety SA (2023)

2 Department of Infrastructure and Transport (2019)

3 Australian Bureau of Statistics 2020

The historic development of boating facilities in the area has occurred progressively over time, initially in response to commercial needs.

Victor Harbor is a rapidly growing coastal city and a well-recognised tourist and leisure destination. Within this context, the challenge facing the City of Victor Harbor, in representing the boating community, is to achieve a boating environment that recognises the needs of the boating community whilst acknowledging and respecting competing interests and constraints.

This boating strategy has been prepared in response to this need. The City of Victor Harbor is part of a region that is rich in economic, social, and cultural history and which has a highly valued coastal environment including Encounter Bay, river mouths of the Hindmarsh and Inman Rivers and the foreshore areas east and west of the Granite Island Causeway.

In 2004 the City of Victor Harbor engaged Connell Wagner Pty Ltd to prepare the 'City of Victor Harbor Boating Strategy' (2004) in consultation with a Boating Strategy Working Party.

There are numerous other relevant reports (up to fifteen) that have been prepared over the years that relate to the boating industry and potential multi-purpose boating facility and alternative sites in Victor Harbor.

To inform the delivery of this Recreational Boating Strategy, the City of Victor Harbor, drawing on the previous strategy and process, established a Boating and Marine Facilities Advisory Group, the membership of which represent a diverse range of interests of the Victor Harbor commercial and recreational boating community. This group was consulted on a regular basis throughout the study period, typically through a series of working group meetings during which a range of issues and options were explored and examined.

Whilst this strategy proposes options, both general and site-specific, in some cases further investigation will be required prior to work being undertaken.

Process

During the process of developing the boating strategy, particular emphasis was given to consultation, including input from the Boating and Marine Facilities Advisory Group (BMFAG) and other key community members, especially those with knowledge or opinions relevant to this study.

Of critical importance in such an environment is the role of Sea Rescue. This government-funded service which responds to demands for their services from as far east as the Murray Mouth to all areas east, south, and west of Encounter Bay. Their effectiveness could be considerably enhanced by having access to improved boat launching facilities on the eastern side of the Causeway.

The strategy identifies and describes these challenges, they include:

- The poor condition of some boating facilities
- Ongoing management of boating facilities
- A lack of access to water and formal launching facilities
- A lack of formal high quality launching facilities east of the Causeway
- A shortage of boating facilities and amenities
- A shortage of car trailer parking
- The dangers associated with launching facilities
- Over capacity during peak times of current facilities
- Safety and response times for Sea Rescue in Peak Times (including traffic congestion from Sea Rescue Base to launching facility)
- Under-resourced waterway management and a subsequent lack of oversight over assets such as moorings, berths, channels, navigation aids and safety signage as well as compliance with local safety rules such as exclusion zones and speed limits

The strategy sets out several objectives aimed at meeting these challenges. They include:

- Improving the maintenance of public facilities and renewing and building new boating facilities
- Improving access and navigation
- Improving safety for the boating community
- Investing in destination locations
- Investing in boating safety and education
- Promoting boating across the region
- Improving the quality of data and information being made available to boaters

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1. Why do we need a recreational boating strategy?

Boating is one of our region's most popular recreational activities.

Over **307,000** South Australians hold recreational vessel licenses [1]

The recreational marine industry plays an important role within our region. Boating is a key economic driver that employs thousands of South Australians. It's also a key component of our region's visitor economy with boaters accounting for over 10% of South Australia's overnight stays[4].

Boating is popular in Victor Harbor primarily because of the abundance of natural coasts. Victor Harbor has some of the State's best waterways, drawing locals and visitors alike to the natural beauty.

At a state level, registration data shows approximately ***52,000 total*** *registered vessels in South Australia.*[1]

1 Marine Safety SA (2023)

4 South Australian Boating Facilities Strategic Plan

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Boating provides an important social and economic contribution to the region and has helped define the City of Victor Harbor's character. The boating sector plays a particularly important role in the commercial and recreational fishing industries, and in tourism, which contributes to the city's economic prosperity, health, and well-being through outdoor recreation.

As boat ownership and participation in boating within the region continue to grow, this strategy will assist in ensuring that boating infrastructure and facilities meet the needs of the boating community.

The boating community of Victor Harbor, including permanent residents and visitors has for some time felt the need for the current boating facilities within the region to be improved, this being generally in response to the population growth and the growing level of interest in boating as a leisure activity. The development of boating facilities has rolled out progressively over time, initially in response to commercial needs.

Victor Harbor is a rapidly growing coastal city as well as a well-recognised tourist and leisure destination. Within this contextual background, the challenge facing the City of Victor Harbor, is to achieve a boating environment that recognises the needs of the boating community whilst acknowledging and respecting the competing community interests and environmental and economic constraints.

Approximately 53% of registered boats were used for harbour or sea activities. For many of these boats, fishing was identified as the main activity 83%.[4]

4 South Australian Boating Facilities Strategic Plan

The strategy will establish a strategic approach to facilities funding so that boating activities and related tourism can grow to support a vibrant economy while responding to the boaters' and the wider community's expressed needs.

Marine infrastructure is costly to build and maintain, and it is important that available funding is best directed to those sites of highest need which will be informed by this strategy.

Commercial marine vessels also play a significant role in the region's future economy and the relationships and synergies between recreational and commercial facilities should be exploited.

Needs will vary but it is important that there is still equity of access for boaters. This may mean that some locations will have minimal or no investment whilst others are developed and expanded.

The City of Victor Harbor is part of a region which is rich in economic, social, and cultural history, and a highly valued costal environment including Encounter Bay, river mouths of the Hindmarsh and Inman Rivers and the foreshore areas east and west of Granite Island Causeway.

The City of Victor Harbor Coastal Adaptation Study and Strategy (2021) states 'if seas rise as projected post 2050, seawater flows will increasingly overtop protection works in the vicinity of the reserve and playing fields on Flinders Parade and flow over Franklin Parade between Tabernacle Road and The Bluff.'

This boating strategy has been prepared in response to these projections and to place consideration on the need for creating infrastructure resilient to a changing climate and its associated impacts.

The City of Victor Harbor has **32 kilometres** *of coastline and only one dedicated launching facility.*

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2. A contextual snapshot of recreational boating in Victor Harbor

Although Victor Harbor has six (6) boating facilities, most boating activity is concentrated at one key location. As Figure 1 shows, Bluff Boat Ramp is the most heavily used, followed by the other smaller and informal launching facilities.

In 2017, the City of Victor Harbor issued 2,644 boat launching tickets and 146 annual permits.

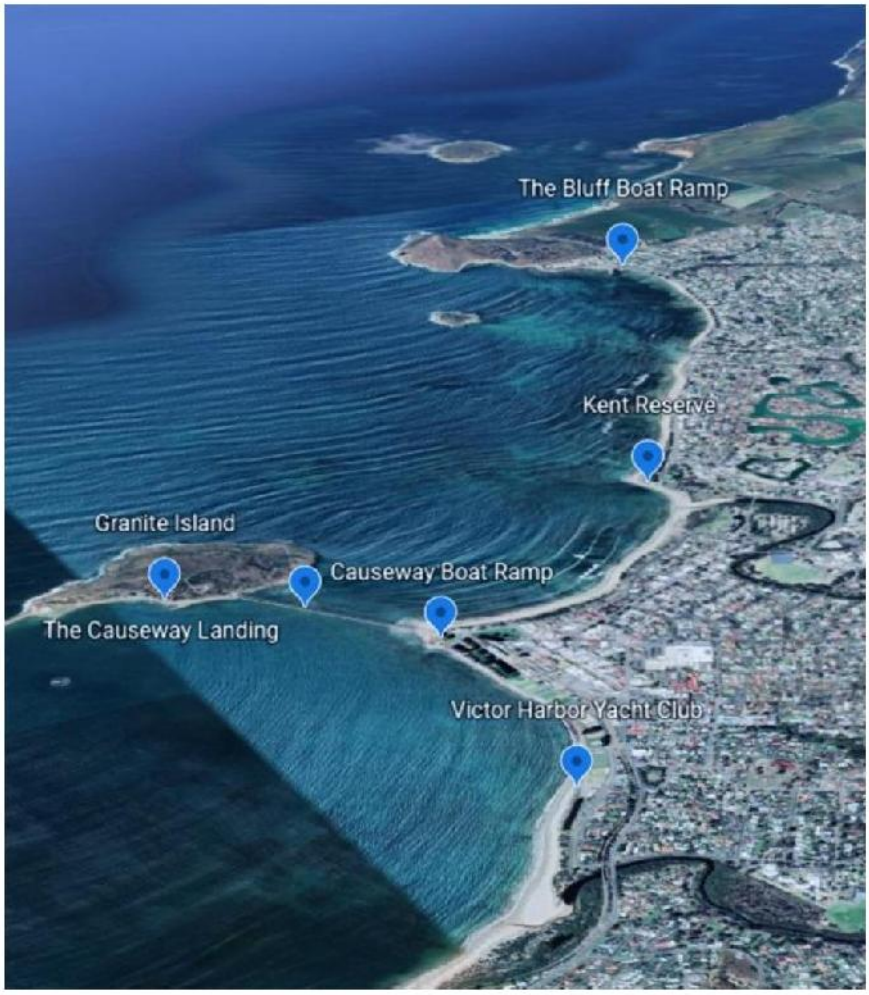

Figure 1 – Boat Launching Locations in Victor Harbor

2.1 Our boating environment

The boating environment of Victor Harbor can for convenience be split into two distinct areas. One is northeast of the Causeway and provides generally shallow water which is normally within the protection of Granite Island. However, it is still exposed to ocean swells with southerly winds making the launching of boats from the Causeway ramp hazardous at times. Reefs and rocky bottoms are located close to the sandy shoreline and there are some notable variations of depth in these areas. The other area, south and west of the Causeway (other than the shallow area around Davenport Anchorage) is more exposed and has the potential to become rough, with little warning, and can provide serious challenge, especially to the inexperienced or poorly equipped boat user.

The area close to, and southwest of the Causeway and adjacent to Kent Reserve, is a natural anchorage (Davenport Anchorage) which can be hard to find without local knowledge of the reef that protects it. This area is generally preferred by shallow craft and non-motorised vessels.

The area south and west of the Causeway and Granite Island is most often used by recreational boat users accessing the reefs and fishing areas south and west of Rosetta Head and West Island.

West Island and parts of its immediate environs are designated as a Marine Protected Area where fishing is prohibited.

The Victor Harbor Yacht Club is located on the beachfront just south of the Hindmarsh River Mouth, this location being some 800 meters from the Causeway.

One of the Victor Harbor Sea Rescue bases is located adjacent to this site.

2.2 Environmental – Land, Water, and Legislation

The study area comprises significant marine, riverine and geological environments which interface with a built environment that has enjoyed significant growth and redevelopment in recent years.

Some of the more significant environmental features within the area (as well as their environmental significance) that have relevance to this strategy include:

Feature	Environmental Significance
Granite Island	Marine, flora and fauna, and geology
Hindmarsh River Estuary	Riverine - marine interface, flora and fauna including the swamp paperbark (Melaleuca halmatorum). An artificial river mouth outlet has been created here. The coastal discharge point for the Hindmarsh River has shifted over time and its current location has been influenced by human developments.
Inman River Estuary	Riverine - marine interface, flora, and fauna
The Coastline from Rosetta Head to Hindmarsh River Mouth	Coastal, dunal marine system; marine flora and fauna that includes the common Weedy Sea Dragon (note, Leafy Sea Dragons live in deeper water), dunes (native vegetation) etc; European and indigenous Heritage.
Kent Reserve	Indigenous (cultural) heritage
Benthic Communities - Encounter Bay	Sea grass beds
Norfolk Island Pines	Significant Trees, not being native to Australia.
Wright Island	Marine flora and fauna, and geology

Having regard to these environmental features as they apply to the study area, the following environmental legislative requirements should apply in any investigation and the ensuing upgrade for a particular boating facility. It is particularly important to have a thorough understanding of any legislative parameters prior to the implementation of any strategies to improve boating facilities in the region. A more detailed description of each is provided in the following sections.

Legislation	Specific to
The Environment and Biodiversity Conservation Act 1999	Assessing the impact of activities on matters of national environmental significance including "threatened" species.
The Environmental Protection Act 1993	Promotes ecologically sustainable development, construction management and control of pollutants.
The Coastal Protection Act 1992	Protection and conservation of marine areas. Manages construction of facilities within coastal areas.
Native Vegetation Act 1991	The Act defines native vegetation as a plant or plants of a species indigenous to South Australia including a plant or plants growing in or under waters of the sea. Any proposed works in along the coast requires appropriate approvals including compliance with the Act. The Native Vegetation Council must be contacted regarding any proposal that requires the removal or disturbance of native vegetation.
Planning Development and Infrastructure Act 2020	Providing for the proper, orderly, and efficient planning and development within South Australia.
Fisheries Act 1982	Protects aquatic habitats and controls activities with the potential to affect water and/or seabeds. This act has been used to establish aquatic Marine Protected Areas (MPA).
Aboriginal Heritage Act 1988	Protects areas in which Aboriginal items exist or are recorded.
Native Title Act	Impacts on areas where Native Title exists or on which claims have been made.

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2.3 Our facilities

There are six recognised locations for bringing in boats into Victor Harbor, with one formal and two informal recognised locations for launching boats in the Victor Harbor area, these being:

2.3.1 The Bluff boat Ramp

2.3.2 Kent Reserve (informal off beach ramp)

2.3.3 The Causeway Boat Ramp (not a boat launching facility)

2.3.4 The Causeway Landing (not a boat launching facility)

2.3.5 Victor Harbor Yacht Club (informal off beach ramp)

2.3.6 Granite Island (not a boat launching facility)

Almost all private berthing and swing mooring facilities on Granite Island were removed when the new Causeway was built. These are reasonably protected by the island itself as well as a breakwater on the eastern end of the island. However, the use of these facilities is generally confined to several commercial operators.

Council's Boating and Marine Facilities Advisory Group (BMFAG) provided advice that Granite Island jetty and environs is vulnerable to significant swells under certain conditions, thus making loading and unloading in these conditions hazardous to both personnel and property. In addition, the servicing of these facilities is made difficult by the limited access available across the Causeway that is owned by the Department of Infrastructure and Transport.

There is also a small boat ramp on the east side of the Causeway, near the mainland which is not suitable as a boat launching facility.

The following pages provide a summary of each of these facilities, including their features as well as any other observations or comments relating to their condition and any other problems with their use, as advised through consultation with the City of Victor Harbor's Boating and Marine Facilities Advisory Group.

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2.3.1 The Bluff Boat Ramp

Location
Street: Franklin Parade
Area: Encounter Bay
Marine Area: Rosetta Harbor

Description

Largest formal boat ramp in the area, frequently used by small to larger boats. There are accompanying pontoons and car/trailer parking. This facility has the highest usage for the area by the full range of boat sizes however it can cause problems for larger boats at low tide. It is really the only significant facility open to the sea between Cape Jervis and Cape Jaffa and is currently operating at over capacity during peak times (e.g. during fishing events and peak summer periods, long weekends etc).

Facilities

Concrete ramp. Four lanes, basin, single lane channel, breakwater, and pontoons. Parking for approximately 45 cars/trailers. Toilets are located adjacent. Requires more tie off pontoons and access jetty to assist with congestion issues.

Condition

Boat ramp was upgraded around 2010. Previously channel markers had been damaged/misaligned, presumably by boat impact. New channel markers were installed in December 2022. Car park additions and upgrades are required as the ramp is currently operating over capacity during peak times (e.g. during fishing events and peak summer periods, long weekends etc). Channel has recently been dredged. Slime on-ramp and pontoons causes slippery surfaces.

Usage Capability

Most heavily used ramp in the region and has car/trailer parking available but requires additional spaces during peak times (e.g. during fishing events and peak summer periods, long weekends etc) A sheltered location generally provides good functionality for most users. Used by bigger boats although some difficulties during low tides and pontoon lengths are too short for large vessels. Launch and retrieval congested during peak times. Inadequate for boating demands during peak periods including compromised Sea Rescue Launching.

2.3.2 Kent Reserve

Location
Street: Kent drive
Area: Kent Reserve
Marine Area: Davenport Anchorage

Description

Informal beach launching, accessed from Kent Reserve and providing access to shallower water for small craft and wind surfers, jet skis etc.

Facilities

Informal beach launching. No defined channel. Toilets available. Sufficient parking for usage.

Condition

Beach launching area functional in reasonable weather conditions. Some evidence of sand disturbance in launching area. Launching requires 4WD vehicles and experienced boat operators. Seaweed build-up. Formal parking area nearby. Requires channel markers to pass through reefs. Signage improvements required to warn of reefs.

Usage Capability

Suitable for small vessels. Attracts demand from windsurfers, jet skis. Almost impossible to get in and out of the area depending on tide and weather due to numerous reefs.

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2.3.3 Causeway Boat Ramp

Location
Street: Ocean Street
Area: Police Point
Marine Area: Victor Harbor

Description

Only boat ramp (informal) east of Causeway. Car/trailer parking for some 6 trailers with cars and 6 cars. Boat ramp facility at odds with adjacent land use. Boat ramp barely suitable for small vessels and not suitable for large vessels. Ramp narrow with drop off on edges.

Facilities

Single lane concrete ramp. Narrow channel. Toilet facilities. Limited car and trailer parking a major issue during peak times.

Condition

Ramp currently in poor condition. Signage requiring upgrading. Sand attrition on northeast side of ramp but builds up on southeast side. Drop offs at the edge of ramp. Ramp not steep enough so vehicles need to reverse into water. Weed build up requiring ongoing clearing. Shallow approaches. Rocks in launching area.

Usage Capability

Insufficient mooring. No jetty. High usage during holiday periods. Surge and surf make launch and retrieval hazardous. Capable of only launching small vessels. Lack of parking. Unable to be used during poor weather condition. Dangerous side currents. Shallow waters. State Government has recommended that this facility be closed when an alternative (e.g. East Beach) is built.

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2.3.4 The Causeway Landing

Location
Street: The Causeway
Marine Area: Victor Harbor

Description

Previously a small timber landing, the Department of Infrastructure and Transport has completed the construction of a boat landing facility halfway across the new Causeway, to create improved access for local tourism operators. This upgrade occurred in 2022.

Facilities

No boat launching facility. Temporary tie off only with access only by foot (not vehicle).

Condition

New infrastructure, commercial priority use, multi-level steps, not suitable at low tide conditions, landings on both sides, in good condition. Navigable water to access at low tides is problematic.

Usage Capability

Priority commercial use, not suitable for large ship tenders to embark and disembark passengers (intention was never to accommodate these vessels).

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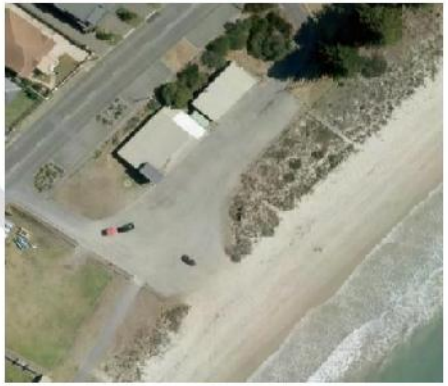
2.3.5 Victor Harbor Yacht Club



Location
Street: Bridge Terrace
Marine Area: Victor Harbor

Description

Informal Beach launching facility accessed from Bridge Terrace. Beach Launch only. Currently used by sea rescue for specific vessel launching (amphibious Sealegs), the yacht club, and public.

Facilities

Informal beach launching. No defined channel. Nearest public toilet is at the Skate Park or Bridge Terrace cul-de-sac. No dedicated car and car/trailer parking.

Condition

Signage is poor and over-signing is an issue.

Usage Capability

Suitable for off the beach sailing vessels only, depending on weather as not protected. Currently used by sea rescue for one boat. Launching requires a 4WD or tractor to access the waterfront.

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2.3.6 Granite Island

Location
Granite Island – northeast corner
Area: Victor Harbor
Asset Owner: State Government

Description

Dedicated pier and sheltered area on northeast side of Island (protection provided by adjacent breakwater) used by commercial fishermen and tourism operators.

Facilities

Breakwater. Jetty. A few swing moorings. Swing moorings leased/privately owned. Responsibility of State Government. No boat launching facility.

Condition

Jetty is in poor condition. Landings in poor condition. Screw pile jetty has three lower landings, two are closed and one is open and serviceable. Berthing in the area is currently available on the new Causeway as well as one on the screwpile jetty. The programmed jetty works are in the Department's 5-year plan

Usage Capability

Usage declining due to failing structure. Limited mooring area. Mooring of larger commercial craft and recreational vessels. Seasonal usage. Ability to accommodate commercial vessels. Swing moorings leased. Jetty and mooring use at times compromised by swell and storm effects.

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2.4 Consultation

The direction for this strategy was formulated by the key players including the City of Victor Harbor's BMFAG.

Effective consultation was an important process in the development of the Victor Harbor Recreational Boating Strategy. This was in the main, achieved through a series of workshops held with the BMFAG. This group is comprised of selected representatives of the Victor Harbor Community, Council Members, Council Officers, Victor Harbor Sea Rescue Squadron, and the Fleurieu Regional Development Board.

The channels of communication and strategy participants were as follows:

The key objectives of the Boating and Marine Facilities Advisory Group were:

1. To provide input into the most suitable outcomes to be considered in assessing future boating facility options for the area.
2. To represent the broader interests of the Victor Harbor community regarding the future use and development of boating facilities.
3. To critically review the preparation of the strategy and assist in the development of recommendations on its most appropriate form of implementation.

During consultation with the Boating and Marine Facilities Advisory Group representatives were asked to provide feedback on key facilities in the City of Victor Harbor and potential options and opportunities for future development and improvement to existing facilities. As the advisory group represents a cross section of the community, the responses provided a strong guide as to and representation of, the communities wants and needs.

The responses provided represented several viewpoints, however, most were underpinned by the need to improve and further develop existing facilities, developing a new launching facility, and offering a safe environment for boat users. The emphasis on improvement, further development, and safety have been considered a key objective of this strategy.

Who will the strategy serve?

- Victor Harbor Community (through economical benefits)
- Boat users
- Sea Rescue Squadron
- Victor Harbor Yacht Club
- Boating spectators
- Schools
- Tourist operators
- State, Regional, and Local boating interests
- Funding bodies
- Environmental authorities
- Marine industry including aquaculture
- Administrators of Marine Protected Areas

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What is needed?

- A facility suitable for all conditions
- Berthing and mooring facilities
- Improved amenities
- Facilities capable of meeting Sea Rescue requirements
- Additional parking facilities
- All weather/tide commercial passenger loading facility

Why are facilities needed?

- Ensure safety can be provided where sea conditions cause problems and during peak congestion periods
- Increasing demand and an evident growth trend in boating activities within South Australia
- Changing trends in boating types (i.e., bigger, faster) demands improved facilities
- Need to accommodate commercial fishermen and tourism operators (including landing facilities for cruise ship tenders)
- Current facilities are poorly managed and impact adversely on the surrounding environment
- To promote boating as a leisurely activity within the region
- To make Victor Harbor a boating destination (already is, thus creating congestion issues)

Where are facilities needed?

- Eastern Beach (Suitable Regional Multi-Purpose Boating Facility)

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3. Challenges

The number of participants in boating is growing at around 2.5 per cent per annum. As the Victor Harbor population ages, so too is the average age of participants. [3]

The challenge of providing improved boating facilities in the Victor Harbor region has been a matter of considerable discussion for over three decades. From research and consultation undertaken to date, it appears that some locations and existing facilities are in obvious need of upgrades not only to meet user demands but also ensure facilities are safe, efficient, fit for purpose, and remain environmentally sustainable. Upgrades to boating facilities however, require some caution as they can be expensive and can impact on the sensitive coastal environments if not properly planned and designed. Due to the level of interest of users and the wider community, upgraded or new facilities will be closely scrutinised.

It is therefore important to understand the issues surrounding the rollout and expansion of facilities. During consultation, issues relating to each of the sites were identifies as well as both the existing and any proposed new issues in a broader sense which apply to the overall context. These include environmental impacts, usability, safety management, accessibility, land use interface and ownership, cultural issues, and awareness.

3 South Australian Boating Facilities Strategic Plan (2017)

Outlined in the following section is a discussion of these broader issues as well as those relating to specific sites.

3.1 Safety

The safety of boat owners and users as well as the public who might interact with boating activity in a passive sense, is significant in this study. In particular, the need to ensure response times for Sea Rescue are kept to a minimum in an emergency has seen several issues emerge about the suitability of current facilities in terms of location and protection.

It has been strongly argued that the level of Sea Rescue capability is compromised by what is considered by the boating community, as an inadequate provision of boat launching facilities in the Victor Harbor region along with current facilities being at over capacity. It is also argued that improved boat launching facilities, especially those located in the eastern side of Victor Harbor should provide an improved level of Sea Rescue capability. Sea Rescue currently launches all of its craft (with exception of the Amphibious craft) from the Bluff Boat Ramp, particularly its larger boats. The ramp provides immediate access to those areas west and south of causeway, but a longer trip is required to gain access to those areas east of the causeway and Granite Island. Granite Island provides a substantial barrier and consequential time delay to Sea Rescue in the event of an emergency east of the causeway.Whilst the proposed Eastern Boat Ramp is intended for a variety of users, the normal protocols for emergency rescue would prevail and the launching of the Sea Rescue vessel would have priority over all other users. The larger of the Sea Rescue vessels is currently being stored at Goolwa and there is an intention that once a suitably sized shed can be provided at Victor Harbor, the boat would then be relocated.

The case for a facility east of the causeway is supported by the need to reduce rescue time to this immediate area as well as to areas eastwards towards Goolwa, the Murray mouth and further beyond to the East. There are no formalized boat ramps from Victor Harbor to Kingston. Should such a facility be provided, it must be sized and designed to accommodate these bigger rescue boats. The current ramp at Policeman's Point is restrictive and unable to be used by the larger rescue craft.

An alternative option for the provision of a permanent mooring in the shelter of Granite Island was previously considered. The latter option is limited by the restricted access across the causeway (one way traffic / horse tram, etc) as well as the vulnerability of moored craft to the more severe storm conditions.

3.2 Boating Demand

The boating demand for the Victor Harbor area is steadily increasing, along with the demand for facility upgrades and for new facilities to be developed.

Previous studies on current and predicted boat usage in the Victor Harbor area have varied considerably and range from approximately 2,000 boat launches (and therefore retrievals) per year at the low end up to 8,000 to 10,000 as a projected upper figure. It is difficult to compare boat usage levels simply on population and boat ownership, as the waters of Victor Harbor are arguably more exposed and therefore more dangerous than many other boating destinations in South Australia. However, there is no dispute that the population growth in the Victor Harbor area, and increased boat ownership both in Victor Harbor and in other populated areas within day tripping distance of Victor Harbor, will result in an increase in boating numbers and therefore an increased need for boating facilities. There are other issues relating to boating demand which have been raised during the consultation process and have a bearing on the provision of boating facilities. These include:

- Victor Harbor's strategic position as a tourist, recreational and marine activity destination.
- The special and supporting demands of the diverse range of boat users including:
  - Sea usage
  - Accessibility
  - Car and trailer parking traffic management ramp size/capacity jetty conditions
  - Wash down facilities and waste management
  - Boating maintenance providers
- The beach and immediate waters used by the Yacht Club are considered ideal for smaller yacht and dinghy racing and this area should have separation from any proposed boat launching facility on the eastern side of the Causeway.
- Potential demand for overnight mooring for visiting boats (i.e., yachts, tourist craft and commercial fishers) and the need to provide safe mooring/berthing for such users.
- Demand for launching and mooring in the summer has increased substantially due to increasing population in Adelaide, Fleurieu and surrounding regions. Extra long-term mooring/berthing facilities would substantially alleviate this problem.

3.3 Environment

There is no question that the Victor Harbor community highly regards its environmental value. This heightened awareness of environmental value is likely to be further strengthened by the declaration of several Marine Protected Areas in the Victor Harbor vicinity.

It is therefore imperative that any proposed boating facility upgrade be developed in full recognition of the environmental issues surrounding it and the need for clear and specific environmental management strategies for minimising and controlling the environmental impact of any proposed development.

The Boating Strategy has clearly demonstrated that the future upgrade or development of facilities must be accompanied by an appropriate level of environmental assessment. The Coast Protection Board requires all new proposals for coastal development to be reviewed by them. The Board has standardised procedures for reviewing any coastal development which require a detailed account of environmental impacts and management plans to manage the impacts.

Critical to the development process, however, is an appreciation of the coastal/marine environment and processes inherent within, these including:

- An understanding of sand movement and reef conditions (completed, refer John Chappell Engineers report, 1998)
- Offshore aspects including marine biota and seagrass habitat and movement (completed as part of the Causeway replacement)
- Accessibility aspects including intrusion into Marine Protected Areas (MPAs)
- On shore environmental aspects including flora/fauna, Aboriginal and European heritage, dune systems, etc. Note that the river mouth outlets for both the Inman River and Hindmarsh River have already been artificially redirected.

3.4 Land Use, Availability and, Ownership

Land use issues for existing facilities will primarily relate to recognition of all adjoining land uses and how the development or redevelopment of any facility will interface with these respective uses. Land availability will have an impact on the size and configuration of a facility as well as the opportunities and constraints for an upgraded or new development.

Land use problems might arise where the normal tasks of launching and retrieving craft and the associated activities impact detrimentally on adjoining properties or areas. Without appropriate planning of a location and understanding the extent of supporting infrastructure, boating facilities may conflict with surrounding uses such as vehicle and pedestrian traffic, beachfront housing, open space, and commercial activities.

The most obvious examples of existing land use conflict currently occur at the Causeway ramp on Police Point where pedestrian/vehicle conflict at peak times is a major factor, and possibly at the Bluff where poorly defined parking areas and insufficient space cause traffic congestion and parking overflow into the adjoining roads and residential areas.

Land ownership for most coastal locations will be public ownership (Crown land) although the adjoining land may be in private ownership. Ownership issues in coastal locations can include matters relating to native title, easements and encumbrances, agreements and covenants which must be considered (and effectively managed) as part of any development.

3.5 Cultural Heritage

It is understood that there are Native Title claims applying to the Victor Harbor foreshore area. It is recognised that Kent Reserve has significant indigenous heritage value however no significant works are planned for this area.

Further, for the remainder of the study area development of Crown Land for the purpose of a new boating facility or upgrades will require a clearance process, which can include a requirement to undertake archaeological surveys to ensure there are no unidentified sites are disturbed. Should any sites of significance be located, consultation with the relevant indigenous group(s) would need to be undertaken.

3.6 Awareness

Education and awareness have been raised as significant issues in the context of developing the strategy. These issues should not be just confined to boat users but also extend across the community and focus on future boating generations and anyone that might visit the coast.

The education of boat users about the conditions of using a particular facility as well as the dangers of the overall Victor Harbor area will in the main, come from on-site signage and boating pamphlets specific to the region. It appears that current facilities do not provide sufficient information to ensure boat users are fully aware of local conditions. In the past, users have probably relied on word of mouth and first-hand experience as the means of raising awareness of these issues.

CCTV has been installed at the Bluff Boat Ramp facility, allowing users to remotely view the availability of parking spaces. Information on facilities is available on the City of Victor Harbor website.

3.7 Marine Protected Areas

It appears that the level of education and community awareness on Marine Protected Areas (MPAs) has helped to get this message out to boat users through targeted consultation and brochures about the introduction of MPAs. The Encounter Marnie Park and the Encounter Bay Sanctuary Zone are managed by the State Government and protects part of the nationally significant Encounter Bay whale aggregation area. Southern right whales visit this coastline for annual mating and birthing activities between May and September each year, making it a great location to view whales from the shore-based viewing platform. Off-shore, the sanctuary zone conserves large areas of deep-water reef habitats. The State Government is responsible for reinforcing the significance of the MPA legislation and respective locations. Overtime, the boundaries of protected areas and fishing exclusion zones change and are not addressed as part of this Stratgy.

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3.8 Specific Sites

Following the review of the global issues as outlined earlier in this section, the Boating and Marine Facilities Advisory Group reviewed the following sites and identified and listed various key issues in relation to these sites.

3.8.1 Bluff Ramp

- Only protected boat ramp in the region
- Poor location for eastern destinations
- Long travel times for Sea Rescue to eastern destinations
- Requires upgrade including additional pontoons and holding bays
- Parking facilities and traffic movement inadequate for the demand
- Conflicts between users during seasonal peak periods
- Lack of facilities and amenities in the area – washdown, fish cleaning
- Slippery surfaces on ramps, managed by council on a regular basis
- Currently over capacity and in need of additional facilities
- Will require regular dredging in its current state

Significant discussion focussed on the perceived poor boating accessibility of some of the study areas due to the westerly location of the only protected boat ramp at the Bluff. Even so, in some conditions, the waters in the dredged channel and the immediate open waters are highly exposed and a challenge even for experienced users.

The pontoons, ramp, and channel all need some upgrading and have insufficient capacity to safely satisfy the needs of users at peak times (e.g. during fishing events and peak summer periods, long weekends etc). The existing land-based facilities are somewhat limited at times by the lack of formal parking and traffic circulation arrangements. Consideration should be given to extending this area to accommodate increased use. Signage was also highlighted to be a problem at the time of consultation, however, has since been upgraded by the City of Victor Harbor Council to address the Boating and Marine Facilities Advisory Groups concerns. The level of usage was also considered by some to justify amenities block in the immediate vicinity of the ramp, which has now been completed. Discussion with the Boating and Marine Facilities Advisory Group also explored the possibility of extending the trailer parking beyond Whalers.

Other options could be explored to deal with peak demand such as increasing the ramp fees during the Tuna Season to cover the additional car and trailer parking spaces or provision of a shuttle service to an additional parking area. Having alternate remote parking facilities will assist with the vehicular parking but does not address the congestion and queuing at the boat ramp or time spent lined up in the sea channel waiting to return to land. The further that carparking is away from a boat ramp, the longer it takes for a boat to be retrieved. Having additional pontoon / jetty lengths assists in having more boats docked and allows for

more people to go to their vehicle at any one time. Additional pontoon length with boat tie offs, is recommended.

Overall, there is strong support for improvement of the Bluff facility in the short term, in which the key recommendations pertaining to this site should be undertaken in the immediate future.

3.8.2 Kent Reserve

The Kent Reserve beach launching area has been generally accepted as being appropriate to cater for smaller recreational craft and beach launching. There is also recognition of the indigenous cultural significance of Kent Reserve and the potential for this to be an issue should any development in this area be considered. Similarly, the proximity of the Inman River estuary raises environmental considerations if any significant development is proposed in this vicinity.

A key consideration of this site is its proximity to the adjacent reef surrounding Davenport Anchorage, both having environmental significance as well as posing some dangers to boat users. The key issues for this site are, therefore:

- Limited to small craft beach launching
- Currently used for smaller craft such as dinghies, kayaks, wind, and kite surfing
- Aboriginal Heritage
- Inman River estuary interface
- Dangerous reefs and shallow waters
- Requires cardinal markers to mark passage through reefs to Yilki
- Lack of trailer parking
- Lack of signage
- Seaweed build-up
- Soft sand
- Low tide has inadequate water level
- High tide has swell movement and surge
- Easterly winds dangerous for loading and launching
- Only for experienced operators with well equipped vehicles

The level of boating usage of this area, together with its environmental significance have resulted in the generally consistent view that there be no significant upgrade works at this site other than improved signage.

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3.8.3 Causeway Landing

The Causeway landing, while not a particularly significant boating facility, was mentioned during meetings with the working group and has therefore been included in this list. The key features of this facility are:

- No land-based facilities
- Accessibility constrained by tourist traffic and Causeway limitations
- Limited protection and exposure to winter swells
- Constrained draft, especially at low tide

The limitations of land-based access via the Causeway with its conflicting uses, effectively prevent this facility from any significant upgrade regarding increasing capacity. The Causeway landing replacement was undertaken by the Department of Infrastructure and Transport in 2021-2022.

3.8.4 Granite Island

Noting that the State Government is the asset owner, the BMFAG discussed at some length the opportunity that the sheltered section of Granite Island provides for improved boating facilities. There appears to be some potential for accommodating cruising yachts and larger recreational craft which may be seeking a sheltered mooring between Wirrina and destinations beyond Goolwa (South East – Robe / Cape Jaffa).

The island is however poorly set up at present to accommodate an influx of recreational craft without impacting the operations of the commercial fishers who use the swing moorings or the jetty for berthing their larger fishing vessels.

Access to the island remains restricted and would continue to provide an impediment to any expansion of activity on the island. The key issues relating to Granite Island boating facilities are, therefore:

- Unpredictable level of protection in all-weather limits mooring capability
- Underutilised sheltered mooring area
- Limited facilities to support recreational and commercial vessels
- Servicing accessibility limited by the causeway
- Limited opportunity for commercial activities on Granite Island to benefit from the boating
- Swing moorings inefficient solution for servicing/access/management
- Exposure to storms, swell movement, surge, and northern winds
- Poor access to the city
- No parking
- Poor condition of screw pile jetty

3.8.5 The Causeway Boat Ramp

The boat launching facility conflicts with adjacent land use in that it is located next to a highly used open space area which in peak tourism season, involves pedestrian activity that is generally inconsistent with boat launching activity. The relatively restricted access to the site results in significant pedestrian/vehicle conflict and effective operation is impeded by tourism operators, especially during peak periods.

The causeway ramp is also vulnerable to sand and seagrass accretion on the southern side as well as erosion to the north. In addition, it has limited protection and is vulnerable to the effects of swell, making it difficult to use by the uninitiated and the unwary. Clear and informative signage as well as improved channel markers are especially important for this facility, the key features of which are:

- Only boat ramp east of the Causeway
- Limited to smaller vessels
- Direct access to the Victor Harbor CBD, Granite Island, and generally protected leisure waters
- Vulnerable to sand build-up and storm damage
- Not all-weather and subject to surge, limited to ideal weather conditions only for small craft
- Dangerous to inexperienced operators
- Dangerous side currents
- Impacts significantly on adjacent land uses
- Lack of parking
- Shallow waters
- Ramp is not steep enough
- Insufficient mooring and jetties

This boat ramp, while not ideal due to its inappropriate location, and questionable level of protection, is the only boat launching facility of any significance east of the Causeway. It should arguably be retained but only with minimal improvements until such a time as a better facility is available. State Government has recommended that it be closed as soon as a suitable alternative is built, e.g. East Beach marina.

3.8.6 Eastern Ramp

This facility does not exist at this time but the need for such a facility has been argued for up to 30 years, this being the basis for the previously proposed Eastern Beach scheme. Key features of such a facility are:

- Provision of direct access to the waters east and south of the Causeway and Granite Island

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- Improved Sea Rescue response in all weather
- Allows adequate berthing for Cruise Ship Tenders
- Potential integration of public facilities for boating purposes
- Environmental issues require careful management – sand, seagrass, water quality
- Potential impact on foreshore facilities
- Limited land available to support such a facility
- Demand figures vary for such a facility
- Opportunity to integrate with stormwater management
- Recent studies (Coastal Adaptation Study & Strategy: Victor Harbor; 2021), has reinforced the need for walls (could be a breakwater) along the East Beach area to protect sand drift and erosion along the parks and bowling club areas.

An Engineering Report done in 2015 suggested that a regional multipurpose boating facility could be built for just under $5 million, with estimates several years ago suggesting the cost to be about $11 million. These costs would need to be revisited to reflect the likely cost in 2025. This could be funded gradually by building the structure over say a five-year period, with funds also coming from the State Government and the private sector. A very manageable building program could be something like:

- Year 1: complete detailed design work and funding structure;
- Year 2: site preparation and infrastructure build (stormwater drains, power etc);
- Year 3: build permitter breakwater/groin and install boat ramp;
- Year 4: build car/trailer parks and land facilities (wash down, tourism facilities e.g. BBQ area, cafes;
- Year 5: build boat finger jetties/moorings (up to say 60 moorings largely funded by selling leases to boat users).

Note: Leasing permanent mooring finger jetties along with having trailer parking bays would likely solve the trailer parking problems at the Bluff Jetty.

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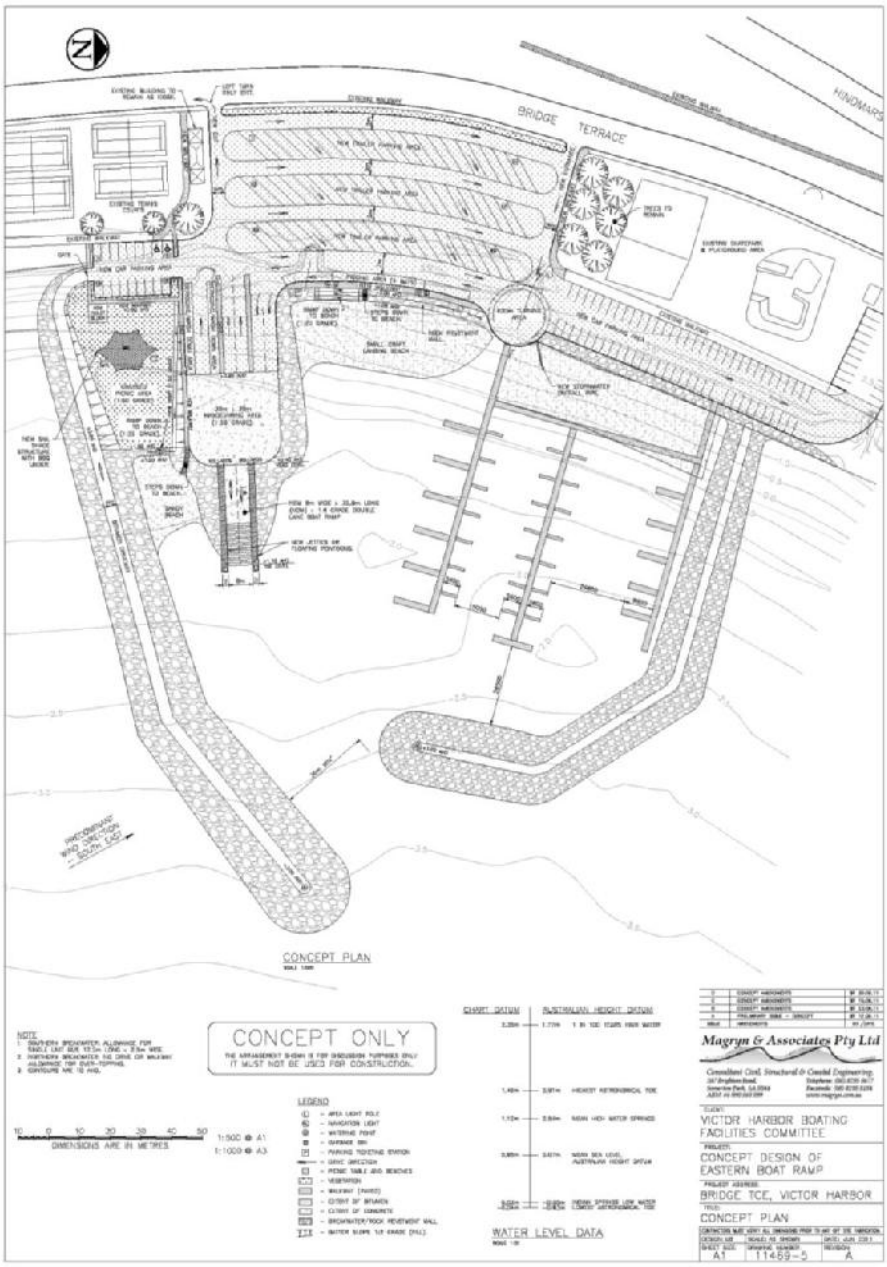

Figure 2 above draft design from Margryn & Associates Concept Plan, BRM Holditch Marina/Eastern Boat Ramp

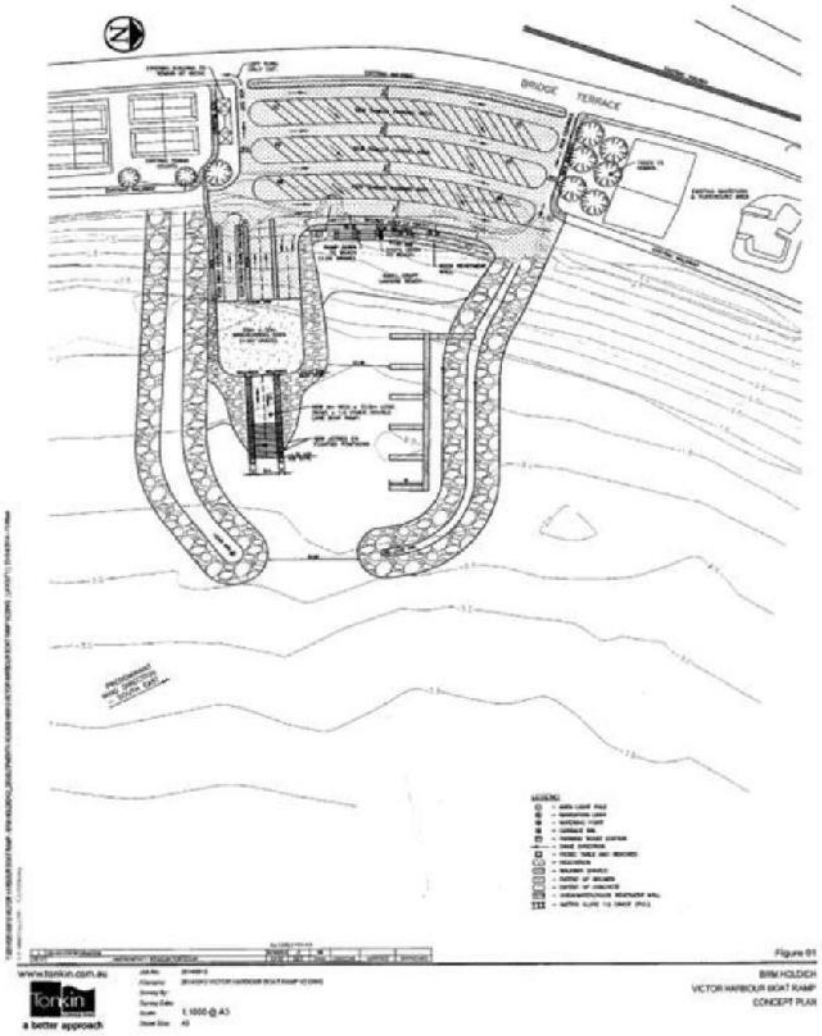

Figure 3. The above draft design is from Margryn & Associates Concept Plan, that formed part pf the BRM Holditch Marina/Eastern Boat Ramp Business Case. It shows a smaller break water and has less marina berths.

A smaller design of the Eastern Boat Ramp was in the initial business case however the larger design is preferred by the Boating and Marine Facilities Advisory Group as the breakwater configuration would reduce the wave impact funnelling into the ramp area. The larger future marina also provides greater flexibility and caters for the long term predicted demand of the boating community.

A final design is to be agreed upon based on available funding and feedback received following the Environmental Impact Study.

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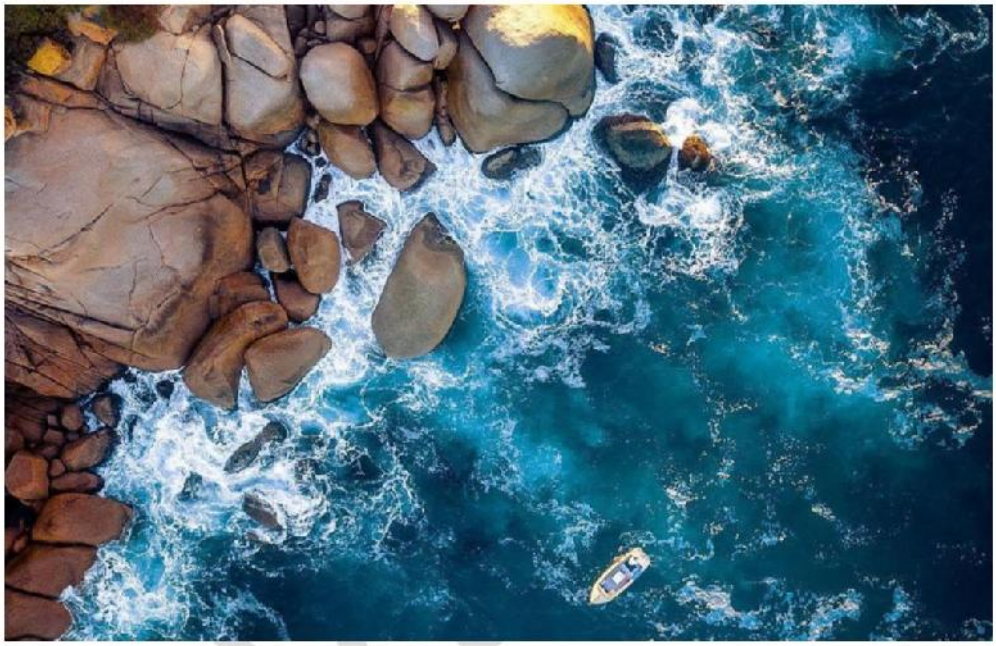
4. Opportunities



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4.1 Introduction

Having identified and considered the various issues associated with the different boating facilities in the Victor Harbor area and boating environment, some considerable effort then went into the examination and review of the range of options that might be possible for future development of boating in Victor Harbor so as to be included as part of the Victor Harbor Recreational Boating Strategy. These are discussed under the same headings used in the previous section titled Challenges and Opportunities and will be used for the basis for selecting the strategic actions which are provided in the section titled Strategic Actions.

4.1.1 Safety

The safety of boat users in the Victor Harbor area currently is and will continue to be an important issue for this Boating Strategy as well as being a driving force in the case for both the upgrading of existing boating facilities and for a new facility somewhere to the east of the Causeway. This matter was described in some detail in previous sections, and the options for improvement are set out as follows:

- A comprehensive and sustained education program is a key factor in the raising of awareness of the Victor Harbor community and especially the existing and potential future boating community as to the unique and potentially highly dangerous offshore waters in the region. Obviously, if boat users only go to sea when conditions are safe to do so, the need for Sea Rescue would be greatly reduced. Hence the education focus should be a key element for improving boating safety in the Victor Harbor area.
- Improved and consistent signage relating to the full range of boating facilities throughout the Victor Harbor area, with the appropriate warnings to boat users of the dangers of this region, should become an integral part of the education process as described in the previous point.
- The development of a safety strategy that includes the role of Sea Rescue. There is a need for significantly improved facilities that would allow for safe launch and return retrieval by Sea Rescue personnel in all but the most extreme weather conditions.

4.1.2 Boating Demand

There has been considerable debate as to what the boating demand currently is with acknowledgment by council that the Bluff Boat Ramp is currently operating at over capacity during peak times (e.g. during fishing events and peak summer periods, long weekends etc). Assuming no change in the standard of current boating facilities, as well as the predicted level of demand, facilities must be upgraded. It can be argued that the level of boat use both based on the existing level of facilities as well as following a facility upgrade, will continue to increase, the question being how far this might be. Research shows that the population of just the Fleurieu

region could almost double over the next twenty years, along with surrounding growth, both Metro Adelaide and Southern Suburbs, will increase demand significantly.

4.1.3 Environment

There is no question that the Victor Harbor coastal zone and offshore marine areas are highly valued for their amenity and environmental significance. This fact has been reinforced in the City of Victor Harbor Coastal Adaptation Study (2021), and City of Victor Harbor Urban Stormwater Management Plan (2024).

The existing level of foreshore infrastructure has in some cases impacted quite severely on the coastal environment however, the greater level of community awareness today means that any future development will be afforded a high level of scrutiny. Carefully planned development may assist with reducing such impacts and reduce ongoing maintenance costs where erosion is present.

Any future development will require not only a thorough examination of the environmental issues relating to the proposed development but also clear strategies for the management of such impacts both during construction and for the duration of operational life of the facility.

4.1.4 Land use, Availability, and Ownership

Because land availability along the Victor Harbor foreshore is premium, existing boating facilities are invariably located in a manner that gives rise to overlap and potentially conflict with adjacent land uses. Any option for new facilities is also similarly constrained by the availability of land as well as the potential impact of any proposed facility might have on adjacent land uses. In considering these various options for either upgrade of existing facilities or for the provision of a new facility, the question of land use, availability, and ownership will be an important one.

When considering the option for an eastern boat launching facility, consideration was given to co-locating such a facility within the Yacht Club and Sea Rescue, however, despite this apparently providing an opportunity for sharing of such a facility, other factors more strongly favour the selection of a preferred location further west.

4.1.5 Education and Awareness

Having explained in some detail the benefits of educating all ages of the Victor Harbor community as well as potential boat users from outside the community, as to the uniqueness and challenges of the boating experience within the Victor Harbor area, the following options are suggested being appropriate to raise the level of community understanding on boat safety as well as providing adequate information to boat owners and users and that this be updated and reinforced on a regular basis.

- Establish education programs in primary and secondary schools on this subject.

- Ensure tourist offices and operators strongly reinforce the theme of the uniqueness and challenges of the Victor Harbor boating experience, this not just applying to boat users but also the general public, this particularly including the partners and families of boat users who are likely powerful messages in addition to those received by the boat users themselves.
- Ensure that signage relating to boat operation and safety throughout the Victor Harbor region is consistent, easy to follow and clearly warns of the dangers of boating under certain conditions.

4.2 Specific Sites

4.2.1 Bluff Ramp

In recognition of the Bluff ramp's status as the most protected and used boating facility in the Victor Harbor region, it is appropriate to undertake upgrade works to promote and enhance this role and to provide a safer and more functional facility that responds to users' needs, especially during peak periods.

The options for upgrading the Bluff boat ramp might include:

- Upgrading the boat ramp, the channel, the jetty and parking areas to provide greater safety and an improved rate of boat launching and retrieval, more parking for cars and trailers, improved and safer circulation and operation as well as an improved standard of lighting.
- Carefully assess the environmental impact of any proposed upgrade works and develop an appropriate strategy for managing such works and if such works may assist in managing erosion at Yilki.
- Recognise the environmental value of the area adjacent to the Bluff boat launching facility and ensure that the impact of any upgrade works on this area is minimised and properly managed.
- Monitor the effectiveness of signage at the boat ramp and general vicinity so as to clearly inform patrons of their responsibilities from an operational, safety, and car parking point of view, this signage being part of an overall theme for boating in the Victor Harbor area, whilst avoiding Cluster Sign Blindness.
- Specific upgrade works may include:
    - Widen and deepen the channel and swing basin
    - Extending break wall along the length of the channel
    - Install additional floating pontoons and potentially overnight berthing along an extended break wall
    - Upgrade the existing pontoons
    - Extend the capacity of the vehicle and trailed parking

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- Create a formal overflow carpark, adjacent to the ramp, that can be implemented as required
- Improve traffic flow
- Review the intersection at Solway Crescent
- Upgrade water and stormwater management
- Provide additional amenities, fish cleaning, wash bays, increased waste disposal

4.2.2 Kent Reserve

There have been several schemes proposed for the upgrade of the Kent Reserve to provide a significantly higher level of boating facility, and at least one of these included inland waterways and mooring berths in the mouth of the Inman River. It has been generally acknowledged that any scheme of this type and scale should not proceed due to the environmental significance of this area and the relatively shallow and rocky offshore area in the vicinity of Davenport Anchorage. The options for development at Kent reserve are therefore directed towards maintaining the status quo, both from an amenity and functionality point of view.

- Retain the existing beach launching area which provides beach launching in a relatively informal manner and with reasonable safety, especially in calm conditions.
- Ensure signage of this area is very clear from a boating point of view, thus advising intending boat users of the potential dangers of boating in Victor Harbor waters, such signage being consistent with the overall theme for boating in the wider Victor Harbor area.
- Maintain the existing beach access.

4.2.3 Granite Island

The Granite Island boating facilities have a long history however, boating facilities in this sheltered portion of Granite Island have several shortcomings and are generally confined to loading and unloading from the jetty, limited use of swing moorings in the sheltered portion of this bay, and occasional mooring by visiting cruise yachts looking for shelter or supplies as they move around the coast between Wirrina and Cape Jaffa.

Boating facilities on the island are significantly compromised due to the restricted access both for personnel and supplies to and from Victor Harbor and the island.

4.2.4 Causeway Ramp

The options for upgrading the Causeway ramp should be confined to improved safety and education for users for its most effective use, despite serious constraints. As discussed in previous sections, this facility should only be retained until such time as alternative improved facilities are available in the area. Options therefore include:

- Decommission after the completion of an alternative facility

- Warn and communicate dangers when using the facility

4.2.5 Eastern Ramp

The case for an Eastern boat ramp responds to the demonstrated growth in the regional population, boat ownership growth, and the need to provide better and safer access to the waters east of the Causeway and Granite Island for recreational and commercial boat users (including tourism operators and cruise ship tenders) and Sea Rescue craft.

From an environmental perspective it is recognised that significant work is required to assess the environmental impacts on land and at sea prior to a firm decision to proceed with a detailed design and funding case for this site. Notwithstanding this, investigations to date have indicated that the general area in the vicinity of the Bridge Terrace proposal is probably the best area for such a facility. Additional work on the level of protection, water depth, breakwater design and stormwater management will be necessary prior to the ultimate selection of the final location and configuration.

The proposed Eastern Boat Ramp and associated breakwaters may have a beneficial effect on the movement of sand but that would need to be assessed in the modelling incorporated in the Environmental Impact Statement. An earlier marine engineering report had suggested that the addition of groins along the coast may assist retaining and reduce sand drift.

Stormwater outlets could be incorporated into the overall design of the Eastern Boat Ramp and surrounds, to reduce the current erosion caused by the existing outlets.

Cheshire's report (1997) indicates concern that marine habitats would be impacted by such a development proposal, however, both algae and invertebrate communities and seagrasses can, and are known to survive in the vicinity of established boat ramps and related structures. Also new marine habitats can develop very quickly when new coastal structures develop.

Only a small amount of seagrass exists for most of the year at the northern end of the proposed East Beach area (nearer the Yacht Club), and so little seagrass intervention would occur here.

The short- and long-term impact on the sea grasses and habitat for sea dragons and to a wide range of sea life would be assessed as part of the preparation of the Environmental Impact Statement.

Also the John Chappell Engineer Report (1998) prototype analysis determined that sand movement along the coast at this point was in and out to sea, and not so much along the coast. There have been a number of additional studies and reports completed over a 30-year period. These will all form part of the background documents provided to an appropriately qualified consultant to undertake the Environmental Impact Statement for the Eastern Boat Ramp.

Options for such a facility would therefore need to include or should consider:

- Land availability
- Environmental impact factors and their management
- Traffic access and parking demand
- Integration with Victor Harbor Foreshore Plan and Coastal Adaptation study
- Incorporate coastal park requirements
  Installation of an integrated signage system for boating at Victor Harbor\

Dredging costs for any boat ramp and marina can be considerable. Once the Eastern Boat Ramp is constructed, Council and/or State Government would need to allocate sufficient operating funds to provide for periodic dredging. A good design of the breakwater will also help reduce the tidal influx of sand and silt into the marina basin.

Council would seek funding from State and Commonwealth governments to enable this project to proceed. Having the Environmental Impact Statement completed, designs completed and a detailed cost estimate, would put Council in the best position to seek grants from State or Federal Governments.

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5. Strategic Framework

Boaters in Victor Harbor will be provided with a better boating experience through the provision of boating facilities that perform to a high standard, have adequate capacity, are well maintained, are safe and provide improved accessibility for all.

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5.1 Introduction

Through a process of consultation with the BMFAG, key stakeholders, other interested parties, and members of the public, the issues relating to the development of an improved boating environment at Victor Harbor as set out in previous sections have been examined and reviewed. From this review, options were identified and developed as presented within this strategy. The strategy provides guidance to the implantation of a series of interrelated actions affecting several locations and the wider community. It is set out under the same six key headings used to identify the issues and the options including safety, boating demand, environment, land use and ownership, awareness, and specific sites.

This strategy is based on stakeholder feedback, and the vision, values, and themes emerging through the consultation process.

Values

- Boating recreation
- Community safety
- Natural environment
- Social and cultural heritage
- Economic environment including costs

For each key issue the strategy provides:

- An objective
- A clear set of actions
- Responsible parties
- An indicative timeframe

The Action Plan is a live document subject to ongoing change.

Vision

A functional boating environment for Victor Harbor which achieves a balanced response to seasonal demand, environmental values, community safety, and economics.

This strategy identifies a series of priorities which will be implemented to deliver the objectives

5.2 Action Plan

Whilst this strategy identifies the priorities, an annual action plan will be prepared or reviewed and to advise of which projects and actions will be undertaken in the forthcoming year. Several factors will influence each action plan, including maintenance needs, asset condition, facility demand, project readiness, safety concerns, budget constraints, and emerging issues.

5.3 Partnerships and Collaboration

Delivery of this strategy will require collaborating and working in partnership with Boating and Marine Facilities Advisory Group, land and infrastructure managers, the community, boating stakeholders and the Traditional Owners to identify opportunities and support outcomes. Working in partnership with Government agencies and facility managers presents opportunities to navigate planning and approval needs, integrate plans, and to identify other funding sources. In some instances, working with private landholders or private industries may be required to deliver boating outcomes.

Common Themes from consultation with the Boating and Marine Facilities Working Group (2021)

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Boaters in Victor Harbor will be provided with a better boating experience through the provision of boating facilities that perform to a high standard, have adequate capacity, are well maintained, are safe and provide improved accessibility for all.

Recreational Boating Strategy 2025

Strategy Objectives

1. To enhance the Victor Harbor boating experience by supporting and improving the maintenance of our public facilities.
2. To enhance the Victor Harbor boating experience by continuing to invest in renewing and building new boating facilities.
3. To enhance the Victor Harbor boating experience by continuing to invest in destination locations.
4. To enhance the Victor Harbor boating experience by providing for improved access and navigation.
5. To improve waterway and boating safety by investing in marine safety and education.
6. To enhance the Victor Harbor boating experience by promoting Victor Harbor as a boating destination.
7. Capitalise on the blue water economy (cruise ships, etc)

Prioritisation will consider these factors

- Asset condition and maintenance needs
- Waterway risks
- Improved navigational accessibility
- Facility demand (current or potential)
- Improved DDA access
- Boating safety
- Ability to reduce congestion/ increase capacity
- Co-contribution
- Project readiness
- Emerging issues

City of Victor Harbor – Draft **Recreational Boating Strategy 2025**

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Prioritisation of actions

should also consider the following principles

1. All elements of the boating system should receive funding, including infrastructure, safety, education, and promotion.
2. As current facilities are over capacity, priority should be given to a new facility at Eastern Beach.
3. The Bluff Boat Ramp, where the largest concentration of boaters resides, should be given priority for maintenance and minor upgrades to fill the gap until a new facility is constructed.
4. Boat ramps should be prioritised over other land based facilities.
5. Co-contributions or grant funding should be sought where possible.
6. Environmental, social, cultural, and economic consideration.

6. Monitoring, Reporting, and Action plans

Each year, an annual action plan will be developed or reviewed to put into effect each of the objectives in this strategy

The key objectives and action outcomes from consultation with the Boating and Marine Facilities Advisory Group are summarised within this section.

One of the most important stages of the strategy will be its ongoing monitoring and review. This stage is of critical importance if the progress of the strategy's implementation is to be measurable and if community acceptance is to be maintained.

Council and its stakeholders will need to review this strategy and its action plans to confirm the conclusions and proposed strategies remain valid. As new information comes to hand such as the changes in demographic profile, new government policy, or major infrastructure and grant opportunities, the strategy may be modified.

Monitoring and evaluation activities within the scope of the Strategy need to be undertaken continually. It is recommended that council undertake a review of the Strategy and its implementation as required.

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Strategic Objective	Actions
1. To enhance the Victor Harbor boating experience by supporting and improving the maintenance of our public facilities	1.1 Develop this boating strategy - Complete 1.2 Develop an action plan - Complete 1.3 Develop/improve maintenance program 1.4 Monitor and review action plans
2. To enhance the Victor Harbor boating experience by continuing to invest in renewing and building new boating facilities	2.1 Develop an action plan in accordance with objectives
3. To enhance the Victor Harbor boating experience by continuing to invest in destination locations	3.1 Provide berths, moorings, and destination jetties, including suitable berthing facilities for Cruise Ship Tenders 3.2 Provide new/additional amenities to facilities
4. To enhance the Victor Harbor boating experience by providing for improved access and navigation	4.1 Continue dredging of boat ramp as required 4.2 Incorporate inclusive access facilities 4.3 Expand the network of formal boat ramps and launchings
5. To improve waterway & boating safety by investing in marine safety & education	5.1 Monitor and improve regulatory and wayfinding signage 5.2 Undertake regular compliance reviews of facilities
6. To enhance the Victor Harbor boating experience by promoting Victor Harbor as a boating destination	6.1 Develop a program to promote boating experiences 6.2 Develop a boating tourism plan

Time	Action
Short-Term (2026-2028)	• Cost and establish the terms of reference for an Environmental Impact Study for East Beach. • Establish the Eastern Beach multipurpose boating facility as part of the Victor Harbor ten-year financial plan. • Review of current launching charges • Install one more pontoon at bluff boat ramp on breakwater • Improve garbage facilities at current ramps • Lobby state government to remove the boating exclusion zone on the Northwestern Side of West Island (exclusion zone use now redundant)
Mid-Term (2029-2032)	• Progress with the development of Eastern Beach to reduce demand on Bluff Boat Ramp, improve safety and enhance the blue water economy to victor harbor.
Long-Term (2033+)	• Complete the development of Eastern Beach to reduce demand on Bluff Boat Ramp • Upgrade the Bluff Boat Ramp • Infill the beach area on the northern side of the boat ramp and construct additional boat ramp parking • Removal of Causeway Ramp on completion of the Eastern Beach Boating Facility

9.4 Attachment Under Separate Cover - 2024/25 Annual Report

city of Victor Harbor

Attachment Under Separate Cover

Ordinary Council Meeting – 24 November 2025

2024-25 Annual Report

www.victor.sa.gov.au

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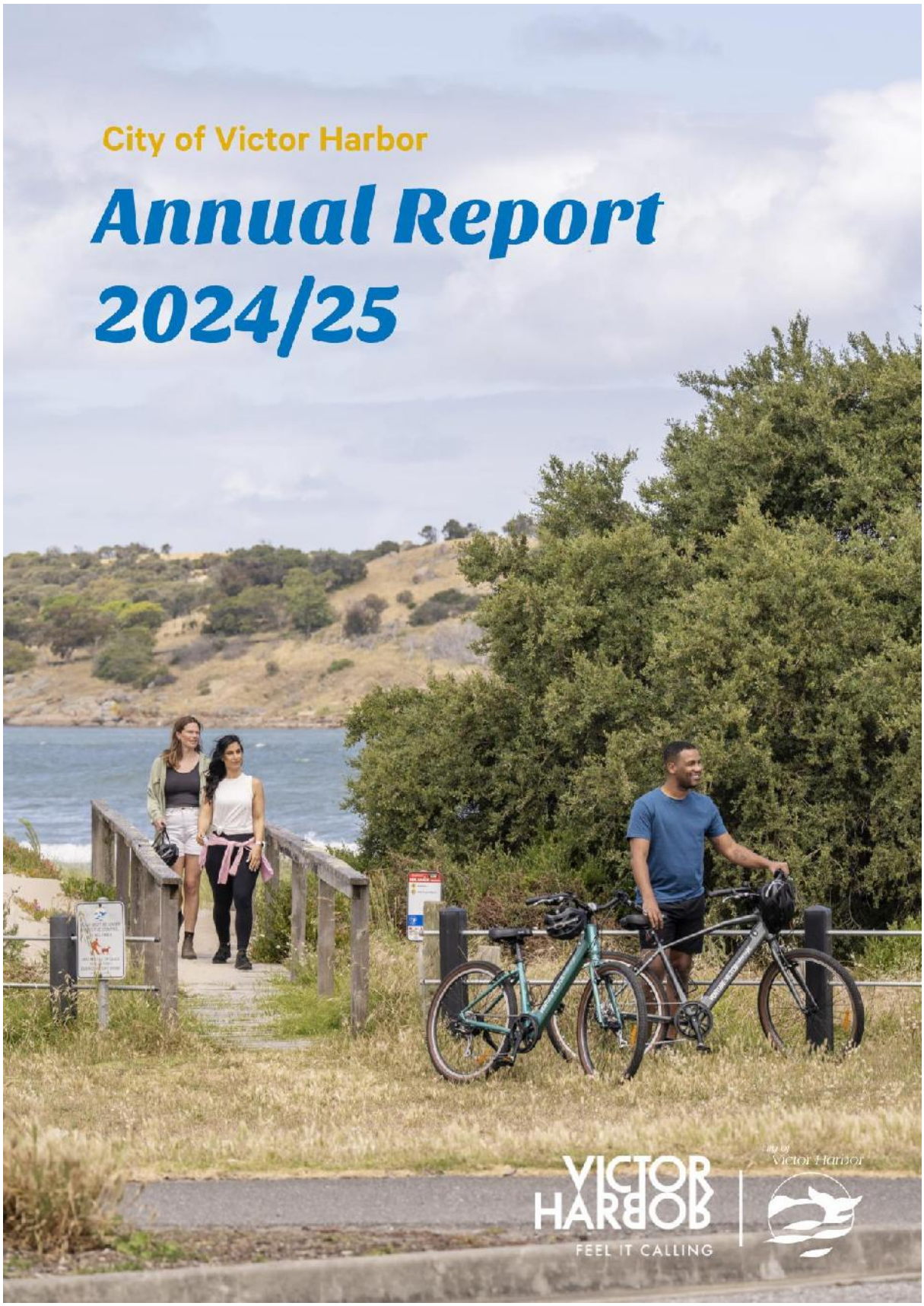
City of Victor Harbor
Annual Report
2024/25
VICTOR HARBOR
FEEL IT CALLING
City of Victor Harbor

Acknowledgement of Country

The City of Victor Harbor is committed to working with Traditional Owners, supporting their role as custodians of this land and helping ensure the future prosperity and cultural enrichment of our community.

We acknowledge the Ramindjeri and Ngarrindjeri people as the Traditional Owners of our beautiful lands and surrounding waters. As a community we recognise and respect their cultural connections with Country.

Photo: Cedric Varcoe undertaking a smoking ceremony (City of Victor Harbor)

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Attachments:
- Victor Harbor Horse Tram Authority 2024/25 Annual Report
- Southern and Hills Local Government Association 2024/25 Annual Report
- Fleurieu Regional Waste Authority 2024/25 Annual Report

The 2024/25 Annual Report was adopted by the City of Victor Harbor at a Council Meeting on xxx.

ISSN 1835-4726

Cover Photo: Views from The Bluff (Heidi Wolff)

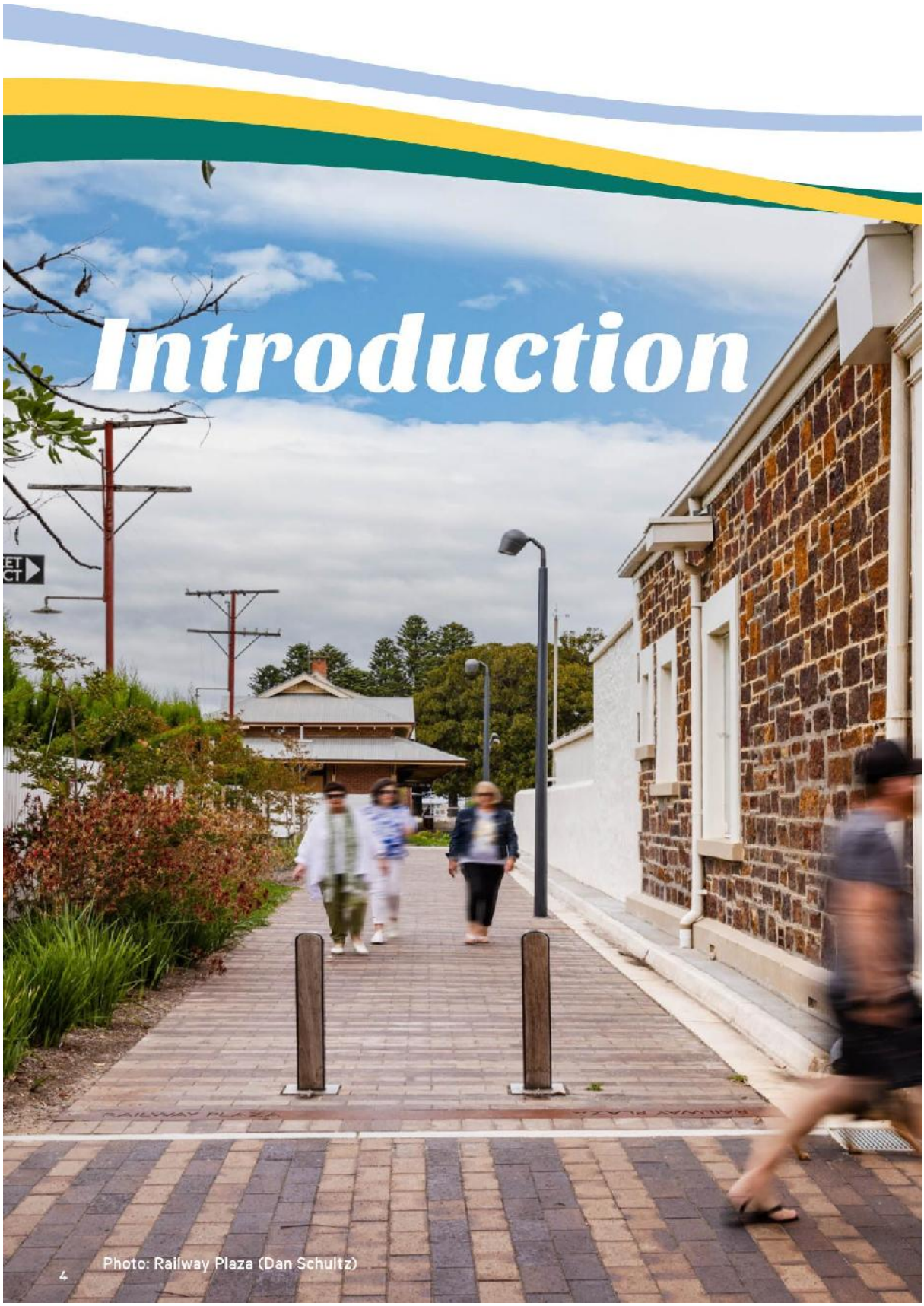


Photo: Railway Plaza (Dan Schultz)

Reading this Annual Report

In accordance with the Local Government Act 1999, Council must publish an Annual Report to provide an update for our community and stakeholders about Council finances, performance and how we have delivered against our strategic management plans.

The Annual Report 2024/25 reports against our Community Plan 2030. This report also includes a summary of our performance against Council's Annual Business Plan and Budget 2024/25. The Annual Report gives our ratepayers and key stakeholders insight into how we invest public funds to provide essential services and infrastructure and promote social, environmental and economic advancements across the City of Victor Harbor.

It is a chance to share more detail about the opportunities and challenges faced during the financial year, and some of the noteworthy achievements during 2024/25, in our effort to serve ratepayers, residents, businesses and visitors.

The report is divided into the following sections:

- Introduction (pages 4-15)
- Who We Are, What We Do (pages 16-61)
- 2024/25 In Review (pages 62-71)
- Our Performance (pages 72-107)
- Corporate Reporting (pages 108-119)
- Financials (pages 120-181)
- Looking Ahead To 2025/26 (pages 182-186)

Legislation also requires the Annual Report of Council subsidiaries to be attached to this report.

Mayor's Welcome

Dr Moira Jenkins
Mayor

When I reflect on the past year at the City of Victor Harbor, I am impressed by the collaboration of our community and Council to drive a positive future for our coastal city. There is much to celebrate and acknowledge as we review the last twelve months.

Council Members Serving You

Your elected Council Members have considered, analysed and debated a wide range of decisions over the year. While we may all come from different backgrounds and have varying interests that we pursue in our role as community leaders, we are all alike in our desire to create the best possible outcomes for the community.

In 2024/25, we conducted 12 Ordinary Council meetings and 9 Special Council meetings where a total of 482 resolutions were made. I am grateful for our diverse Council and am proud of the passion that we bring to our roles - it is a responsibility we all take very seriously.

Focus on Community Wellbeing

Victor Harbor is home to a vibrant community, and Council continues to take steps to ensure our city has a strong sense of wellbeing.

Our events calendar has been jam-packed with various sport and music events, plus a number of exciting annual festivals have taken place.

The Winter Whale Fest, proudly delivered by Council, was a major highlight in June with markets, workshops, art exhibitions, films, walking tours, expert talks and a lantern parade. A re-cap of the year's major events is available on page 66.

Council's Active Wellbeing Program continued to make strides in 2024/25, with hundreds of residents attending yoga, dance, meditation and mindfulness activities. Our arts and cultural activities, including a range of exhibitions showcased at Coral Street Art Space, have also sparked the interest of many.

Our Library continues to be a popular and well-loved community hub. Each year, we record around 120,000 visits to the Library, with up to 500 visitors per day. The Library provides a range of excellent resources, events, facilities and programs that are adored by the community. I'm very pleased to share that from July 2025, the Library has expanded its opening hours, allowing earlier access on weekdays and longer hours on Saturdays.

A Shoutout to Volunteers

Many things that we do as a Council rely on the community's direct support through volunteering. There are many services that simply wouldn't be possible without our wonderful volunteers – from maintaining more than 3,500 hectares of parks and open spaces, to offering nearly 10,000 passenger trips through our Southern Communities Transport Scheme.

Around 1 in 4 people in Victor Harbor donate their time towards volunteering in the community. I believe this impressive figure is a reflection of how generous our residents are. I would like to personally and publicly thank our volunteers for their efforts.

If you're interested in becoming a volunteer, please don't hesitate. I strongly encourage you to learn more and apply. There are volunteering opportunities to suit every individual, and it's a fantastic way to be social and have fun with like-minded people.

Support in the Challenging Times

While there are many things to celebrate from 2024/25, we can't ignore that it was a challenging year for some.

Victor Harbor's farmers were hit hard by drought conditions, with many facing significant business losses. In response to this emergency, Council established a dedicated grant program to provide relief. Through this special grant program, local farm businesses were provided much-needed assistance to cover essential and unavoidable business expenses.

The harmful algal bloom along South Australia's coastline has had an impact on our way of living. The naturally occurring algal bloom, Karenia mikimotoi, has made national headlines for the damage it has caused to our marine life and the challenges it has created for tourism businesses.

Many local residents are still being impacted by the cost of living crisis. This has been a key consideration in Council's annual budgeting process, as we aim to keep rate increases to a minimum while also providing essential services and infrastructure upgrades that our community needs now and into the future.

Our Exciting Future

One thing I know about Victor Harbor is that we never let a challenge stop us. Our resilient, passionate and kind community is at the heart of our next chapter. The future is exciting for Victor Harbor.

Our residents and ratepayers can be assured that Council is making decisions for the community that protect our environment, retain our heritage and preserve our character. We know that Victor Harbor is a very special place, and we remain committed to keeping it that way.

I would like to sincerely thank Council Members, Council staff, community and stakeholders as we reflect on yet another year in our beautiful coastal city. It is with great honour that I present the City of Victor Harbor's 2024/25 Annual Report.

Introduction from the CEO

Victoria MacKirdy
Chief Executive Officer

Our Annual Report is an opportunity to reflect on the year's achievements and acknowledge the contributions made by Council Members, staff and volunteers. With a continued focus on delivering the aspirations of our Community Plan 2030, our team has delivered outstanding outcomes in collaboration with the community.

Planning for a Bright Future

We are at a critical point in Victor Harbor's history where Council must proactively plan for our growing city's future. Recent data forecasts our population will grow to around 19,000 over the next five years. Victor Harbor's anticipated growth has implications for the provision of services and infrastructure, as well as how we protect our environment, heritage, lifestyle and sense of community, all of which are highly valued and integral to the city's appeal.

Every project we undertake is through a strategic lens, understanding that this growth is inevitable and we must cater to it. Many of the major projects that we have been working towards in 2024/25 are focused on planning for population growth and providing infrastructure that will meet the needs of our community well into the future.

This includes the development of our Urban Growth Management Strategy, which will provide a clear framework for managing population and housing growth; coastal protection works, which aim to protect community assets and amenities from sea level rise and storm surges; and, our Corporate Systems Project, which is modernising the technology that Council uses for day-to-day business activities.

We have also continued to progress the development of a Regional Community, Sport and Recreation Precinct and are negotiating with experienced private consortium, Accord. More information about the Precinct and other major projects is presented on page 63.

Through strategic planning and responsible investment, we are laying the foundation for a community that is vibrant, resilient, and future-ready.

Dedicated Team Approach

The City of Victor Harbor team has exceeded expectations in 2024/25, demonstrating a high level of professionalism and excellence in all aspects of business.

Our diverse cohort of staff bring a wide range of skills and expertise that enable us to offer a comprehensive range of services to the community. Together, we deliver more than 100 services.

The Corporate Systems Project has brought significant change for all departments, modernising the way many tasks are undertaken and introducing new processes. Our staff have embraced this change and welcomed efficiencies and continued to deliver business as usual while learning and adapting to new systems.

Our team has been presented several awards in 2024/25, including two at the prestigious LG Professionals SA Excellence in Leadership Awards. We were recognised for our innovative work in the accessibility field, as well as our cross-council collaboration to deliver a local Study Hub. Details about these accomplishments are on page 31.

While our team certainly deserves praise after another busy year, there is always room for improvement, and we will continue to reach beyond satisfactory standards and strive for excellence. Our third Community Satisfaction Survey, undertaken in early 2025, has outlined a number of key areas that Council can improve its levels of satisfaction amongst our residents and ratepayers. Information about the Community Satisfaction Survey is available on page 71.

Working With Our Community

As the level of government closest to the community, it's in our nature to work closely with residents, ratepayers, businesses and volunteers to ensure that Victor Harbor remains a remarkable destination.

We have continued to consult regularly with our community this year, ensuring that Council news is effectively disseminated through our various communication channels, and stakeholders are proactively engaged in providing feedback to our projects and planning. Everything we do is with our residents and ratepayers in mind.

Our 1.2 million annual visitors are another facet of our community that we cater to through our everyday work. Thanks to Council's ongoing investments into local projects, our staff's commitment to beautifying and marketing our city, and our outstanding local businesses, Victor Harbor was again awarded the title of SA's Top Tourism Town (for the third consecutive year), resulting in an induction into the Top Tourism Town Hall of Fame.

Looking Ahead

The following pages outline more accomplishments, challenges and news from the financial year. While this report is a great demonstration of what we have achieved over the past twelve months, we know there is more work to be done to ensure Victor Harbor remains a great place to live, work and visit in the decades to come.

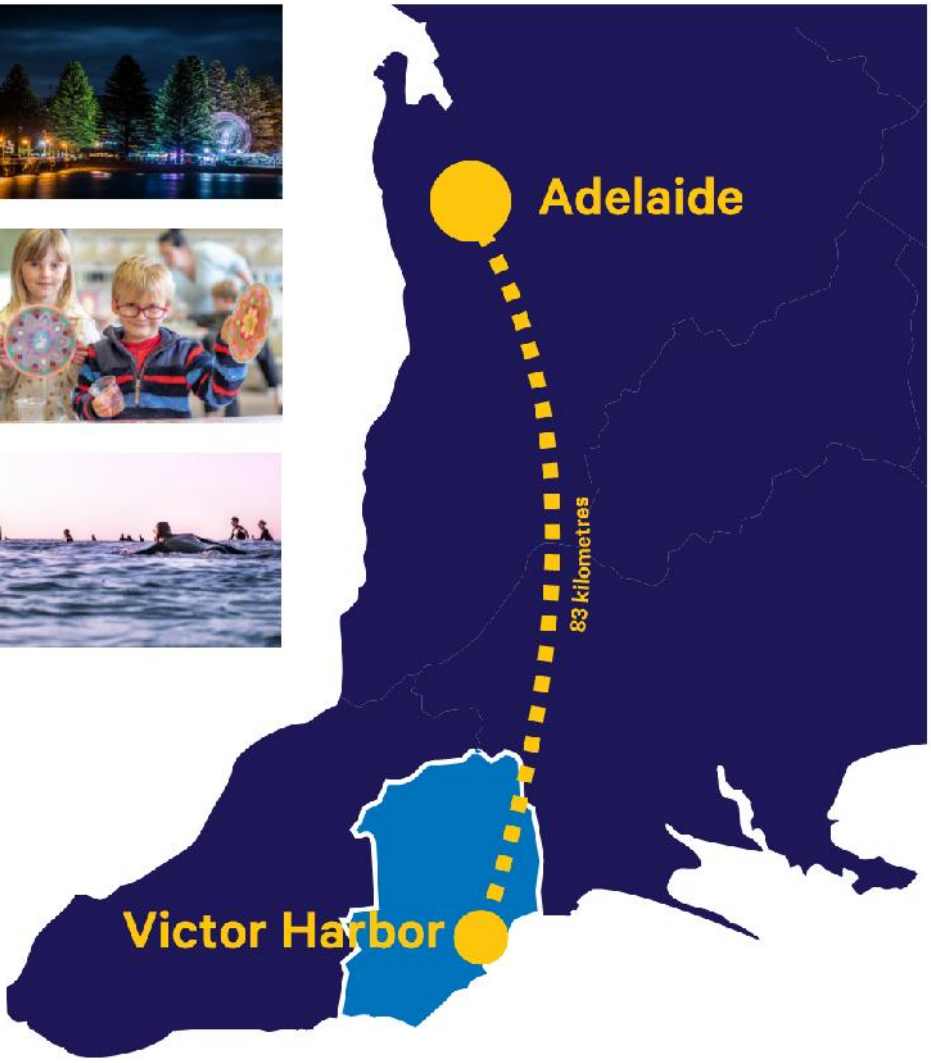
Council will continue to work in the best interests of our region, prioritising smart urban planning, environmental stewardship, and thoughtful infrastructure investment to ensure that Victor Harbor grows in a way that enhances quality of life for all.

As we look ahead, there are many important projects to come in 2025/26. This includes reconstruction of Whalers Road, the ongoing delivery of our Footpath and Shared Paths Program, the development of a Community Garden and Nursery, and service level reviews. I encourage you to take a look at the overview of our 2025/26 Annual Business Plan and Budget outlined on page 184.

I would like to thank the entire City of Victor Harbor team, including Council Members, staff and volunteers, for their unwavering commitment to serving our coastal city. It is a privilege to work with such passionate colleagues, stakeholders and community.

About the City of Victor Harbor

Our Location



Our History

For thousands of years, the Ramindjeri and Ngarrindjeri people hunted and gathered in the region they called 'Wirramulla'. The fertile lands supported huge animal populations while the waters were sheltered and rich with life. Among the local dreamtime stories, Nulcoowarra or Kaiki (the Ngarrindjeri name for Granite Island) has tremendous spiritual significance, as does the southern right whale, told in the Kondoli dreaming. The first non-Indigenous settlers approved of the region for the same reasons – rich lands, sheltered waters and whales.

The famous encounter between Captain Matthew Flinders of the British sloop Investigator and Captain Nicholas Baudin of the French ship Le Geographé occurred in waters off Victor Harbor over 200 years ago. The ships sheltered in the bay, which was later named Encounter Bay by Captain Flinders.

In 1837, Captain Richard Crozier in command of the Cruizer-class H.M.S. Victor anchored just off Granite Island on his way back to Sydney and India. Captain Crozier named the place 'Victor Harbour' (the original spelling of the town name) after his ship.

About the same time as Captain Crozier's stop over, two whaling stations were established, one at Rosetta Head (popularly known as "The Bluff") and the other near the point opposite Granite Island. Whale oil became South Australia's first export. From 1839 the whaling station was managed for a time by Captain John Hart, a later Premier of South Australia. Whaling stations continued trading until around the mid-1860s.

Council Background

On 31 October 1975, the District Council of Encounter Bay and the Corporation of Victor Harbor amalgamated to form the District Council of Victor Harbor. The amalgamation recognised the strong communities of interest that existed between the two former local government areas and the resource, cost and efficiency benefits that would be generated by the combining of the two councils.

Potential for further amalgamation was considered in 1996-1997, this time involving the Local Government areas of Victor Harbor, Port Elliot, Goolwa, Strathalbyn, Yankalilla and Willunga. Although some Council mergers did result from these extensive investigations, Victor Harbor remained an independent entity.

On 1 February 2000, the District Council of Victor Harbor became known as the City of Victor Harbor. The new name, new logo and new direction was a reflection of the dynamic changes occurring within the community and the significance of Victor Harbor as the regional centre for the southern Fleurieu Peninsula.

The City of Victor Harbor is located on the coast of South Australia's Fleurieu Peninsula, about 80 kilometres south of the Adelaide CBD. It is the largest population centre of the Fleurieu region and considered to be the hub of the southern Fleurieu Peninsula. The Council area encompasses 346 square kilometres, sharing boundaries with Alexandrina Council to the east and the District Council of Yankalilla to the west.

About the City of Victor Harbor

Our Community

The City of Victor Harbor is home to a welcoming community with friendly spirit and strong family values. The charm of the Victor Harbor community is underpinned by a culture of volunteering. Around one in four people in the City of Victor Harbor volunteer in some capacity, and the Council itself is also fortunate to have a team of around 400 volunteers who assist with the delivery of services, programs and initiatives.

Over the years, the peaceful coastal lifestyle of Victor Harbor has been known to attract a mature, retiring population. The median age of people in Victor Harbor is 60 years, with 20 per cent of the population aged over 75 years.

However, Victor Harbor is also home to many young people and families who are opting to take advantage of the regional lifestyle benefits.

Schools in the City of Victor Harbor have almost 3,000 students combined, who are drawn from across the southern Fleurieu Peninsula.

Victor Harbor's close proximity to metropolitan Adelaide has also seen an emergence of residents who live in Victor Harbor to enjoy a leisurely coastal lifestyle and commute to the metropolitan area for work.

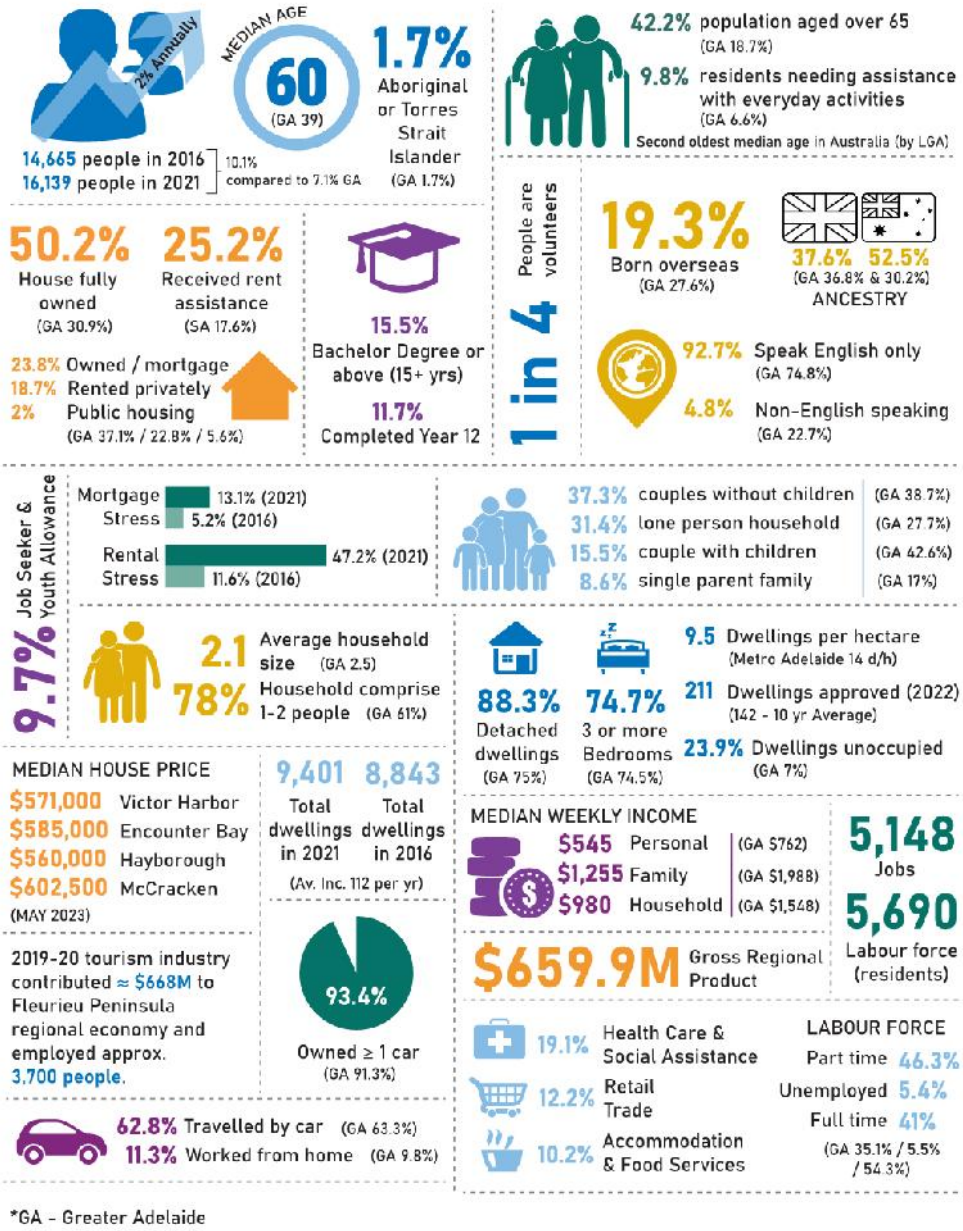
Our City

Victor Harbor's adored natural surrounds and nearness to Adelaide have made the City a favoured holiday destination for many years. The coastal City boasts both coastal and countryside scenery within a comfortable temperate climate.

The town centre overlooks the pleasant waters of Encounter Bay, where southern right whale mothers and calves often frolick between May and October. On land, Victor Harbor is recognised for several significant natural landmarks, including the rock outcrop known as The Bluff (Kongkengguwarr or Longkewar) and scenic Granite Island (Kaiki). The island is most notably known for the iconic horse drawn tram that is pulled by magnificent Clydesdales across the 630-metre causeway to Granite Island.

The City has beautifully preserved heritage buildings and a rich colonial heritage, which can be admired by visiting the SteamRanger, an operational heritage rail service and major tourist attraction. A growing arts, culture and events scene, coupled with diverse recreational opportunities, also attracts travellers from near and far.

Being the economic hub of the southern Fleurieu region, Victor Harbor attracts businesses of varying sizes and industries. Tourism is seen as the significant contributor to the local economy with 1.2 million annual visitors injecting $163 million each year. Residents and visitors can also benefit from expanding retail and hospitality offerings in the City.



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About the City of Victor Harbor

Topical Community Issues

The City of Victor Harbor Council area is unique in so many ways. We are faced with a number of significant challenges and opportunities, all of which are reflected in our planning and strategic outlook.

Population growth

The City of Victor Harbor is a coastal community with an ageing, growing and diversifying population.

Victor Harbor's population is forecast to reach between 25,000 and 36,000 by 2051.

This growth has implications for the provision of services and infrastructure, and has been considered in the development of the State Government's Greater Adelaide Regional Plan as well as Council's Urban Growth Management Strategy.

Seasonality

Victor Harbor's population and economy is impacted by seasonality. In the summer months, as holidaymakers flock to the coast, Victor Harbor's population doubles, jumping to 30,000.

This provides a number of challenges including ratepayers subsidising facilities for our visitors. Also, the fact that grant funding allocated to Council by the Local Government Grants Commission is based on the permanent resident population and doesn't take into account this seasonal population boom. The Council has been advocating for a review of funding allocation methodology seeking a more equitable distribution.

Climate change

The City of Victor Harbor Council area is home to many wonderful assets such as The Bluff, Granite Island and the Little Penguin colony, Hindmarsh Falls, Glacier Rock, Hindmarsh and Inman Rivers.

The natural environment, including the coastal and marine areas, rivers, natural vegetation, clean air and mild climate are all identified as things that make Victor Harbor a great place to live.

The ability for the City of Victor Harbor to maintain its position as a place of choice to live, work, invest and visit is intrinsically linked to our preparedness for, and responsiveness to, the impacts of climate change. Our local economy is largely influenced by the seasonality of visitors attracted to our remarkable but vulnerable natural assets and features.

Over the next ten years, the changing climate will put pressure on our natural and urban environment. Climate adaptation studies for the region highlight that the area's climate will become warmer and drier with rising sea levels, increasing heatwaves, storm surges and increased bushfire risk.

In December 2019 the City of Victor Harbor joined a growing number of councils across the country to declare a climate emergency. This move recognises the serious risk that climate change poses to the Victor Harbor community and that more action needs to be undertaken by all levels of government.

Technology and innovation

Technology is continually evolving. There is a need to embrace and further develop the use of technology to create opportunities for both business and the wider community.

The City of Victor Harbor is a leader in the local community, and is expected to remain up-to-date with technology trends. Council continues to encourage innovation to improve service delivery.

Hospital and palliative care services

There is strong community concern about limited access to medical services. This is becoming an increasing problem as our population grows, residents continue to age, and more families move to our coastal city.

Palliative care services, paediatric services and mental health services in the region are under-resourced.

Access for all

The City of Victor Harbor recognises the importance of an inclusive community. That is, a community that not only accepts but embraces diversity.

The Council recognises that some people are more disadvantaged than others in being able to access services and facilities.

One of the responsibilities of local government is to ensure that all members of our community have the right to be included, participate, have access to services and goods, and are able to be included in decision making. Access and equity forms part of all our decision making and planning processes.

Our Disability Access and Inclusion Plan 2020-2024 supports us to understand and take into consideration the needs of people living with a disability. The Plan will be updated in 2025/26.

Public transport

There is insufficient public transport in our region. As our region grows, the need for improved transport options will only increase. This has been of great concern to Council for many years.

Improving public transport is a significant challenge. Currently there are minimal public transport connections to Adelaide, and there is a need for more public transport options locally. Council continues to advocate to the State Government for an increase in services for our growing community.

Planning for young and old

With a median age of 60 years, Victor Harbor has one of the oldest populations in the country. Our relaxed lifestyle makes our region a popular place for people to retire.

However, in recent times we have seen an increase in the number of young people and families coming to our area, supported by the fact that we have four great schools. It is important we plan for facilities, programs and services that suit both younger and older people.

Housing and homelessness

Like many areas across Australia, the rate of homelessness on the Fleurieu Peninsula is increasing. Housing affordability and availability are commonly discussed issues amongst our community.

In recent years, as cost of living pressures have continued to impact households across the country, homelessness has also become a significant topic of conversation in the media.

While in many cases local government is not a primary service provider for housing, councils can still play a significant role in creating equitable and cohesive communities. The City of Victor Harbor aims to be a vibrant city where individuals of all ages, backgrounds and abilities thrive.

Council offers a range of support services that are directed at assisting vulnerable people and groups in the community. This includes advocating to state and federal government representatives to table collective concerns from our region.

The City of Victor Harbor also proactively coordinates a range of community programs that aim to support vulnerable people (and those at high risk of homelessness) across all demographics.

Who We Are, What We Do

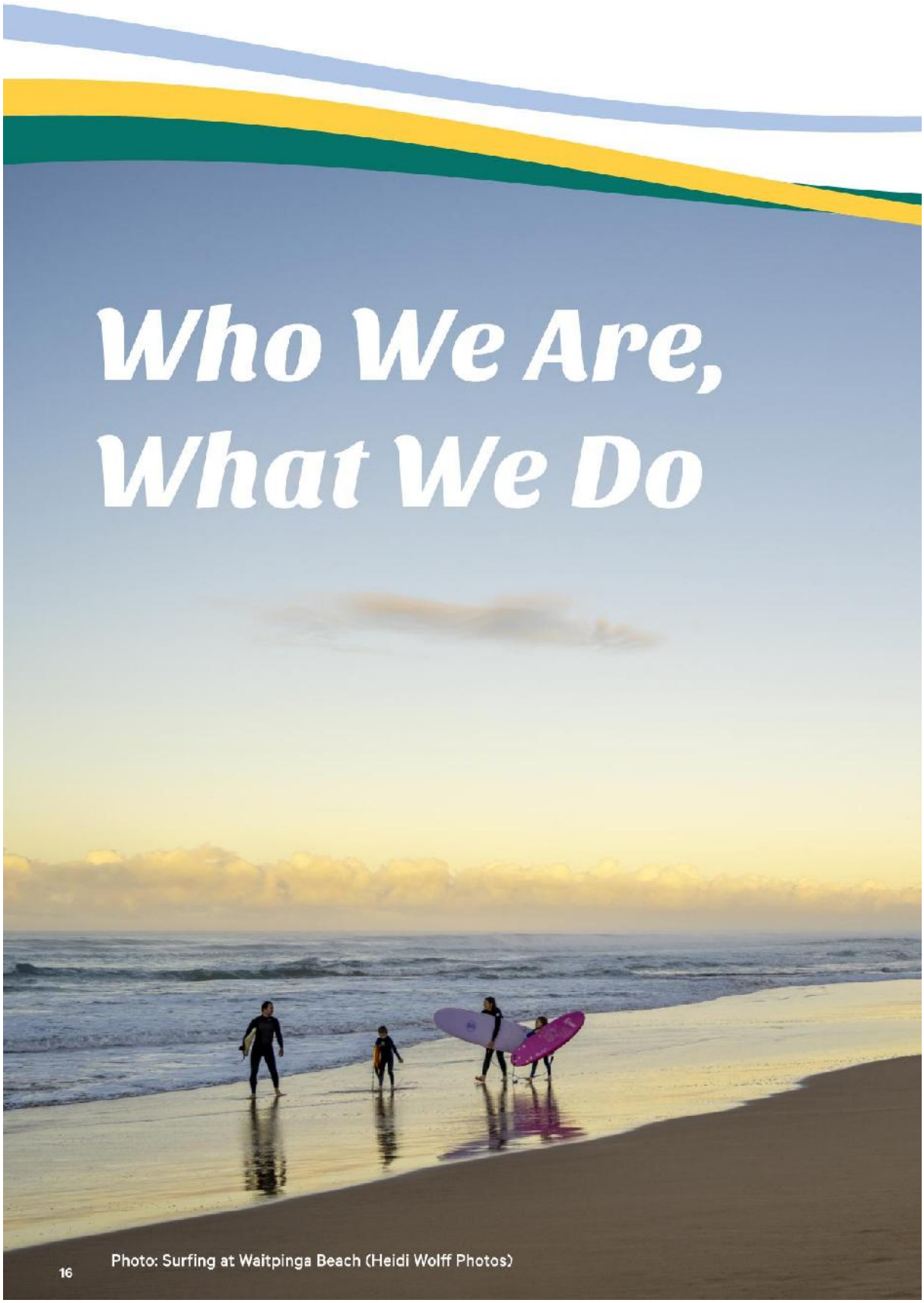

Photo: Surfing at Waitpinga Beach (Heidi Wolff Photos)

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Council Services

Most people are surprised when they learn how much councils do for their communities. The City of Victor Harbor provides more than 100 services to keep our community vibrant, clean and safe. Some of the services provided are required to be delivered by the Council under the Local Government Act 1999, while others services and programs are delivered to meet community needs or to deliver on community expectations. Below is a list of the services Council provides to the Victor Harbor community.

Infrastructure & Asset Management

Managing and maintaining roads, footpaths, bridges, bicycle paths, street furniture and cemetery

Waste & Recycling

Kerbside waste collection, public litter bins, recycling depot, street cleaning and graffiti removal

Heritage

Heritage advisory services and promotion of local heritage listed places

Planning & Development

Urban planning, building assessments, development assessments

Customer Service & Information

Responding to community requests, providing after hours call centre and community information

Family, Youth & Children's Services

Family support services, youth development programs and events, and immunisation program

Aged & Disability Services

Social support services and supporting planning for aged services

Library Services

Victor Harbor Library service, activities and events

Visitor Services

Visitor Centre, SA Whale Centre, Horse Drawn Tram, destination marketing

Economic Development

Economic development strategy delivery, investment attraction and destination brand development

Arts & Cultural Activities

Victa Cinema, public art, arts and culture centre planning, festivals, events, Coral Street Art Space

Parks & Recreation

Maintaining parks, reserves, playgrounds, walking trails, street trees, aquatic centre, boating facilities, street trees

Coastal Protection & Environment

Foreshore and estuary maintenance, vegetation management, pest animal and plant control

Compliance & Parking

Dog and cat management, outdoor dining, nuisance and litter control, parking enforcement

Transport

Community transport services, advocating for improved public transport

Public Health

Regulating food safety, waste water systems, water quality, sanitation, swimming pools and spas, vermin control

Emergency Planning

Regional bushfire management plan, local and zone emergency management plans

Administration

Records management, FOI requests, council and committees support, maintaining the electoral roll

Corporate Services

HR, organisational development, financial and risk management, computers and telecommunications

Community Development

Grant programs, community facilities and meeting places, advice, advocating on behalf of the community

Role of Council

Everything Council does helps to shape the future of Victor Harbor. We want to see Victor Harbor continue to be a place of choice to live, work, invest and visit.

Like all councils in South Australia, the City of Victor Harbor is established and empowered by the SA Government under the Local Government Act 1999. In addition to this, there are more than 50 Acts of legislation that assign roles, responsibilities and powers to Local Government.

We have a responsibility to create an environment for residents and visitors that is safe, healthy and contributes to the quality of life of the broader community. This is achieved by:

- Preparing and implementing policies and procedures that ensure development of the area is directed to the overall wellbeing of the community and the environment.
- Providing the community with an acceptable level of physical, environmental and economic services.

The provision of services is one way we respond to the needs of our community. Some of these services are statutory (we must do them) and are undertaken on behalf of the SA Government. Others are discretionary (we are not required to do them) and we choose to provide them for our community.

The principal roles of a Council are to provide government and management of its area at the local level. This can be done by:

- Providing **leadership** by setting directions to meet current and future needs, usually through policies, strategies, plans and reviews
- **Planning** for the development and future requirements of the area
- **Managing** community assets including buildings, facilities, public space, reserves and the natural environment
- Undertaking a **regulatory role** in response to specific legislation
- Acting as an **information provider** including developing resources to promote an understanding of the community and inform decision making
- **Liaison, advocacy and lobbying** on behalf of the community
- Acting as an **initiator or facilitator** to stimulate community action or bring stakeholders together
- Providing **developmental support** to enhance the capacity of the community to identify and respond to its own needs
- Being a **direct provider** of services, facilities and infrastructure
- Being an indirect **provider or part funder** of services, facilities and infrastructure
- Acting as an **agent** by providing service on behalf of another party that funds the services

Many of our community's needs are outside the direct responsibility of Council, or cannot be achieved by Council alone, and require the involvement of other levels of government.

The City of Victor Harbor works closely with the South Australian and Australian Governments to plan for services and infrastructure that support the community, and protect the natural environment.

Council Roles

No Role		The Council chooses not to have a role in relation to a particular service or activity
Enabler	**Information Channel**	Information about a service or activity of other bodies is channelled through Council communication activities
	Advocate	The Council may advocate to another level of government or other organisations for certain things to happen. This could range from a single event (such as writing to a Minister) through to an ongoing campaign
	Facilitator	A step further from advocacy where the Council may try to bring parties together to work out a solution to an issue affecting the Council area
Provider	**Agent**	Typically this would involve the Council delivering a service, funded by a government agency, that is (or likely to be regarded as) the responsibility of another level of government
	Part Funder	The Council either provides funding to another body to meet part of the cost of that body providing a function/service activity, or receives funding from another body (usually a government agency) to meet part of the cost of the Council delivering it
	Asset Owner	As the owner (or custodian) of an asset (road, footpath, playground, etc) the Council has responsibility for capital, operating and maintenance costs
	Regulator	The Council has legislated roles in a range of areas which it is required to fund from its own funds (apart from fees for cost recovery, government grants)
	Service Provider	The full cost (apart from fees for cost recover, government grants etc.) for a service or activity is met by Council
Leader	**Strategic Planning**	The Council has a role as a community leader by setting out a strategic plan for the area's future
	Policy Setter	The Council sets public policy to guide the operation of the council
	Educator	The Council has an important role to assist in educating the community on key issues

Council Members

Councillors serve the community by listening to residents, businesses and stakeholders, and representing their views on Council. They provide community leadership and guidance, and facilitate communication between the community and the Council.

Having a diversity of people on councils is important so our communities are represented fairly. The City of Victor Harbor has Council Members of various ages, backgrounds, abilities and beliefs.

On a Council, leadership skills are fundamental. Council Members must be impartial, able to listen to other perspectives, and be well informed of the facts when advocating for the community.

Councillors do not make decisions on their own. Councils make decisions as a whole.

The City of Victor Harbor is currently represented by 10 Council Members, consisting of the Mayor and nine Councillors.

The City of Victor Harbor's current Council Members were elected by the community during the 2022 Council Elections. Council Members are elected for a four year term of office.

More information about the City of Victor Harbor's Mayor and Councillors is provided on the following pages. Contact details for Council Members can be found at any time by visiting victor.sa.gov.au.

Representation Quota

Section 12(4) of the Local Government Act 1999 requires the Council to undertake a comprehensive review of the structure of Council at least once every eight years.

The City of Victor Harbor conducted a review of its representation structure in 2024/25 in line with legislative requirements. The purpose of the review was to determine whether the community would benefit from an alteration to the Council's composition or ward structure.

After taking a range of factors and feedback into account, it was concluded that Council would retain its current representation structure.

The representation quota is determined by dividing the total number of electors for the area of the Council by the number of members of Council.

The City of Victor Harbor's representation quota is 1:1,412.

The table (below) shows the current representative structure for the City of Victor Harbor and comparative data for similar councils.

Council	Council Members	Electors	Representative Quota
Alexandrina	10	24,063	2,406
Yankalilla	9	4,852	639
Barossa	12	19,839	1,653
Copper Coast	10	12,983	1,298
Light	10	12,140	1,214
Loxton Waikerie	11	8,580	780
Murray Bridge	10	18,436	1,843
Port Pirie	10	13,286	1,328
Wattle Range	12	9,086	757
Yorke Peninsula	12	9,475	789
City of Victor Harbor	**10**	**14,120**	**1,412**

Council Member Profiles

Mayor Moira Jenkins

Dr Moira Jenkins has been serving our local community for several years, including as Mayor since 2018 and as a Council Member between 2014-2018.

Moira is a clinical psychologist with post graduate qualifications in workplace conflict management and the development of healthy workplaces.

Her approach to leadership is based around collaboration – engaging our residents, ratepayers and other stakeholders to ensure decision making has the best interests of our community at heart.

She is especially passionate about addressing regional issues such as health, public transport and facilities for people of all ages.

Contact details

0412 733 453

moira.jenkins@victor.sa.gov.au

Deputy Mayor Angela Schiller

Councillor Angela Schiller was elected to the City of Victor Harbor in November 2022, becoming South Australia's first legally blind Council Member.

Angela has experience as a primary producer, small business owner and mother. As a local resident in Victor Harbor, she is focused on representing fellow residents and ratepayers and improving our region for future generations.

Her interests include improving public transport, increasing affordable housing, engaging youth and encouraging positive ageing with a focus on equity for all. Angela is committed to bringing a new perspective to Council, and advocating for the needs and interests of our diverse community.

Contact details

0428 964 118

angela.schiller@victor.sa.gov.au

Council Member Profiles

Councillor Brayden Mann

Born and bred in Victor Harbor, Councillor Brayden Mann has been serving the local community on Council since 2018.

Working locally as a Wills and Estates Lawyer at Bartel and Hall, Brayden is one of the many young professionals who call the South Coast home.

With a strong belief that everyone benefits from a vibrant, multigenerational community, Brayden is focused on making Victor Harbor a lifestyle city that attracts and retains younger generations.

Contact details

0403 785 805

brayden.mann@victor.sa.gov.au

Councillor Stewart Burns

Councillor Stewart Burns was elected to the City of Victor Harbor in November 2022.

Stewart is passionate about effective long-term planning and considered budget management.

Through informed decision-making, Stewart aims to add value to Victor Harbor and ensure our coastal city is equipped for current and future generations.

He is committed to representing local residents and ratepayer interests on Council, approaching all matters with an open mind, and advocating for all members of Victor Harbor's diverse community.

Stewart is actively involved in local organisations, and enjoys being a community leader.

Contact details

0419 766 263

stewart.burns@victor.sa.gov.au

Councillor Michael Quinton

Councillor Michael Quinton was elected to the City of Victor Harbor in November 2022.

Michael has diverse qualifications in economics, agribusiness, veterinary science and medicine, and currently works locally as a vet.

He is passionate about protecting the things that make Victor Harbor great, while supporting opportunities to improve recreational activities, infrastructure and services.

As a local resident, business owner, husband and father, he aspires to work collaboratively with the community and make decisions in the best interests of Victor Harbor's future.

He is committed to sustainable development and supporting all generations.

Contact details

0473 680 399

michael.quinton@victor.sa.gov.au

Councillor Marilyn Henderson

Councillor Marilyn Henderson has been serving the local community on Council since 2018.

Through her career in science, Marilyn has contributed extensively to the agriculture industry, medical and plant research, anatomy, and microscopy and microstructure analysis. In her role on Council, she aims to respect the needs of all and ensure Victor Harbor remains a vibrant and inviting coastal city.

Marilyn is extremely passionate about addressing climate change, and protecting Victor Harbor's stunning natural environment will continue to be one of her key focuses on Council.

Contact details

0427 464 213

marilyn.henderson@victor.sa.gov.au

Council Member Profiles

Councillor David Kemp

Councillor David Kemp has been serving the local community as Council Member since 2018.

David has dedicated much of his life to the SA Metropolitan Fire Service where he was an Executive of the Fire Service and Board Member of the Fire Service Credit Union.

His experience in corporate governance, emergency management, risk management, strategic and financial planning is an asset to the Council.

Through his role on Council, David is able to connect and communicate with our community and ensure resident and ratepayer needs are at the forefront of all decision-making.

As a fellow resident of Victor Harbor, he is passionate about representing the community and advocating for our region's future.

Contact details

0448 801 521

david.kemp@victor.sa.gov.au

Councillor Carlos Quaremba

Councillor Carlos Quaremba was elected to the City of Victor Harbor in November 2022.

Carlos is a local resident and employer through his construction business. In his role as a Council Member for the City of Victor Harbor, he is strongly committed to ensuring the Council prioritises its core service responsibilities to ratepayers and keeps rates as low as possible for Victor Harbor residents.

Carlos is passionate about promoting and defending the benefits of democracy at the local government level.

He is also an advocate for full transparency and accountability with respect to Council meetings, finances and projects as well as his own performance as an elected representative of the people of Victor Harbor.

Contact details

0419 044 744

carlos.quaremba@victor.sa.gov.au

Councillor Carol Schofield

Councillor Carol Schofield has been serving the local community on Council for more than nine years.

Throughout her diverse career, Carol has contributed to the aquaculture, agriculture and dairy industries, giving her extensive experience in risk management and business planning.

In her role on Council, Carol is very passionate about protecting our ever-changing environment, and continues to advocate for Victor Harbor's stunning natural surrounds.

Through effective strategic planning, Carol aspires to support growth in Victor Harbor while ensuring infrastructure and facilities meet our city's evolving needs.

Contact details

0473 236 491

carol.schofield@victor.sa.gov.au

Councillor Nick McKenzie

Councillor Nick McKenzie was elected to the City of Victor Harbor in November 2022.

As a local resident and business owner, Nick aspires to boost Victor Harbor's offering as a vibrant coastal city and ensure people of all ages can thrive.

He is particularly passionate about developing facilities and services that meet the needs of local young people, and improving Victor Harbor as a favourable place to raise a family.

In his role on Council, Nick is focused on supporting small businesses and nurturing local employment opportunities.

Nick is also committed to conserving our natural environment and enhancing our local lifestyle through increased recreational activities.

Contact details

0467 606 927

nick.mckenzie@victor.sa.gov.au

Council Member Reporting

Council Member Allowances

The Council Member Allowances and Support Policy summarises provisions of the Local Government Act 1999 and the regulations in respect to Council Member allowances, expenses and provision of facilities, support, and benefits.

It also provides the circumstances under which Council approves the reimbursement of additional expenses on a discretionary basis.

Council Members are paid an annual allowance as determined by the Remuneration Tribunal on a four yearly basis, in accordance with Section 76 of the Local Government Act 1999. In determining allowances, The Remuneration Tribunal has regard to the role of Council Members, plus the size, population, revenue, economic factors and social factors in the particular Council area.

The following allowances were received in 2024/25:

- **Mayor** - $60,848
- **Deputy Mayor** - $17,802
- **Councillors** - $15,303
- **Councillors who are presiding members of a Section 41 Committee that is not a prescribed committee** - $15,910 (plus a sitting fee of $199 per meeting (maximum of $1,196) from July 2024 to 9 November 2024 and $205 per meeting (maximum of $1,234) from 10 November 2024 to June 2025)

In addition, Council Members are entitled to other support including reimbursement of travel and childcare expenses.

Mayor Jenkins was reimbursed $3,412.67 for travel expenses in fulfilling her role as Mayor in 2024/25.

Mayor Jenkins attended the National General Assembly held in Canberra, with the trip funded in whole by Council during 2024/25 at a cost of $1,707.

Cr Marilyn Henderson attended the Australian Coastal Councils Conference in the Sunshine Coast, with the trip funded in part by Council at a cost of $1,534.72.

Meeting Attendance

The City of Victor Harbor's Ordinary Council meetings are held on the fourth Monday of every month from 5.30pm. In 2024/25, there were 12 ordinary meetings and nine (9) special meetings.

Meeting attendance (1 July 2024 to 30 June 2025)

Total number of meetings	21
Mayor Moira Jenkins	20
Cr Brayden Mann*	14
Cr Stewart Burns	18
Cr Michael Quinton	15
Cr Marilyn Henderson	18
Cr David Kemp	19
Cr Angela Schiller	20
Cr Carlos Quaremba	19
Cr Carol Schofield	15
Cr Nick McKenzie	17

*approved leave of absence from 22 April 2024 to 22 October 2024

Training and Development

The following table is a record of training and development activities that were undertaken by Council Members between 1 July 2024 and 30 June 2025.

Training Sessions	Date/s	Mayor Moira Jenkins	Cr Stewart Burns	Cr Marilyn Henderson	Cr David Kemp	Cr Braden Mann*	Cr Nick McKenzie	Cr Carlos Quaremba	Cr Michael Quinton	Cr Angela Schiller	Cr Carol Schofield
Fleurieu Forum 2024 - Industry Conference	28/08/2024									•	
Mid-term Refresher - Mandatory Training – Leadership (Module 8.1)	02/09/2024	•	•	•	•		•	•		•	•
Mid-term Refresher - Mandatory Training – Legal and Council Meetings (Module 8.2 and 8.3)	07/09/2024	•	•	•	•		•			•	
Mid-term Refresher – Mandatory Training - Financial Management	04/09/2024	•	•	•	•		•	•		•	•
Mid-term Refresher - Mandatory Training – Leadership (Module 8.1) and Legal and Council Meetings (Module 8.2 and 8.3) and Financial Management	23/10/2024					•					
Mid-term Refresher - Mandatory Training – Leadership (Module 8.1) and Legal and Council Meetings (Module 8.2 and 8.3) and Financial Management	01/11/2024								•		
Mid-term Refresher - Mandatory Training – Legal and Council Meetings (Module 8.2 and 8.3)	03/03/2025							•			
Mid-term Refresher – Mandatory Training - Council Meetings (Module 8.2 and 8.3)	28/04/2025										•
Local Government Association AGM and Conference	21/11/2024 - 22/11/2024	•									
Deputy Mayor Forum - Adaptive Leadership	21/02/2025									•	
Risk Appetite Training	05/05/2025	A	•	•	•	•	•	•	•	•	•
Navigating Behavioural Complaints: The Role of the Responsible Person	21/05/2025	•								•	

A - Apology
• - Attended

*Cr Mann undertook an approved leave of absence from 22 April 2024 to 22 October 2024

Council Member Reporting

Briefing Session Attendance

Open and transparent Council and Committee meetings underpin representative democracy and ensure public confidence in Council's decision-making processes.

Information and Briefing Sessions (sometimes referred to as workshops) provide a valuable opportunity to enhance Council decision making by providing opportunities for members to become better informed on issues, enhance their local government knowledge and seek further clarification.

Section 90A of the Local Government Act 1999 provides that Council or the Chief Executive Officer may arrange for the holding of an Information or Briefing Session where more than one member of the Council or Council Committee is invited to attend or be involved in the session. These sessions will be used for the sole purpose of discussing a matter that is, or is intended, to be part of the agenda for a formal meeting of the Council or Council Committee.

All Information and Briefing Sessions are held in a place open to the public unless the session is one that Council or the Chief Executive Officer has declared will be held in confidence.

The table (right) is a record of Information and Briefing Session attendance in 2024/25.

Workshop attendance (1 July 2024 to 30 June 2025)

Information and Briefing Session Date	Mayor Moira Jenkins	Cr Stewart Burns	Cr Marilyn Henderson	Cr David Kemp	Cr Braden Mann*	Cr Nick McKenzie	Cr Carlos Quaremba	Cr Michael Quinton	Cr Angela Schiller	Cr Carol Schofield
15/07/2024	•	•	•	•	A	•	•		•	A
29/07/2024	A	•	•	•	A	•	•	•	•	•
12/08/2024	A	•	•	•	A	A	•	•	•	•
14/08/2024	A	•	•	•	A	•	•	•	•	•
16/09/2024	•	•	•	•	A	•	•	•	•	•
25/09/2024	•	•	•	•	A	•	•	A	•	•
30/09/2024	•	•	A	•	A	•	•	A	•	•
02/10/2024	•	•	•	•	A	•	•	A	•	•
14/10/2024	•	•	•	•	A	•	•	A	•	•
21/10/2024	•	•	A	•	A	A	•	•	•	•
23/10/2024	•	•	•	•	A	A	•	•	•	•
11/11/2024	•	•	•	•	•	A	•	•	•	A
09/12/2024	A		A	•	•	•	•	•	•	•
20/01/2025	A	•	•	•	•	•	•	•	•	
03/02/2025	•	•	•	•	•	A	•	•	•	•
10/02/2025	•	•	•	•	•	A	•	•	•	A
03/03/2025	•	•	•	•	•	•	•	•	•	•
12/03/2025	A	A		•	•	A	•		•	
17/03/2025	•	•	•	•	•	•	A	•	•	A
31/03/2025	•	•	•	•	•	A	•	•	•	•
01/04/2025	•	•	•	•	•	A	•	A	•	•
07/04/2025	•	•	•	•	•	•	•	A	•	•
14/04/2025	•	•	•	•	A	•	•	•	•	•
30/04/2025	•	•	•	•	•	A	•		•	•
12/05/2025	•	•	A	•	•	•	•	•	•	•
19/05/2025	•	•	•	•	•	•	A	•	•	•
11/06/2025	•	•	A	•	•	•	A	•	•	•

A - Apology
• - Attended

*Cr Mann undertook an approved leave of absence from 22 April 2024 to 22 October 2024

Behavioural Standards

The Behavioural Standards for Council Members (Behavioural Standards) are established by the Minister for Local Government pursuant to section 75E of the Local Government Act 1999 (the Act). These Behavioural Standards form part of the conduct management framework for Council Members under the Act.

Upon election, Council Members in South Australia undertake to faithfully and impartially fulfil the duties of office in the public interest, to the best of their judgment and abilities and in accordance with the Act. Council Members are required to act with integrity, serve the overall public interest and provide community leadership and guidance. The community expects Council Members to put personal differences aside, to focus on the work of the Council and to engage with each other and Council employees in a mature and professional manner.

In terms of general behaviour, all Council Members must:

- Show commitment and discharge duties conscientiously
- Act in a way that generates community trust and confidence in the Council
- Act in a manner that is consistent with the Council's role as a representative, informed and responsible decision maker, in the interests of its community
- Act in a reasonable, just, respectful and non-discriminatory way
- When making public comments, including comments to the media, on Council decisions and Council matters, show respect for others and clearly indicate their views are personal and are not those of the Council

Council Member Behaviour

The Behavioural Management Policy sets out the procedures for dealing with an allegation of a breach of the behavioural requirements applying to Council Members.

The Policy has three distinct stages to the approach that will be taken to address complaints about the behaviour of Council Members:

Part 1: Informal Action: Where the matter can be resolved directly between the parties.

Part 2: Formal Action: Where the matter cannot be resolved using informal action and a formal process of consideration is required.

Part 3: Referrals to the Behavioural Standards Panel: the circumstance under which the Mayor, the Council or other authorised person(s) will make a referral.

The Behavioural Standards Panel is an independent statutory authority consisting of three members and has powers to impose sanctions on Council Members who breach the behavioural requirements.

2024/25 Council Member Behaviour

The total number of contraventions of Chapter 5 (Members of Council) Part 4 (Member Integrity and Behaviour) Division 2 (Member Behaviour) during 2024/25 was zero.

No costs were incurred by the Council in relation to dealing with complaints alleging contravention of Chapter 5 Part 4 Division 2 and any referrals of such complaints to the Behavioural Standards Panel during 2024/25.

There were no contraventions of section 75G (Health and safety duties) during 2024/25.

No costs were incurred by the Council in relation to dealing with complaints alleging contravention or failure to comply with section 75G and any referrals of such complains to the Behavioural Standards Panel during 2024/25.

Our Organisation

The City of Victor Harbor is a dynamic, driven and energetic organisation that is committed to delivering essential services and infrastructure to ensure our city remains a place of choice to live, work, visit and invest.

The Council's workforce is made up of high performing teams, and diversely talented, skilled and passionate individuals. Our workforce assists in the delivery of more than 100 services and programs that help to meet our community's needs.

Our team places our customers at the centre of everything we do. Focus on improving internal and external customer service has led to an enhanced experience. We strive to continually improve and adapt our service delivery to find efficiencies and enhance customer experience.

Our organisation embraces technology and actively looks to integrate this into our practices, at the same time as ensuring accessibility for our diverse community.

Cross-department collaboration is a key focus of the organisation, leveraging extensive skillsets across the organisation to not only deliver great outcomes but upskill and empower our workforce.

The following section provides information about our organisation structure, Senior Management Team, Council staff, and our commitment to our workforce.

Industry Awards

Winner - LG Professionals SA Leadership Excellence Awards - Excellence in Diversity and Inclusion

The City of Victor Harbor was awarded the Excellence in Diversity and Inclusion Award for its **initiative, Accessibility in Action: Supporting a Council Member who is Blind.**

When Cr Angela Schiller became South Australia's first Council Member who is legally blind, the groundbreaking Accessibility in Action project was launched to ensure accessible participation in Council life. Funded by the LG Research and Development Scheme, it delivered a practical, shareable toolkit with strategies, assistive technology, and streamlined processes. Now adopted sector-wide, this initiative sets a benchmark for inclusive governance and empowers councils to better support leaders of all abilities.

Winner - LG Professionals SA Leadership Excellence Awards - Excellence in Cross Council Collaboration

The City of Victor Harbor, alongside Alexandrina Council, Berri Barmera Council, Coorong District Council, District Council of Yankalilla and Rural City of Murray Bridge, was awarded the Excellence in Cross Council Collaboration Award for the **Murray River and Fleurieu Study Hubs Program.**

Spanning 11,000 km² and uniting several councils, the Study Hub Program has reshaped regional education - bringing university access closer to home for hundreds. With $3.7M secured since 2018 and over 350 learners supported, this cross-council initiative is addressing skills gaps, boosting local economies, and lifting tertiary attainment in areas where fewer than 10% once held degrees. A powerful model of collaboration, innovation, and community transformation.

Organisation Structure

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Senior Management Team

The City of Victor Harbor is structured as four departments, led by a Senior Management Team:

- Office of the Chief Executive Officer
- Corporate and Customer Service
- Community and Development
- Environment and Infrastructure

The Senior Management Team is comprised of the Chief Executive Officer, as well as three Directors and the Group Manager Governance and Finance who each have responsibility and accountability for the outputs of their departments.

Units within each department perform specific functions and collaborate with other areas across the organisation to deliver services and projects. In addition to capitalising on the breadth of expertise, it also assists to increase knowledge and enhance skills across the organisation.

Senior Officers

The City of Victor Harbor employs four staff members classified as Senior Officers. These officers are employed on a performance based fixed-term contract and include the following:

- Chief Executive Officer (CEO)
- Director Corporate and Customer Service
- Director Environment and Infrastructure
- Director Community and Development

Profiles of the City of Victor Harbor's Senior Officers are provided on the following pages.

Each Senior Officer receives a remuneration package that includes:

- A negotiated base salary, recognising overtime and out of hours work, limited term of contract, and officer performance (register of salaries available at **victor.sa.gov.au/registers**)
- Business and private use of a Council vehicle
- Communication expenses
- Professional memberships
- Statutory superannuation entitlements

The Chief Executive Officer's remuneration is reviewed by the CEO Performance Review Committee.

This Committee is guided by a suitably qualified independent person, as required under recent local government reforms. Mr Daryl Stillwell of Stillwell Management Consultants has been the independent qualified person for the Committee since 2021/22. The Committee's role, as guided by Mr Stillwell, is to undertake the CEO's review and to make recommendation to the Council who are then responsible for determining the CEO's remuneration.

An Inaugural Review of Minimum and Maximum Remuneration for Local Government Chief Executive Officers was undertaken by the Remuneration Tribunal and a subsequent determination made on the 16 June 2023. As the CEO for City of Victor Harbor was already contracted at the time of the Tribunal's determination, the remuneration bands do not strictly apply in these circumstances.

Senior Officer Remuneration (as at 30 June 2025)			
	Female	Male	Total Package Value
CEO	1		$299,575
Director	2	1	$205,622 - $219,870

Executive Staff Profiles

Victoria MacKirdy
Chief Executive Officer

Joined the Council in 2018.

I am proud to be the Chief Executive Officer for the City of Victor Harbor – the local government area that my family and I call home.

Having worked in local government for more than 30 years, I continue to be inspired by the multi-disciplinary nature of Councils and the feats that can be achieved when such diversely skilled individuals and teams work in partnership towards a common goal.

I am accountable to the Council and the community for the implementation of all Council decisions, and for the overall management and leadership of the organisation. It is a privilege to lead a highly-skilled team of passionate professionals who continue to demonstrate a high level of commitment towards service delivery.

Collaborating with businesses, the community and government to achieve social, economic and environmental outcomes is one of my primary focuses, and this long-term approach is one that I believe can activate a real, constructive difference for people who live, work, visit and invest in our Council area.

Qualifications

- Graduate Australian Institute of Company Directors
- Graduate Transformational Leadership Program, University of Adelaide
- Advanced Diploma Management
- Diploma Human Resource Management
- M.L.G.P.S.A

Graham Pathuis
Director Community and Development

Joined the Council in 2009.

Over two decades of working in local government, I have developed a strong passion and deep understanding of the influence and importance of people – both in shaping our vibrant community, and driving our exceptional workforce.

As the City of Victor Harbor's Director of Community and Development, I am responsible for leading the city activation, planning, public safety, regulation, and community well-being teams. This diverse portfolio sees me coordinating long-term planning across a broad scope of initiatives – from the delivery of support programs, to events and education, to the design and use of space, to the provision of facilities and infrastructure.

Victor Harbor's characteristics present an abundance of opportunity for enjoyable and stimulating experiences. The challenge is to apply an equitable approach that respects the need to balance cultural, social, economic and environmental values. I am privileged to work with a team of highly talented and experienced professionals who are equally committed to meeting this challenge.

Qualifications

- Diploma Applied Science (Environmental Health & Building Surveying)
- Graduate Diploma Urban & Regional Planning
- Accredited Planner
- RPIA (Registered Planner)

Karen Rokicinski
Director Corporate and Customer Service

Joined the Council in 2019.

Since commencing with City of Victor Harbor, I have been able to use my broad local government knowledge and skillset to help the organisation wherever there has been the greatest need.

As Director of Corporate and Customer Service, I bring extensive experience in risk management and process review to lead an exceptionally talented team of professionals across the services of Library, Customer Service, Records Management, People and Culture, and Information and Communications Technology.

My department is delivering Council's new corporate software system and I am proud that we are close to finalising our second software release, ahead of embarking upon a three-year Optimisation Phase. This project is hugely valuable to the City of Victor Harbor and is key to us modernising the customer experience.

I am passionate about driving long-lasting improvements through effective people management and change management. By thoughtfully exercising the skills of my team and applying a strategic lens to every challenge, we have been able to improve our systems and the efficiency of our service delivery and will continue to look for these optimisation opportunities, with the ultimate goal of enhancing outcomes for our community.

Qualifications

- Master of Business Administration (Maj. Local Government & Human Resource Management)
- Bachelor of Environmental Health
- Diploma of Business (Quality Auditing)

Jodi Roberts
Director Environment and Infrastructure

Joined the Council in 2017.

I commenced in local government more than a decade ago, bringing vast experience and formal qualifications in engineering and infrastructure.

In my time working for councils on the Fleurieu Penisula, I have led and been involved in several major projects that have delivered noteworthy strategic outcomes for our region.

As the City of Victor Harbor's Director of Enviroment and Infrastructure, I am privileged to work with a diverse team of highly skilled individuals responsible for a broad range of fields including capital projects, construction, operations, open spaces, biodiversity, property and assets.

I am extremely passionate about the role that proactive infrastructure and environmental management plays in Victor Harbor's bright future.

As a growing city, it is more important than ever that our natural and built assets are effectively managed to support our flourishing community.

This is something that my team and I are dedicated to achieving every day for our community.

Qualifications

- Bachelor Engineering (Civil)
- Master of Technology in Pavements
- Charted Professional Engineer (Project Management, Civil Engineering, Leadership and Management)

Council Employees Snapshot

as at 30 June 2025

153 staff (equalling 126.3 FTE)

88 full time staff

65 part time or casual staff

8.8 years average length of service

Celebrating...

10 years of service: Jade Dowzard, Stacey Richardson, Michelle Lee, Mia Pickett, Chelsie Butler

20 years of service: Marc Bond, Matt Pointer, Shelley Belle, Rachel Ambrez, Chris Bowey

30 years of service: Tracey Hocking

Gender Profile

65% identify as female (100 employees)

35% identify as male (53 employees)

4/5 of the Senior Management Team identify as female

Age Profile

4% <25 years old

45% 25-44 years old

31% 45-54 years old

20% 55+ years old

4 employees identify as **Aboriginal or Torres Strait Islander**

2 employees identify as having a **physical disability**

5 employees from **non-English speaking backgrounds**

5 traineeships and apprenticeships

70% of our workforce is permanent

14.7% staff turnover

compared to 20% sector average

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Meet some of our team

Vicki Hutchinson

Manager, Library, Records and Customer Service

It was more than three decades ago when Vicki first began working in regional libraries. She has since gained experience at a wide range of councils (from the South East to the Barossa) before commencing with the City of Victor Harbor in 2017.

In her current role, Vicki is responsible for overseeing Council's customer service, the popular Victor Harbor Library, and records management for the organisation.

Each area has strong a focus on community, and what Vicki enjoys most about her work is the people.

"Every interaction with a person is unique and simple conversations can sometimes have huge impact. I am passionate about the difference my teams can make in people's everyday lives."

It is this passion that drives Vicki and her team to continually improve their service to customers.

"I am inspired by my colleagues. By working together, our teams continually push to find the best solutions and service for our community. We're living our best life by trying to create positive experiences for others."

In her spare time, Vicki can be found either biking or baking! She is often busy supporting her partner who competes in superbike racing around Australia, and is also known to be a whizz in the kitchen.

Andrew Dabovich

General Inspector

As one of Council's General Inspectors, Andrew helps to keep our coastal city beautiful and safe through animal management, enforcement of local by-laws, fire prevention inspections, parking enforcement, permits and more.

Andrew thrives with the variety and unpredictability of his work, noting that no two days are ever the same.

"I value the balance of both hands-on outdoor work and the technical aspects in front of the computer. I often must engage in practical problem-solving and turn my hand to just about anything, which keeps the job dynamic."

When speaking about his team, it's clear that Andrew is proud to work alongside colleagues that genuinely care for the community.

"We all bring different strengths, and there's a strong culture of collaboration and problem-solving. It's a great environment to grow professionally and contribute meaningfully. There's a healthy level of banter as well as respect in the team, and through actions — not words — it's clear we all have each other's back."

When not at work, Andrew keeps busy maintaining his hobby farm, reaping the physical and mental health benefits of regular F45 training, and spending quality time with his son.

Meet some of our team

Darcy Grear

Technology and Systems Officer

Darcy commenced his career at Council in 2022 as a Trainee and has since found a position in the hard-working ICT Team.

"I had just completed a certificate at TAFE and was looking for an opportunity to learn and gain real-world experience. When the chance to join Council came up, I saw it as a great step forward and was eager to make the most of it."

The ICT Team provide essential support on technical matters to all departments of Council, ensuring operations run smoothly.

"I support the organisation with a wide range of technical issues—from software to hardware, both in person and remotely. Some of my regular tasks include monitoring Council's security systems, assisting staff through our Helpdesk system, and onboarding new starters to ensure they're set up with the tools they need."

The ability to problem solve is an important skill that Darcy uses in his role everyday.

"It's rewarding to be faced with an issue, work through the troubleshooting steps, and find a solution. There's always something new to learn, and IT is a constantly evolving field. I'm also very grateful to be part of such an amazing team who support each other."

On the weekends, Darcy is often busy spending time with friends and family. He also enjoys playing football, hiking, gaming, movies, and anything adventurous.

Sophie Rawson

Team Leader, Environment and Sustainability

The Council's Biodiversity and Conservation Team plays a vital role in protecting what makes Victor Harbor so special - our stunning natural environment.

As a Team Leader, Sophie must plan ahead and take action in a field that is progressively evolving and growing.

"My key responsibility is to lead the Council's environment and sustainability initiatives, and to work collaboratively with staff, community, stakeholders, and agencies to protect and enhance our natural environment."

It is a demanding role but extremely fulfilling, particularly when stakeholders come together to deliver positive outcomes.

"My favourite part of my job is working collaboratively with staff and the community to enhance our coastline and waterways and work towards improving the local environment."

Sophie often feels privileged to work alongside such passionate staff and community members who care so deeply about the environment.

"We live in a beautiful part of the world, and I am grateful to work in this coastal region."

Even when she's not at work, you'll find Sophie in the outdoors. The beach is her main stomping ground as she loves surfing, swimming and snorkelling. When she's not at the beach she will be hiking, running, bird watching and traveling with her partner and dog.

Council Employees

About our Workforce

The City of Victor Harbor is one of the city's major employers. In 2024/25, Council budgeted for 126.3 full time equivalent (FTE) employees. This was made up of full time, part time and casual staff.

Roles within the Council's organisation structure are diverse. They range from administration, civil services, economic development, planning and building, events, environment, and recreation planning, plus many more. A list of the services Council provides is available on page 17 of this Annual Report.

Everyone within our team plays an important role to ensure Victor Harbor remains a great place to live, visit and invest.

Our organisation is full of passionate, skilled individuals who foster a safe, inclusive and welcoming workplace environment.

Traineeships and Apprenticeships

Council supported five individuals in traineeship and apprenticeship opportunities in 2024/25, encompassing four different work areas of the organisation.

These initiatives, undertaken in partnership with Statewide Group Training (SA) Inc., have provided a valuable learning environment for our youth by enhancing ability to gain future employment.

Industrial Relations

There were nil matters referred to the South Australian Employment Tribunal during 2024/25.

Staff Communications

A connected organisation is essential to ensuring City of Victor Harbor staff are engaged with their work and empowered to collaborate across teams and departments.

Effective communication and information sharing is achieved with a weekly email newsletter, monthly all staff meeting, and use of Microsoft Teams.

The all staff meeting typically includes updates from the Chief Executive Officer, People and Culture Team, Communications Team and ICT Team. There is also time allocated to introducing new staff and providing progress updates on significant projects.

The weekly email newsletter is a powerful communications tool distributed to all staff via the Communications Team. All staff are invited to contribute project updates, news and interesting information to this newsletter, which is sent internally every Monday morning.

Council Employees

Health and Wellbeing

The City of Victor Harbor aims to promote a healthy and safe working environment by providing a Healthy Lifestyle Program.

The program is available to all employees and includes an online interactive health program, general health assessments, fitness tests, weight loss programs, mental health seminars, eye and hearing testing, skin cancer checks, influenza and hepatitis vaccinations.

Work Health and Safety

In 2024/25, Council had five workers compensation (Return to Work) claims amounting to 42 days lost time due to injury. This is compared to three workers compensation claims and 32 days lost time in the previous reporting year. These figures are above Council's targets for the period.

Council uses software called Skytrust to log, record, assess and monitor hazards and incidents that are identified by staff.

Incidents in 2024/25 ranged from abusive customers toward front counter staff, to undisciplined driving in the Civic Centre carpark, and various trips/falls.

Hazards are identified on a day-to-day basis, especially for staff who assess hazards whenever attending new sites. Staff are asked to 'Take 5' when mitigating exposure to hazards and other health risks. The 'Take 5' process involves stopping, looking, assessing, controlling and monitoring the hazard.

The City of Victor Harbor recognises its obligation to identify reasonably foreseeable hazards that could give rise to risks to health and safety, and eliminate risks to health and safety so far as is reasonably practicable.

The Council has a Hazard Management Procedure that aims to:

- Ensure that the organisation's Work Health and Safety (WHS) management system conforms with legislative requirements and the ReturnToWorkSA Work Health and Safety standards for self-insured employers, which includes the Performance Standards for Self-Insurers (PSSI);
- Achieve the highest level of WHS performance by:
  - Providing Managers and workers with the information, instruction and training necessary to enable them to manage risks to health and safety effectively
  - Identifying reasonably foreseeable hazards and eliminating risks so far as is reasonably practicable, or where that is not reasonably practicable, minimise risks so far as is reasonably practicable by implementing the Hierarchy of Control
  - Implementing processes to facilitate the monitoring and evaluation of the effectiveness of controls.

Work health and safety information is shared to Council employees through regular email communications, notice boards in Council buildings, and in whole staff and department/team meetings.

Mental Health First Aid

The City of Victor Harbor is a Mental Health First Aid Australia (MHFA) Gold Skilled Workplace.

Working alongside MHFA Australia for several years, we have bolstered mental health first aid as an organisational priority and expanded education and resources available to staff.

Prioritising mental health has been especially important throughout the pandemic, and support systems such as an Employee Assistance Program and designated MHFA Officers have assisted our organisation during challenging times.

Strengthening mental health first aid has proven to have far-reaching benefits, not only for Council staff but also the community at large. Awareness in this area has a flow on effect of building local capacity for mental health response in the community.

Behavioural Standards

Council employees (including contractors, volunteers etc) must comply with the provisions of the Behavioural Standards in carrying out their functions as public officers. Council is committed to ensuring Council employees:

- Have a commitment to serve the best interests of people within the community of the City of Victor Harbor and to discharge their duties conscientiously and to the best of their ability
- Will act honestly in every aspect of their work and be open and transparent when making decisions or providing advice to Council
- Will perform their official duties in such a manner to ensure that public confidence and trust in the integrity and impartiality of Council is strong
- Will respect the law, and the resolutions made by the elected body of the Council
- Will make reasonable endeavours to ensure that they have such current knowledge of both statutory requirements and best practices relevant to their position as is drawn to their attention by Council

Training and Development

The City of Victor Harbor provides training and development opportunities for its employees to ensure they are able to fulfil the requirements of their roles and meet the needs of the community.

Employees are encouraged to take advantage of Council's training programs that are supported by annual budget allocations.

Council also supports employees' requests to attend professional conferences within their respective disciplines. This ensures they maintain their professional accreditation, develop their knowledge and network with their peers.

Training undertaken in 2024/25 was in the areas of Council and Committee meeting procedures, internal review, leadership and management, cyber fraud and awareness, WHS general awareness, first aid, mental health first aid, emergency management, warden and fire extinguisher, de-escalation, suicide prevention, civil construction and work zone traffic management.

Council also promotes learning on-the-job, a program of job rotation, higher duties and internal promotion to ensure that skills are retained and developed within the organisation.

Council Employees

Recruitment

Like other regional councils, recruiting skilled professionals in the City of Victor Harbor can be challenging due to distance from Adelaide and costs associated with potential employees relocating.

In 2024/25, the competitive labour market experienced in many industries across Australia exacerbated recruitment difficulties.

The Council has a number of tools available to assist with recruiting suitable employees. This includes advertising on Seek, social media, the Local Government Job Directory and local newspapers.

The City of Victor Harbor's employee turnover rate for 2024/25 was 14.7%.

At the City of Victor Harbor, every leaving team member is requested to undertake an 'exit interview' so we can track and understand the reasons for resignations. Key drivers of recent resignations have included: career progression/career opportunities, relocation and retirement.

As reported last year, the local government sector has been recognised as currently facing a jobs and skills crisis with 20% turnover rates in many rural areas. We also note a larger phenomenon in recent years that has been dubbed 'The Great Resignation', with national turnover rates hitting a 10 year high.

A staff turnover average of around 10% is widely considered to be a healthy number, and the Council will work towards achieving a lower turnover rate in coming years. As part of the City of Victor Harbor's Workforce Plan, a range of actions are planned which aim to improve employee satisfaction and retain staff.

Local government is a challenging (but also very rewarding) setting to work in, with staff often balancing many competing priorities as part of their roles to achieve the best outcomes for Victor Harbor.

All new employees of the Council participate in an induction program covering all areas of the Council's operations. This typically includes a one-on-one induction from key areas, such as Human Resources, ICT, WHS, Governance, Procurement, Finance, Communications, Records and Payroll.

In order to attract and retain high performing staff, employees are offered a range of benefits, including:

- An Employee Assistance Program for employees requiring confidential and independent personal or professional support
- A Health Lifestyle Program
- Benefits of Enterprise Bargaining Agreements
- Income protection
- Free on-site car parking.

Equal Opportunity Employment

The City of Victor Harbor is an equal opportunity employer committed to the principles of providing a working environment free from discrimination, bullying and harassment.

This means the Council prohibits discrimination and treats people as individuals without making judgements based on characteristics.

This includes a person's sex, chosen gender or sexuality, race, physical or mental disability, age, or religious beliefs.

Council actively works to raise the level of awareness of Equity and Diversity principles and practices within Council. This commences from a new employee's induction process. Council actively promotes an environment for all staff that is free of discrimination, bullying and harassment.

Culture Survey

Since 2021, the City of Victor Harbor has been undertaking regular internal culture surveys. The surveys examine:

- Organisation culture
- Organisation climate
- Organisational citizenship behaviours
- Psychological capital
- Staff satisfaction

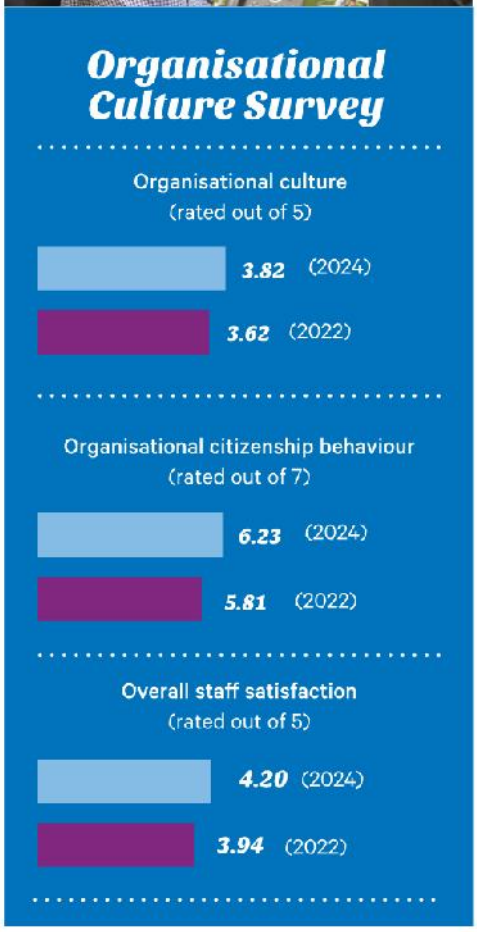
The most recent organisation-wide culture survey was undertaken in February 2024.

Opportunities identified for development and improvement included:

- Increasing innovation and creativity
- Staff recognition
- Communication and connection
- Explore 360 evaluations for PDR process

Some of the key findings from recent surveys included:

- A theme emerged of concern from staff over increased pressures, demands and expectations. Despite this, a common theme from staff comments was a general sense of empathy for the challenges that management faces.
- Male employees consistently rated lower than other groups in relation to perceptions of culture, climate, organisational citizenship behaviours and psychological capital.
- Staff remain generally satisfied and happy with their job with a slight increase in overall satisfaction compared with the 2022 report.



Council Employees

Performance Management

Council employees service the best interests of the people within the community their Council represents, and discharge their duties conscientiously and to the best of their ability.

Each year, an employee Performance and Development Review (PDR) process is conducted across the organisation.

The PDR is when we take some time out to:

- reflect on how employees have performed against their performance objectives over the past 12 months
- identify what worked well, what didn't, and any focus areas for improvement
- consider the organisation and department's priorities and objectives
- identify performance objectives and goals for the next 12 months
- ensure position descriptions are up-to-date
- identify any employee training/development needs that may be required.

Enterprise Bargaining Agreement

The Council is bound by industrial agreements with prescribed wage rates and a position classification system. Employees are covered by an Enterprise Agreement.

As of 30 June 2025, the 2022 SAMSOA (South Australian Municipal Salaried Officer's Award) and LGEA (Local Government Employees' Award) Agreements were in place across the organisation.

The agreements include provisions for re-negotiation in the final six months of the agreement. Both the LGEA and SAMSOA agreements are both due to expire in September 2025 and re-negotiation will be completed in 2025/26 by the Enterprise Bargaining Committee.

The Committee is a consultative mechanism established to monitor implementation of the Enterprise Agreement, undertake consultation, discuss general industrial relations issues and to provide a communication channel between employees and management.

Wage and Superannuation Obligations

As an employer, the City of Victor Harbor understands that it is important that we take the necessary steps to comply with our legal obligations.

Payroll legislation in Australia is a vast and complex area of law. It covers payroll administration, payroll records, payroll tax liability, and superannuation. Even the slightest breach of our payroll obligations could result in severe penalties and harsh sanctions.

We take the following steps to mitigate risk:

- Review employee wages against the relevant enterprise agreements and awards
- Keep up to date with any changes to industrial instruments
- Ensure our employees are correctly classified for the job they are undertaking
- Perform regular wage audits
- Review payroll functions and ensure it is properly resourced
- Allow employees feel comfortable to raise any wage or entitlement issues
- Seek legal advice before an issue occurs where possible

We ensure compliance with the legislative and award requirements with regard to employee issues, provide employee information to Council staff and appropriate authorities as required, and ensure confidentiality of accurate and appropriate employee records.

Volunteers

Victor Harbor has a strong culture of volunteering. In fact, one in four Victor Harbor residents volunteer within the community. Our local volunteers play a valuable role in sustaining a healthy and resilient community and contribute significantly to the quality and vibrancy of our Victor Harbor community spirit.

Volunteers make such an important contribution to Council and the community, collectively providing more than 40,000 hours each year to give back to their community and assist others. In dollar terms, this contribution is worth more than $1 million.

Council Volunteers

The City of Victor Harbor acknowledges all those who contribute their energy to the City of Victor Harbor volunteering programs, including: Caring Neighbourhood Program, Driving The Future, Fleurieu Families, Victor Harbor Public Library, Southern Communities Transport Scheme, Victor Harbor Visitor Centre (incorporating the SA Whale Centre), Coral Street Art Space and our many outdoor parks, gardens, environmental and event volunteer groups.

Volunteering opportunities are available for all ages and abilities, with current vacancies advertised at **victor.sa.gov.au/volunteer**

Volunteer Recognition

The City of Victor Harbor aims to host a number of celebrations each year to honour the 320 volunteers who contribute to Council's programs, initiatives and projects. It is important to note that a number of Council's programs and services simply would not exist without the support of volunteers.

These events are generally held to coincide with International Volunteer Day (December) and National Volunteer Week (May/June).

Community Volunteers

To acknowledge the efforts of volunteers in the Victor Harbor community, the City of Victor Harbor offers small grants to encourage, and assist, non-profit community groups, management committees and organising committees to celebrate and recognise the contribution of their volunteers.

Grants can be used to fund a range of 'thank-you' celebrations during the annual National Volunteer Week that recognise the important contribution of volunteers to the Victor Harbor community. Activities include such things as a morning tea, a lunch, certificates of appreciation, a barbeque, or a small gift.

Council extends thanks and appreciation to all its volunteers, and acknowledges their outstanding service to the community.

Key Stakeholders

The City of Victor Harbor has a range of stakeholders who help to shape, deliver and support the Council's programs and initiatives. They have an interest in what the Council does because it can impact them or their own stakeholders.

Business Partners

Our business partners assist the Council to achieve the aspirations set out in our Community Plan 2030.

They include:

- Regional subsidiaries
- Partners
- Collaborators

Business partners are important because they enable Council to deliver projects. They build capacity and drive the local economy.

Suppliers, consultants and contractors also play a vital role in enabling Council.

We engage with our business partners on a day-to-day basis when acquiring their services.

We also promote Council programs and initiatives to our business partners through email newsletters, publications, social media platforms, website, business forums and workshops, and collaboration/ partnership programs.

Community

Our community stakeholders contribute to the Council's strategic directions and day-to-day operations by providing comments, suggestions, knowledge and experience.

There is great diversity amongst our community stakeholders. Our community is part of what makes Victor Harbor so special.

Stakeholders in the community include:

- Ratepayers
- Residents
- Visitors
- Investors
- Businesses
- Community groups and organisations
- Committees and working groups
- Media
- Local schools and education institutions
- Recreation and sporting clubs

We engage with community through our community events and activations, customer service, social media platforms, website, publications, rates notices, community facilities and programs.

Internal

Our talented internal stakeholders provide highly valued skills and knowledge to assist in the delivery of more than 100 services across the Council.

The Council is one of Victor Harbor's biggest employers, which means many of our employees are also local residents. This leads to an extremely passionate and invested workforce, committed to achieving the best outcomes.

Internal engagement is often undertaken on a day-to-day basis as many projects require a multi-disciplinary approach and input from internal specialists.

These internal stakeholders include:

- Staff
- Council Members
- Volunteers

We engage with internal stakeholders through weekly Council Member Updates (email), weekly Staff Updates (email), department meetings, publications, Microsoft Teams, briefing sessions and internal events.

Government

The City of Victor Harbor works closely with other levels of government to shape legislation, share knowledge, identify funding opportunities, and advocate for the needs of the Fleurieu Peninsula.

Other levels of government can provide the Council with resources, networks, funding and guidance.

Tiers of Government include:

- Local Government (neighbouring councils)
- State Government
- Federal Government

As the level of government closest to the community, councils play a vital role in local law making.

However, laws made by State and Federal governments still have significant influence over communities.

It's important that governments work together for the best interests of communities.

We engage with levels of Government through joint projects, advocacy, formal meetings, website, events and networking.

Risk Management

The City of Victor Harbor has developed a risk management system which recognises that risk management is an integral part of good governance and is committed to an integrated approach to risk management to assist setting appropriate strategies, achieving the organisation's objectives and making informed decisions in the best interest of the community.

Council Members, Audit and Risk Committee, Chief Executive Officer, Senior Management Team, Manager People and Culture and the WHS and Risk Management Officer have a role and responsibility to ensure there is a transparent approach to managing risk, including work health and safety within the City of Victor Harbor. The risk management system for Council includes the following documents:

- Risk Management Policy
- Risk Management Framework
- Risk Assessment Procedure
- Risk Management Plan

Risk Management Policy

The City of Victor Harbor is committed to maintaining and applying governance and risk management principles to ensure that any impacts to strategic and business objectives are considered and analysed.

It is the policy of the Council that opportunities are assessed and implemented with a documented risk management approach. Council adopts and implements a systematic approach to identify, assess, evaluate, and treat (mitigate) risks. The risk management program involves identifying opportunities to ensure Council achieves its strategic goals whilst recording and managing its operational risks.

Council applies risk management at levels:

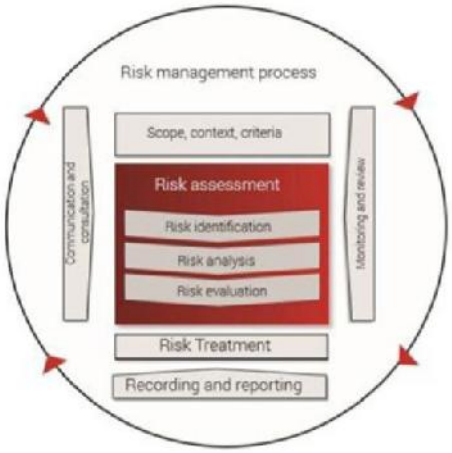
- **Strategic**: high level risks which impact on the City of Victor Harbor's strategic objectives as outlined in the Council's Community Plan, and Annual Business Plan
- **Operational:** risks associated with departmental functions and daily operations to deliver core services
- **Project**: risks associated with Project Management that may affect milestones or deliverables connected to a specific project

Risk Management Framework

Risk management is embedded into the City of Victor Harbor philosophy and forms part of a continuous improvement process to mitigate risks and maximise business opportunities. The Risk Management Framework was comprehensively reviewed with the Risk Management Policy in 2023 and outlines the requirements and processes supporting Council's Risk Management Policy in order to create and protect value by improving performance, encouraging innovation and supporting the achievement of the Council's objectives.

As outlined in the Risk Management Framework, the Risk Management Process involves:

- Step 1 - Communication and Consultation
- Step 2 - Scope, Context and Criteria
- Step 3 - Risk Assessment
- Step 4 - Risk Treatment
- Step 5 - Monitoring and Review
- Step 6 - Recording and Reporting



Internal Audits

Internal audits, as part of the risk management process, assist to improve the likelihood of success across the organisation through improvement and reliability of financial reporting; compliance with legislation, regulation and policies. Section 125 of the Local Government Act 1999 states a Council must ensure that appropriate policies, practices, and procedures of internal control are implemented and maintained.

Outcomes identified look to improving the risk culture and maturity at Council and assist to deliver a better experience and to enhance council services for the people living and working in the City of Victor Harbor. Council's approach to internal control is based on a proactive, transparent and risk aware culture. Internal control measures will not remove all risk, but they aim to reduce the likelihood and consequence of adverse events.

Council is committed to ensuring that internal control measures are implemented and are adequate and efficient in reducing risk, misuse or misappropriation of resources and that staff remain diligent in adhering to the controls when undertaking operational activities.

Internal Financial Controls

Regulation 14 (e) of the Local Government (Financial Management) Regulations 2011 states internal controls implemented by the Council provide a reasonable assurance that its financial records are complete, accurate and reliable and were effective throughout the financial year.

Effective internal financial controls are designed to assist Council in addressing the risk of fraud, corruption, maladministration, misconduct and errors, while improving the financial reporting and compliance with legislation and internal policies and procedures.

Council uses a combination of internal audits, internal control assessments (using Control Track software) and sample testing to provide an internal control environment that remains effective.

Council's Audit and Risk Committee is responsible for reviewing the adequacy of the financial management systems and practices of Council on a regular basis. The Audit and Risk Committee must be satisfied that, in aggregate, controls are documented and assessed to be sufficient to provide comfort that the financial risk is being managed at an acceptable level.

Privacy

The City of Victor Harbor is committed to a culture that protects the privacy of individuals. Council will not collect personal information about an individual unless the information is reasonably necessary for one or more of the Council's functions or activities, unless required by law.

The Privacy Act 1988 and the Privacy Amendment (Enhancing Privacy Protection) Act 2012 set out requirements that must be followed by Commonwealth Government agencies.

Council's Privacy Policy outlines its approach to dealing with personal information, and how risk is mitigated when handling data.

Decision Making Structure

The City of Victor Harbor makes decisions directly or indirectly through the following mechanisms:

- Council meetings (strategic planning, financial plans, budget, policies etc)
- Subsidiaries
- Council Assessment Panel/ Fleurieu Regional Assessment Panel
- Chief Executive Officer through delegation of the Council (including sub-delegation to Council officers)
- Authorised officers via appointment by the Chief Executive Officer
- Regional representation

The Council also draws on committees, advisory and working groups to assist with its decision making.

A summary of committees, advisory and working groups is provided over the following pages.

Committees

Audit and Risk Committee

The City of Victor Harbor's Audit and Risk Committee (formerly Audit Committee) was constituted in 2007, under Section 126 of the Local Government Act 1999 and also operates in accordance with the Local Government (Financial Management) Regulations 2011.

The Audit and Risk Committee (the Committee) is responsible for monitoring the risk management and internal controls of Council's operations, as well as overseeing the internal and statutory audit responsibilities and functions.

Committee Membership

The membership of the Committee comprises of two Council Members and up to three Independent Members with recent and relevant financial, risk management and internal audit experience. Committee membership in 2024/25 was as follows.

From 1 July to 26 August 2024:

- Chairperson – David Papa
- Independent Member – Nick Lopez
- Independent Member – Michael Richardson
- Council Member – David Kemp
- Council Member – Stewart Burns

From 27 August 2024 to 28 November 2025

- Chairperson – David Papa
- Independent Member – Nick Lopez
- Independent Member – Michael Richardson
- Council Member – Mayor Moira Jenkins
- Council Member – Carlos Quaremba

From 29 November 2024 to 30 June 2025

- Chairperson – Michael Richardson
- Independent Member – Michele Bennetts
- Independent Member – Brendan Dowd
- Council Member – Mayor Moira Jenkins
- Council Member – Carlos Quaremba

Independent Members of the Audit Committee receive a $450 sitting fee, and the Chair receives a $600 sitting fee. Additionally, both members and the Chair receive a flat rate of $100 for attending a Council meeting and/or briefing session.

Meeting Attendance

The Committee meetings are held on the first Monday of every three months from 2:30pm. In 2024/25, there were four ordinary meetings (held quarterly in August, November, February and May) and two special meetings (held in March and April).

The following outlines meeting attendance for 2024/25:

Meeting Attendance from 1 July - 26 August 2024	
Total number of meetings	1
David Papa	1
Nick Lopez	1
Michael Richardson	1
Cr David Kemp	1
Cr Stewart Burns	1

Meeting Attendance from 29 November - 30 June 2025	
Total number of meetings	5
Michael Richardson	5
Michele Bennetts	5
Brendan Dowd	5
Mayor Moira Jenkins	5
Cr Carlos Quaremba	5

Message from the Chair - Michael Richardson

During 2024/25 the City of Victor Harbor's Audit and Risk Committee prioritised strengthening Council's financial sustainability, governance, and risk management. This work has been carried out in recognition of the significant changes underway within the Council, both in terms of internal systems and anticipated population growth, with the goal of positioning the Council to successfully manage this period of transformation.

This year marked the beginning of a new Committee term, with myself as Chair and the addition of two independent members, Michele Bennetts and Brendan Dowd. Council representatives Mayor Jenkins and Councillor Quaremba also joined, bringing valuable local perspectives. The diverse expertise and experience of all members has greatly enhanced the Committee's ability to provide robust and independent oversight.

The Committee reviewed Council's budget, Long-Term Financial Plan and Annual Business Plan, with particular focus on community affordability, the longer term impacts of operating deficits, and the necessity for sustainable investment in asset renewal. Additionally, the Committee also reviewed and offered guidance on improving the Asset Management Plans to increase transparency.

A primary focus for the Committee has been addressing challenges created from the transition to new corporate systems and the impact this continues to have on the internal control environment.

While these changes have placed pressure on internal controls, we are encouraged by the progress identified during this year's interim external audit. The Committee emphasised the critical need for adequate resources during optimisation phase of the corporate systems project to fully realise the benefits of this investment.

The Committee has also worked to enhance Council's risk management framework, highlighting the importance of better documentation for mitigations related to new and emerging risks, as well as recognising coastal inundation and its impact on Council's assets as a significant strategic risk.

Furthermore, we have reviewed governance policies and recommended clearer principles to promote a stronger risk-based approach to decision-making.

The Audit and Risk Committee will continue to have an ongoing oversight of one of Council's major projects, the Regional Community, Sport and Recreation Precinct with a particular focus on ensuring the required due diligence is undertaken to inform decision making and ensure risk is managed appropriately and reviewing and commenting on the Prudential Report which is being prepared under Section 48 of the Local Government Act.

On behalf of the Committee, I thank Council Members, the Administration, and my fellow Committee Members for their contribution over the past year.

Looking ahead, the Audit and Risk Committee will focus on strengthening and reimagining Council's internal audit processes and upholding strong governance, guiding our efforts as we strive for a resilient and prosperous future for the Victor Harbor community.

Decision Making Structure

Audit and Risk Committee (continued)

2024/25 Overview

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

- Financial reporting
- Strategic management plans and the annual business plan
- Internal controls and risk management systems
- Public interest disclosures
- Internal and external audits
- Economy and efficiency audits and reporting responsibilities.

To ensure that the Committee acts appropriately and meets the requirements of the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011, its Terms of Reference are reviewed annually, with amendments made as necessary.

Workplan 2024/25

The Audit and Risk Committee is required to meet at least quarterly throughout the year. The Workplan is developed in line with the Committee's Terms of Reference to ensure that the core functions of the Committee are being met.

The Committee endorses the Workplan and reports on it quarterly to ensure that the Committee is fulfilling its legislative responsibilities.

Regular Quarterly Reporting

Progress reports on key topics are provided on a quarterly basis. These include standing items, risk management and internal audit reporting.

Reporting on standing items provides updates against many matters, including (but not limited to):

- Outstanding Resolutions
- Updated Workplan
- Quarterly Budget Reviews

Key discussion relating to the standing items during 2024/25 included:

- Quarterly Budget Reviews
- Quarterly financial statements and reporting
- External Auditors feedback on the financial statements

Self-Assessment

The Committee did not complete its self-assessment for 2024/25. This was due to major changes in membership in late 2024.

Two new Council Members and two Independent Members were appointed. This meant that four out of five Committee members were unable to answer the self-assessment questions. The Committee chose not to do the 2024/25 self-assessment because the new members and the timing wouldn't accurately reflect their true performance for this reporting period.

Risk Management

The Committee monitors Council's Strategic Risks to ensure that a comprehensive risk management framework is place, and that management is implementing a program to manage all significant risks by identification, prioritisation, and implementation of mitigation strategies.

In 2024/25, the Committee considered reports on topics including:

- Council-wide risk management systems update on Local Government Risk Services to guide Council's risk management journey.
- New and emerging risks which impact on strategic risks
- Work, Health and Safety incidents
- Key Risk Management Items such as strategic risk register
- Risk Management Plan
- Significant Project Risks

Internal Audit

Internal audit plays a key role in helping the Council achieve its objectives by testing the effectiveness of management controls across specific systems, processes, and activities to manage associated risks. The internal audit function was undertaken by the Council's Internal Control and Governance Support Officer and was responsible for conducting risk-based business assurances and consultancy reviews across the Council's operations in line with the work plan to assure the Council (via the Committee) and the Chief Executive Officer on the effectiveness of controls.

During the reporting the following Internal Audits were completed:

- Contracting
- Processing Error in OneCouncil
- Internal Audit Plan

Key committee activities in relation to Internal Audit include:

- Reviewing and endorsing the annual internal audit plan and monitoring its progress
- Monitoring the implementation of recommendations arising from audit reports
- Monitoring, through the results of internal and external audits, the adequacy and effectiveness of the Council's internal control structure.
- Holding in confidence sessions with the Internal Control and Governance Support Officer.

External Audits

The City of Victor Harbor has engaged DeanNewberry as the External Auditor for the City of Victor Harbor under the Local Government Act 1999.

During the reporting period the following matters were considered by the Committee:

- External Audit – Action Plan Update
- 2023/24 Interim External Audit Management Letter
- 2023/24 Management Representation Letter
- 2024/25 External Audit – Interim Report

Annual Reporting

Reporting for activities that occur annually included (but not limited to):

- 2023/24 Asset Revaluations
- 2023/24 Financial Statements
- 2023/24 Budget v Actual Analysis
- 2023/24 Outstanding Debtor Report
- 2023/24 Fleurieu Regional Aquatic Centre Authority Financial Statements
- 2024/25 Borrowing and Investment Report
- Governance Policy Management Register
- Long Term Financial Plan 2025/26 to 2034/35
- Draft Annual Report (2023/24) review
- Terms of Reference Review
- Draft 2024-25 Annual Business Plan and Budget

Other Matters

The Audit and Risk Committee also provides a value-added forum for review of a range of broader governance matters, which are presented on an as-needed basis. The following items were presented to the Committee for consideration:

- Regional Community, Sport and Recreation Precinct
- Borrowings and Investments
- Draft Asset Management Plans
- Service Level Review Plan
- Corporate Systems Replacement Project – Optimisation Phase Resource Requirements
- Prudential Management Policy
- Budget Framework Policy
- External Grant Funding Policy
- Internal Control and Audit Policy
- Asset Management Policy
- Asset Accounting Policy

Decision Making Structure

CEO Performance Review Committee

The CEO Performance Review Committee was established as a Section 41 Committee to meet the requirements of the Chief Executive Officer (CEO) employment contract. The Committee works with the CEO to establish relevant performance objectives and undertakes the annual formal review of the performance of the CEO.

The Committee met seven times during 2024/25.

Membership of the Committee included:

- **From 1 July to 2024 to 23 November 2024:** Mayor Moira Jenkins, Cr Carol Schofield, Cr Michael Quinton, Cr Brayden Mann
- **From 23 November 2024 to 30 June 2025:** Mayor Moira Jenkins, Cr Angela Schiller, Cr Michael Quinton, Cr Brayden Mann

Council Assessment Panel

The Council Assessment Panel (CAP) is a body formed by Council in accordance with Section 83(1) of the Planning, Development and Infrastructure Act 2016. The role of CAP is to determine development applications in accordance with the powers and functions delegated to the panel by Council. Membership of CAP includes one Council Member and four independent members.

The Committee held two meetings in 2024/25.

The membership of the Panel consisted of:

- **1 July 2024 to 25 November 2024:** Cr Carol Schofield, Cr Michael Quinton (Deputy), Michael Doherty (Chair), Sue Giles (Independent Member), Kate Shierlaw (Independent Member), Jock Smylie (Independent Member) and Cherry Getson (Independent Member)
- **26 November 2024 to 30 June 2025:** Cr Carol Schofield, Cr Stewart Burns (Deputy), Michael Doherty (Chair), Sue Giles (Independent Member), Kate Shierlaw (Independent Member), Jock Smylie (Independent Member) and Cherry Getson (Independent Member)

The Presiding Member of CAP receives a sitting fee of $500 per meeting and other independent panel members receive $400 per meeting.

On 23 January 2025 the City of Victor Harbor joined the existing Fleurieu Regional Assessment Panel made up of both the District Council of Yankalilla and the Alexandrina Council.

Under the Planning, Development and Infrastructure Act 2016, the Council Assessment Panel will be replaced by the Fleurieu Regional Assessment Panel.

For any development applications lodged from 23 January 2025, the Fleurieu Regional Assessment Panel is the relevant authority. All existing applications lodged prior to the 23 January 2025 within the City of Victor Harbor the Council Assessment Panel is the relevant authority.

Fleurieu Region Community Services Advisory Committee

The Fleurieu Region Community Services Advisory Committee has been established for the purpose of assisting to improve the quality of life, independence, and wellbeing of the Fleurieu region.

The Committee supports a regional approach between the City of Victor Harbor and District Council of Yankalilla to the planning, development, and coordination of community services.

The Committee met six times during 2024/25.

The membership of the Committee consists of two City of Victor Harbor Council Members, City of Victor Harbor Mayor (ex-officio), two District Council of Yankalilla Council Members, representatives from Flinders University Rural School, representatives from Country SA Primary Health Network, and staff from both the City of Victor Harbor and District Council of Yankalilla.

In 2024/25, City of Victor Harbor Council Members involved in the Committee included:

- **From 1 July 2024 to 30 June 2025:** Cr Marilyn Henderson (Chair), Cr Angela Schiller and Ex-officio Mayor Moira Jenkins

Recreation Centre Management Committee

The Recreation Centre Management Committee has been established to provide advice to Council on the management of the City of Victor Harbor's Recreation Centre. The Committee is made up of representatives from all licensed users and groups with regular bookings, along with two Council Members.

During 2024/25 the Committee met three times.

In 2024/25, City of Victor Harbor Council Members involved in the Committee included:

- **From 1 July 2024 to 25 November 2025:** David Kemp (Chair), Cr Nick McKenzie and Ex-officio Mayor Moira Jenkins
- **From 26 November 2024 to 30 June 2025:** Brayden Mann (Chair), Stewart Burns and Ex-officio Mayor Moira Jenkins

Disability Access and Inclusion Advisory Committee

The Disability Access and Inclusion Advisory Committee was established to assist Council in enabling people with a disability to engage in all aspects of community life, and have equitable access.

The Committee met seven times during 2024/25.

Membership of the Committee consists of two Council Members, the Mayor as Ex-officio, and several community representatives and experts. In 2024/25, community representatives included Emiko Artemis, Kerry Taylor, Donna Brook, Kaye Reeves, Judith Leek, Joanne Russell, Kathryn Roberts.

In 2024/25, City of Victor Harbor Council Members involved in the Committee included:

- **From 1 July 2023 to 30 June 2024:** Cr Angela Schiller (Chair), Cr Marilyn Henderson and Ex-officio Mayor Moira Jenkins

Southern Communities Transport Scheme Advisory Committee

The Southern Communities Transport Scheme Advisory Committee has been established to assist in addressing the needs of transport disadvantaged people by supporting a regional approach between the City of Victor Harbor and Alexandrina Council for planning, development and coordination of services.

During 2024/25 the Committee met six times.

Membership of this Committee includes one staff member and one Council Member from both the City of Victor Harbor and Alexandrina Council, a representative from the Department of Communities and Social Inclusion, three volunteers from the scheme, and two community members or interested service users. The Mayor holds an ex-officio position on this Committee.

Cr Marilyn Henderson was the City of Victor Harbor's Council Member representative in 2024/25, with Mayor Moira Jenkins as Ex-officio.

Decision Making Structure

Advisory and Working Groups

Agribusiness Working Group

The Agribusiness Working Group provides strategic advice to Council on matters directly relating to agribusiness, primary production and rural affairs. In 2024/25 Cr Carol Schofield was appointed to this group.

Arts and Culture Advisory Group

The Arts and Culture Advisory Group was established to assist the Council to plan and support the implementation of the Community Plan with initiatives that cultivate a vibrant community culture. In 2024/25 Cr Marilyn Henderson and Mayor Moira Jenkins were appointed to this group.

Boating and Marine Facilities Working Group

The Boating and Marine Facilities Working Group was established to provide advice to the Council on boating and marine facilities for Victor Harbor. In 2024/25 Cr Stewart Burns and Cr Carlos Quaremba were appointed to this group until 24 August 2024. From 25 August 2024 to 30 June 2025 Cr Michael Quinton and Cr Carlos Quaremba were appointed to this group.

Heritage Advisory Group

The Heritage Advisory Group was established to provide advice on heritage related matters. In 2024/25 Cr Stewart Burns and Cr Carlos Quaremba were appointed to this group until 25 August 2024. From 26 August 2024 to 30 June 2025, Cr Carol Schofield and Cr Angela Schiller were appointed to this group.

Recreation and Sport Grant Working Group

The Recreation and Sport Grant Working Group was established to assess all applications received for grant funding and to make recommendations to Council in relation to the applications. In 2024/25 Cr David Kemp and Cr Michael Quinton were appointed to this group.

Victor Harbor Oval Planning Group

The Victor Harbor Oval Planning Group was established to meet on a regular basis to consider the future planning options for the Victor Harbor Oval Complex. In 2024/25 Cr Carol Schofield and Cr Stewart Burns were appointed to this group until 25 August 2024. From 25 August 2024 to 30 June 2025, Cr Carol Schofield and Cr Angela Schiller were appointed to this group.

Encounter Bay Recreation Grounds Advisory Group

The Encounter Bay Recreation Grounds Advisory Group was established in March 2024 to scope plans and costings for possible future development opportunities at the Encounter Bay Oval and surrounds. In 2024/25 Cr Carol Schofield and Cr Carlos Quaremba were appointed to this group until 28 April 25. From 29 April 2025, Cr Carol Schofield and Cr Stewart Burns were appointed to this group.

Representative Appointments

National Representation 2024/25*

- Australian Coastal Councils' Association – Cr Marilyn Henderson

Regional Representation 2024/25*

- Regional Development Australia – Adelaide Hills, Fleurieu and Kangaroo Island - Chief Executive Officer Victoria MacKirdy (Chair)
- Zone Emergency Management Committee - Adelaide Hills, Fleurieu and Kangaroo Island - Chief Executive Officer, Victoria MacKirdy (Chair) and Director Environment and Infrastructure Jodi Roberts

Local Representation 2024/25*

- Inman River Catchment Group – Cr Carol Schofield
- Carrickalinga Board of Management – Cr David Kemp
- Victor Harbor High School Governing Council - Cr Marilyn Henderson
- Victor Harbor R-6 School Governing Council - Cr Stewart Burns
- Victor Harbor Coastcare – Cr Michael Quinton
- Friends of the Victor Harbor Library - Cr Marilyn Henderson
- Southern Fleurieu Health Advisory Council – Mayor Moira Jenkins
- Murray Darling Association - Cr Stewart Burns, Cr Carlos Quaremba

*Appointments as at 30 June 2025

Decision Making Structure

Subsidiaries

Council has a number of subsidiaries under Division 3, Section 42 and 43 of the Local Government Act 1999. More information about subsidiaries is also attached to this Annual Report.

Victor Harbor Horse Tram Authority (Section 42)

Established in 2018 by the City of Victor Harbor, this organisation is responsible for overseeing the operations, business development and marketing of the Horse Tram service to Granite Island. The Horse Tram is one of the very few horse-drawn tram routes remaining in public transit service in the world. Much of its route is over the 630 metre long Causeway.

Fleurieu Regional Waste Authority (Section 43)

Established in 2010 by the City of Victor Harbor, Alexandrina Council, District Council of Yankalilla and Kangaroo Island Council, this organisation is responsible for the waste management function across the Fleurieu Peninsula and Kangaroo Island areas.

Southern and Hills Local Government Association (Section 43)

This organisation undertakes regional coordination, representation and marketing on behalf of the member councils to improve the wellbeing of the region.

Member councils include City of Victor Harbor, Alexandrina Council, Kangaroo Island Council, District Council of Yankalilla, Mount Barker District Council and Adelaide Hills Council.

Fleurieu Regional Aquatic Centre Authority (Section 43)

The Fleurieu Regional Aquatic Centre was opened to the public in 2017. It is a modern sport and recreation facility, enhancing the lifestyle and wellbeing of the community on the peninsula. Features of the facility include a 25 metre swimming pool, multi-use program pool, rehabilitation pool, outdoor splash park, fitness facility, and crèche.

The Fleurieu Regional Aquatic Centre Authority was formally dissolved in August 2024 with the Constituent councils entering into a Joint Venture Agreement to oversee management of the facility.

Strategic Direction

Strategic Planning Framework

The Council's Strategic Planning Framework assists with strategic decision making, and aligns with our aspirations for Victor Harbor. The framework that this Annual Report is based on is outlined below.

Strategic Direction

Community Plan 2030

The Community Plan 2030 is the City of Victor Harbor's guiding strategic document, outlining the community's aspirations for the future. It sets out long-term goals and measures to monitor progress.

The plan includes aspirations for Victor Harbor to 2030 and beyond, and objectives that need to be in place to achieve them. These aspirations and objectives are informed by our community's desires and expectations for Victor Harbor now and in the future.

A review of the Community Plan 2030 was undertaken in 2024/25 and aimed to strengthen the links between Council's suite of plans and strategies with its guiding strategic document.

This approach acknowledges the robust strategic planning framework that the Council has in place, while also ensuring that the services and projects that Council deliver each year align with its aspirations and objectives.

The 2024 review of the Community Plan 2030 also drew on formal research projects such as the Council's 2022 and 2023 community satisfaction surveys, as well as the 2023 Australian Liveability Census. This has enabled us to make sure we are on the right track and ensure that Council's strategic focus is in line with our community's needs and aspirations.

The revised Community Plan 2030 was adopted by Council on 24 March 2025. It can be viewed online at **victor.sa.gov.au/communityplan**

The aspirations within the Community Plan 2030 for the City of Victor Harbor are outlined below:

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 and restore our environment

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

We are a financially sustainable and well-governed organisation

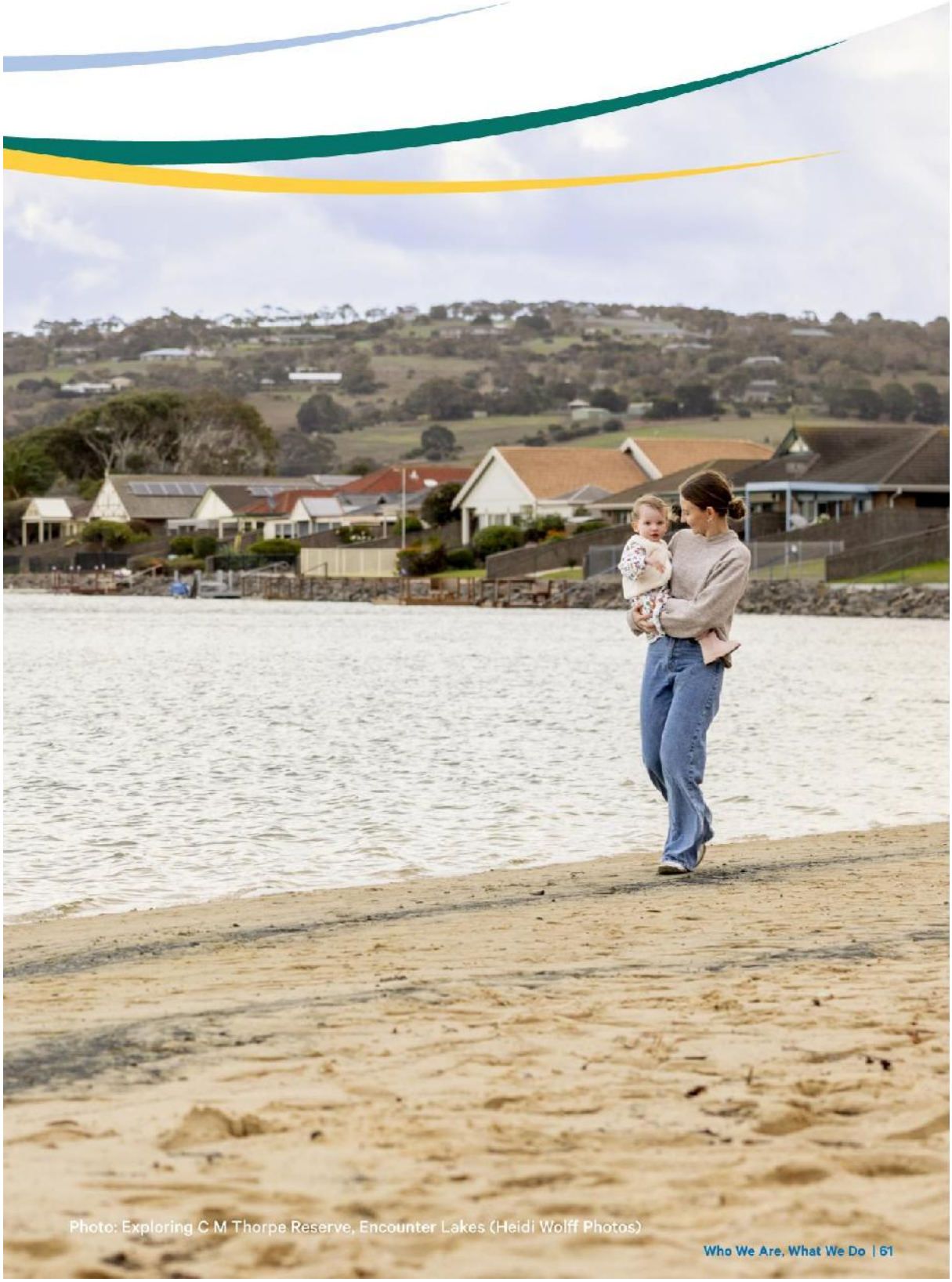


Photo: Exploring C M Thorpe Reserve, Encounter Lakes (Heidi Wolff Photos)
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2024/25
In Review
Photo: Softfoot Alpaca Farm (Jon Wah)
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Major Projects

Regional Community, Sport and Recreation Precinct (ongoing)

The Victor Harbor Regional Community, Sport and Recreation Precinct (the Precinct) is a transformative project poised to make a significant impact on our growing community.

The State Government's Greater Adelaide Regional Plan forecasts significant growth for Victor Harbor, with our population projected to increase by more than 19,000 by 2051. This includes the development of 13,500 new dwellings, representing 54% of the anticipated housing growth in the Fleurieu Peninsula and 4% of Greater Adelaide's overall growth. This rapid expansion, coupled with the reality that more than 40% of our residents are aged over 65, presents unique challenges for our community.

The Precinct is a strategic response to these challenges. As a premier sport, recreation, and entertainment hub, the Precinct is designed to serve as a catalyst for economic growth, population retention, and community wellbeing. It will help attract younger families and workers, balancing our demographic profile and supporting essential services for our ageing population.

Through extensive investigations and a successful expression of interest campaign, the Council has identified a partnership opportunity with an experienced private consortium, Accord Property, aligning with our vision for the Precinct.

The proposal includes:

- A recreation facility with four multipurpose courts, gymnastics and health club facilities, and meeting spaces.
- Entertainment and large format retail spaces, including a hospitality offering.
- A childcare centre to address critical needs.
- Allied health spaces, enhancing local service offerings.

At the July 2025 Ordinary Council Meeting Council endorsed a concept floorplan for the facility. This important step paves the way for detailed design to begin, bringing this exciting community project closer to becoming reality.

The concept floorplan was shaped in partnership with a dedicated stakeholder reference group, including representatives from:

- Local schools
- Great Southern Amateur Basketball Association
- Victor Harbor Gymnastics
- Great Southern Badminton Association
- Southern Sharks Pickleball
- Council's Disability Access and Inclusion Committee

With the concept design now adopted, Accord Property and its design team will commence detailed design work, with the goal of getting the project to a shovel ready status to position the project favourably for State and Federal grant funding.

Meanwhile, several important steps are still in progress including further exploration to determine the most suitable operating model for the recreation facility, specifically whether Council will manage the facility directly or engage a private operator. Council is carefully weighing community benefit against financial considerations to ensure the best outcome.

Major Projects

Corporate Systems Replacement (ongoing)

The City of Victor Harbor continues to roll out and implement the significant Corporate Systems Replacement project.

This major initiative has seen the replacement of a 20-year-old legacy system with a modern platform to support core functions such as finance, HR, payroll, procurement, compliance, customer service, and asset management.

The project is designed to enhance efficiency, improve decision-making through better data management, and enable a more customer-centric approach to service delivery.

It also positions the City of Victor Harbor to respond to emerging technologies and future growth while maintaining a lean organisational structure.

Some key focuses during 2024/25 have included Enterprise Content Management, Property and Rating, Compliance, Recruitment, Talent and Succession, Enterprise Budgeting, Meetings, Documents, Performance Planning, Bookable, Project Lifecycle Management, Strategic Asset Management and Inventory.

The focus in 2025/26 year will be on refining and optimising the new system to maximise capabilities.

Urban Growth Management Strategy (ongoing)

Victor Harbor continues to experience population growth which puts pressure on our ageing infrastructure. The population of Victor Harbor, and the surrounding suburbs, is expected to grow by approximately 8,000 people over the next 25 years. It is important that we manage growth over this period to remain a thriving community with a strong economy, without losing the character that makes Victor Harbor unique.

In 2008 the Council developed an Urban Growth Management Strategy to help plan effectively for growth. The Strategy was reviewed in 2013.

Acknowledging that many changes have occurred since 2013, in early 2024 the Council initiated a further review of this Strategy and engaged Future Urban to facilitate this review.

In October 2024, a draft Urban Growth Management Strategy was released for community feedback. In response to this feedback, Council made multiple changes to the Strategy and produced an updated draft. This was then released for further community feedback in July 2025.

The Council formally adopted the Urban Growth Management Strategy in September 2025.

Arts and Culture Centre (ongoing)

Recognising the cultural and economic value of arts and cultural activity, the Council has 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.

Council has now completed detailed technical design and specification for stage one of the Arts and Culture Centre, incorporating the Victa Cinema component. Completion of detailed design and specifications for the remaining stages will be completed during 2025/26.

Coastal Protection (ongoing)

Rising tides and storm surges are causing severe erosion and damage to the coastline at Franklin Parade, Encounter Bay (otherwise known as Yilki). Council is acutely aware of growing risks to the natural environmental and coastal infrastructure, and is working towards an effective solution for protecting this highly valued stretch of shoreline.

In 2024/25, works commenced on Stage 1 of the Yilki Coastal Sea Defence Wall project. Council has engaged CATCON to undertake these works on its behalf.

Stage 1 works will continue in 2025/26 and include:

- Pavement rehabilitation and stormwater upgrades
- New and upgraded rock wall armour
- Installation of wave barriers
- Construction of a new shared use path
- Erosion and sediment control measures
- Stepped beach access
- Native planting and landscaping

Major Festivals and Events

Events and festivals provide significant benefits for the local community and visitors alike. Events can connect communities, create opportunities for social inclusion, improve wellbeing and a sense of pride in one's 'hometown'. They support local business, employment, and the local economy. Festivals and events are essential for creating a connected, engaged and thriving community.

Council's primary role is to attract and facilitate major events and support the facilitation and growth of events that contribute to social and economic outcomes for the community.

Currently, the City of Victor Harbor invests an average of $300,000 annually in the development of events, with the annual event calendar contributing approximately $5.8 million in additional expenditure into the local economy.

Strategic Approach To Events

The City of Victor Harbor's 'Culture Strategy – Festivals and Events 2023-27' outlines a range of goals for a five year period, including building capacity for event planning, creating and activating places through the delivery of events, and increasing participation in the local events calendar. This plan is all about working with and supporting the community.

The wealth of potential sits in the hands of event organisers, industry, and the local community.

It builds upon the work that is already underway to grow major events, and sees Council transition to a role where it can facilitate events rather than manage them. Environmentally friendly events and winter events have also been given consideration within the Strategy.

During 2024/25 there were a number of major festivals and events held in the Council area.

NAIDOC Week
7 - 14 July 2024

SALA Festival
1 - 31 August 2024

Coastrek
6 September 2024

Rock 'N' Roll Festival
20 - 22 September 2024

Heysen 105 Ultra Marathon
11 - 12 October 2024

SA Viking Festival
2-3 November 2024

Remembrance Day Service
11 November 2024

Schoolies Festival
22 - 24 November 2024

Victor Harbor Half Marathon
1 December 2024

Rotary Christmas Pageant and Carols
14 December 2024

New Year's Eve Fireworks
31 December 2024

Summer Sands Sessions
January 2025

Rotary Art Show
11 - 18 January 2025

Santos Tour Down Under - Hahn Stage 4 Men's Finish
24 January 2025

Australia Day Celebrations
26 January 2025

Tour of the Fleurieu Cycling Event
22 - 23 February 2025

Writers Week
1 - 6 March 2025

Sid James Victor Harbor Triathlon
8 - 9 March 2025

SummerSalt Festival
30 March 2025

ANZAC Day March
20 April 2025

ANZAC Day Dawn Service
25 April 2025

Reconciliation Week
27 May - 3 June 2025

Winter Whale Fest
1-30 June 2025

Victor Harbor Artisan Market
Every third Sunday of the month

Victor Harbor Beachside Markets
Second and fourth Sunday of the month

Victor Harbor Farmers Market
Every Saturday morning

Our Communications

To engage stakeholders and share useful or important information, the Council produces a wide range of communications throughout the year.

Website

The City of Victor Harbor website is a central source of information relating to Council's major projects, services, consultations, initiatives, news and events. The website is updated on a regular basis to ensure the community has quick access to essential information.

Social Media

Social media is a valuable tool for the Council to engage in two-way communication with the community. It is a popular platform for locals (our Community Satisfaction Surveys suggest one in five people prefer this method of communication), and it is also a cost-effective and efficient way for Council to publish timely information.

The City of Victor Harbor now manages profiles across Facebook, Instagram, YouTube and LinkedIn. This includes pages for the Council, Victor Harbor Library, SA Whale Centre, Visit Victor Harbor, Coral Street Art Space and Brand Victor Harbor.

In 2024/25, Council's primary Facebook page reached 231,000 people and attracted 12,700 content interactions.

Victor Viewpoint

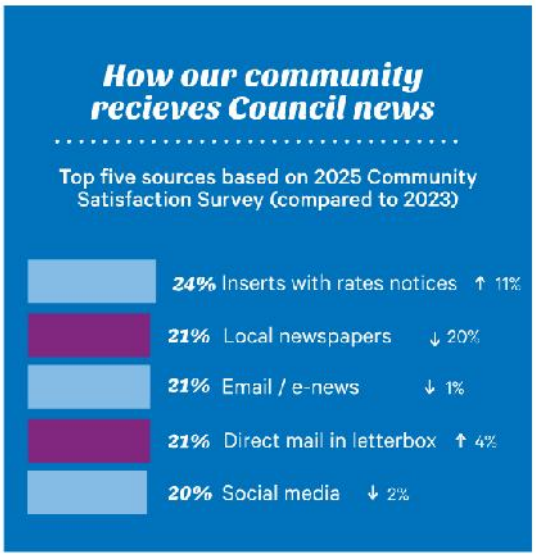
Victor Viewpoint is the Council's primary email newsletter, sent directly to nearly 2,500 subscribers on the tenth day of each month. The newsletter contains information relating to Council's major projects, consultations, grant opportunities, initiatives, news and events. In 2024/25, Victor Viewpoint had an average open rate of 62%, and average click rate of 11.9%.

Other email newsletters distributed by Council include the City Activation newsletter and Library newsletter.

Communications Tools

Other communication tools used by the Council to share information with the community include:

- Signage
- Civic Centre displays
- Inserts in rates notices
- Media releases
- Advertisements (print, radio and digital)
- Public notices
- Direct letters and emails
- Public meetings and listening posts
- Fact sheets and conversation kits



website

victor.sa.gov.au

342,500 page views in 2024/25 ↓ 2,000

99,500 users in 2024/25 ↑ 3,500

Most visited pages on the website:

- Bluff Boat Ramp Camera
- Pay Rates
- Cemetery Search
- Employment
- Library
- Council Meetings

social

City of Victor Harbor

231,000 Facebook reach ↓ 9.9%

12,700 Facebook reactions ↓ 14%

256 Facebook posts ↓ 15.6%

7,700 Instagram reach ↑ 84.9%

1,725 LinkedIn followers ↑ 348

2,718 Instagram followers ↑ 478

NEWS

62 media releases to local papers (4,000 circulation per edition)

12 editions of Victor Viewpoint (2,446 reach per edition)

Website and social media statistics refer to the period 1 July 2024 - 30 June 2025.
Social media statistics only includes organic data (not paid advertising)

Engaging our Community

Community engagement is a fundamental part of Council's planning and delivery of services, land-use planning, major capital projects and works, and understanding the priorities of our local community.

The City of Victor Harbor takes pride in our community consultation. We recognise that effective community engagement delivers genuine benefits by ensuring our community is properly consulted with and listened to when they inform us on their views, needs and concerns. It enables people to share their views and actively contribute to shaping their community.

In addition to our formal committees, advisory and working groups, Council takes a proactive approach to consulting and engaging with our community stakeholders including residents, ratepayers, businesses, customers, community groups, Traditional Owners and visitors.

Community engagement is about gaining information from the community to inform decision making. It is not a vote, but rather a way for Council to understand community sentiment and concerns. What is learnt during community engagement is then balanced alongside a range of other factors when making decisions.

The City of Victor Harbor is committed to open, accountable and responsive decision making achieved by effective communication and consultation between Council and the community.

Key projects that set a direction or define a position of Council, have a high level of community interest, or decisions that have significant financial implication are considered by Council to adopt a community consultation plan and commence public consultation.

We communicate opportunities to engage with our community through a variety of channels, including the monthly Victor Viewpoint e-newsletter, social media, media releases, advertising, public notices, radio interviews and then engage participants through our Your Say Victor Harbor website, face to face opportunities and hard copy feedback forms.

Our promise

The City of Victor Harbor's Public Consultation Policy outlines our commitment to community engagement and the principles for conducting engagement. Council is committed to five principles that underpin our approach to community engagement:

- **Community Participation.** We are committed to including, informing and involving our community in local decision making from project planning through to delivery
- **Open and Accountable.** We will provide clear and easy to understand information that will inform our community and encourage meaningful engagement
- **Accessibility.** Our community will be able to access information in a variety of ways
- **Careful Planning and Evaluation.** We will carefully plan community engagement activities and evaluate all feedback to meet the needs of our community
- **Closing the Loop.** We will inform our community of our decisions and outline how feedback was considered

Our Process

Our engagement approach is a five step process:

- **Plan.** Develop a Communications and Engagement Plan to maximise opportunities for people to provide input through a simple, easy-to-use process
- **Prepare and Promote.** Prepare for community engagement by developing quality information and communication materials
- **Engage.** Facilitate and deliver the community engagement process
- **Report.** Prepare a report for Council consideration on the outcomes and findings
- **Close the Loop.** Promote the findings and the next steps by making reports and information on final decisions available to the community

2024/25 Public Consultations

To ensure Council work best serves the needs and interests of the community, the City of Victor Harbor carries out various public consultations each year.

The City of Victor Harbor Public Consultation Policy draws on the International Association for Public Participation's engagement spectrum to ensure that we meet our obligation under the Local Government Act 1999. Council also has a responsibility to consult with community members under other relevant Acts (e.g. Planning Development and Infrastructure Act).

During 2024/25, the City of Victor Harbor undertook broad community consultation on the following:

- Community Plan 2030
- Community Land Management Plans
- Representation Review (two consultation phases)
- Code Amendment - Precinct 202
- Asset Management Plans 2025/26 to 2034/35
- Long Term Financial Plan 2025/26 to 2034/35
- 2025/26 Annual Business Plan and Budget
- Urban Growth Management Strategy (two consultation phases)

Community Satisfaction Survey

Council carried out its third Community Satisfaction Survey in 2024/25. The Community Satisfaction Survey helps us understand what we're doing well and where we can improve. It looks at Council services and facilities and seeks community feedback it terms of both importance of the service and associated satisfaction levels. These insights help guide Council's planning, investment and improvement efforts.

This year's survey was conducted in February and March 2025 by independent market research company, newfocus. More than 580 people were surveyed in 2025, including 356 residents, 100 local businesses and 125 non-resident ratepayers.

Overall satisfaction with Council performance remains steady at 41%. While satisfaction among local businesses increased to 45%, non-resident ratepayer satisfaction declined, and residents' satisfaction dipped slightly. Key concerns included the fairness of Council rates and whether decisions are being made in the best interests of the community.

The results from the survey will directly inform Council's strategic planning, budgeting, and service review processes. Council is committed to acting on feedback and will report on progress in early 2026.

Our Performance

Photo: Kids at the Victor Harbor Pump Track (Heidi Wolff Photos)

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Performance Against Our Strategic Plan

Measuring Our Performance Against The Community Plan 2030

The Community Plan 2030 is the City of Victor Harbor's guiding strategic document, outlining the community's aspirations for the future.

The Community Plan 2030 centres around six aspirations, outlined on **page 60** that express what we want Victor Harbor to be now and into the future. The City of Victor Harbor uses a number of methods to measure our progress towards achieving the aspirations within our Community Plan 2030.

Strategic Performance Indicators

Council has identified a set of strategic performance indicactors that help to monitor progress towards achieving the aspirations set out within our Community Plan 2030.

It is not intended that the indicators reflect a complete picture of every aspect of each aspiration, rather they reflect a trend towards a desired outcome and provide information on how Council can further refine its activities to better achieve its vision for Victor Harbor.

The strategic performance indicators identified for each aspiration along with the 2024/25 outcomes are provided on the following pages.

Key Planned Activities

Each year Council identifies a number of Key Planned Activities that set out what we will focus on in the coming year to help achieve the aspirations set out in the Community Plan 2030. These Key Planned Activities are generally identified as part of annual business planning processes.

In 2024/25, Council identified 15 Key Planned Activities (listed right). An overview of all of these activities including more information about their status is provided from page 74.

As well as undertaking the identified Key Planned Activities, there are a number of other projects and ongoing activities that help Council work towards its aspirations. These activities also ensure that legislative requirements are met and respond to community expectations. A selection of these activities is also highlighted over the following pages.

2024/25 Key Planned Activities

The following Key Planned Activities were identified during the 2024/25 Annual Business Planning process:

- Improved Beach Access
- Encounter Community Centre Support
- Driving the Future Program
- Arts and Culture Program
- Business Victor Harbor Collaboration
- Regional University Study Hub
- Destination Marketing Campaign
- Investment Attraction Website and Video
- Climate Change Initiatives
- Coastal PhD Enterprise Scholarship Program
- Giles Street Stormwater Project
- Jagger Road Reconstruction (Stage 1)
- Flinders Parade Crossing
- Representation Review
- Community Satisfaction Survey

In terms of overall performance, Council's performance target is to substantially complete 90% of its listed KPA. In 2024/25 the Council substantially completed 13 of the 15 KPA (87%).

Of the two incomplete KPA, the improved beach access was incomplete due to circumstances beyond Council's control with approvals from external bodies taking longer than anticipated. While the completion of the Investment Attraction Website and Video project was delayed due to staff resourcing.

Taking into consideration the incomplete KPA outside of Council's control, the adjusted ratio is 92% KPA complete, which meets Council's target.

ASPIRATION 1

We are a caring, connected and active community

Strategic Context

This aspiration recognises that Victor Harbor's welcoming spirit extends beyond its picturesque landscapes – it is woven into the fabric of daily ife. The area is known for its friendly and family-focussed community.

People feel safe in Victor Harbor, making it a haven for families and an ideal place for children to grow up.

Our volunteers are the heartbeat of Victor Harbor. They are important to our thriving community groups, clubs and organisations, all of which provide opportunities for people to feel valued and included.

Victor Harbor's open spaces are more than patches of green, they are integral to the liveability of our town and vitality of our people.

Sport and recreation is deeply embedded in our envied lifestyle; promoting health, activity and social connections.

Services and Activities Supporting Aspiration 1

Community services for aged, families, youth and disadvantaged people; Accessibility; Community and charitable donations; Community grants; Supported residential facilities licensing; Volunteer support and assistance; Halls and community buildings; Festivals and events; Parking enforcement and control; Abandoned vehicles; Vermin eradication; Dog and cat control; Livestock impounding; Litter inspection and enforcement; Immunisation; Health and preventative services; Sharps/need collection service; Street furnishing and sweeping

2024/25 Strategic Indicators

Strategic Performance Indicator	Trend	2024/25 Target	2024/25 Result	Target met
Number of volunteers registered with Council programs	Maintain at current level or increase	≥ 340	320	●
Community satisfaction with parks, gardens, reserves and playgrounds	Maintain at current level or increase	≥ 62%	62%	●
Community satisfaction with services for older residents	Maintain at current level or increase	≥ 55%	57%	●
Community satisfaction with services for families, youth and children	Maintain at current level or increase	≥ 38%	40%	●

2024/25 Key Planned Activities

Key Planned Activity	**Improved Beach Access**
Description	Design of accessible beach access for Soldiers' Memorial Reserve (near the changing places facility) and installation of improved access at Hayward Court.
Commentary	Detailed design for the Soldier's Memorial Reserve beach access was complete during 2024/25 with input from the Council's Disability Access and Inclusion Committee. Construction of the access is expected to occur during 2025/26. Design of the Hayward Court beach access took longer than expected as the Council worked closely with key stakeholders including the Coastal Protection Board and SteamRanger to ensure the design met their needs. The design was approved in July 2025. A construction tender for installation of this project will be released in early 2025/26.
Outcome	**Not complete in 2024/25**
Links to other aspirations	Community ✓ · Innovation and Creativity · Growth · Environment · Services and Infrastructure ✓ · Governance
Related Council Plan	Community Plan 2030

Key Planned Activity	**Driving the Future Program**
Description	Council will lead and coordinate the Driving the Future program to support young people to obtain their provisional driver's license so they can access education and employment.
Commentary	Driving the Future has now completed its first year of operation, delivering 169 supervised driving sessions and providing over 500 hours of support to young people in our community. This initiative addresses transport disadvantage by helping young people work towards their provisional licences, opening up access to education, employment, and greater independence. A highlight of the program has been the strong relationships formed between mentors and learners. Volunteers have shared that being part of the program has been one of the most rewarding experiences they've had through their role mentoring a young person over 12 months, offering encouragement, and being a consistent, trusted presence during a pivotal stage in their lives. Many have reflected on the fulfilment of supporting a young person to achieve such a significant milestone, while also hearing how the program has impacted other areas of the learner's life, such as gaining employment, enrolling in university, or being able to support the transport needs of family and friends. As community awareness of Driving the Future continues to grow, so too does its reach and impact. The program is proving to be a powerful way to connect generations, foster resilience, and create meaningful change for young people in the Southern Fleurieu region.
Outcome	**Complete**
Links to other aspirations	Community ✓ · Innovation and Creativity · Growth ✓ · Environment · Services and Infrastructure ✓ · Governance
Related Council Plan	Community Plan 2030 / Economic Development Strategy

ASPIRATION 1

We are a caring, connected and active community

2024/25 Key Planned Activities

Key Planned Activity	Encounter Community Centre Support
Description	Community centres serve as vital hubs that foster social connections, offer volunteering opportunities, and encourage community involvement. Council will provide a funding contribution to the Encounter Community Centre to support its operations on a 12-month trial basis.
Commentary	At the Encounter Community Centre's Annual General Meeting held on 29 October 2024, a dedicated position for a representative of the City of Victor Harbor was added to the Board. This was for Council's Manager Community Wellbeing who now attends monthly Board meetings in an official capacity. A new manager with experience in both community centres and local government was also appointed by the Encounter Community Centre during the year to lead the Centre, bringing strengthened strategic direction and a renewed focus on long-term sustainability. Following Council's funding contribution, the Encounter Community Centre provided a six-monthly progress report that demonstrated improved financial sustainability and more refined business model. The Manager Community Wellbeing continued to provide support through regular attendance at Board meetings, helping guide strategic planning and development. A formal report on the Centre's progress was presented to Council at its February meeting. As part of its ongoing engagement, the Encounter Centre submitted a request for a funding commitment of $60,000 per year over three years. This proposal was included in Council's Draft 2025/26 Annual Business Plan, which was released for public consultation during the year. In June, Council's Manager Community Wellbeing and representatives from the Encounter Centre provided a workshop at a Council Briefing to outline the Centre's current activities, draw comparisons with Alexandrina Council's community centre models, and explore future directions. In response, $60,000 was added to the 2025/26 budget. Staff are now preparing a Collaboration and Grant Agreement to be presented at a future Council meeting. This ongoing partnership continues to support the Centre's role in delivering valuable community services and improving organisational sustainability.
Outcome	Complete
Links to other aspirations	Community ✓ · Innovation and Creativity · Growth · Environment · Services and Infrastructure ✓ · Governance
Related Council Plan	Community Plan 2030 / Regional Public Health Plan (Southern and Hills LGA)

Other Highlights and Activities

Southern Communities Transport Scheme

The Southern Communities Transport Scheme (SCOTS) provided 11,396 trips for Fleurieu Peninsula residents in 2024/25.

SCOTS provides door-to-door transport for medical appointments, social activities, shopping and visiting family or friends. This includes locally and to the Adelaide area. Accredited volunteer drivers transport people of all ages in accredited vehicles.

Victor Harbor is a transport disadvantaged area, and SCOTS ensures local residents have access to cost-effective transport.

SCOTS wouldn't be possible without its incredible volunteers. Volunteers fill a number of important roles including drivers, shopping bus attendants, vehicle cleaners and office assistants.

SCOTS is an initiative of the City of Victor Harbor and Alexandrina Council with funding from the Australian Government Department of Health and Aged Care, and the SA Government Department of Human Services.

Residents focus on holistic wellbeing

Council continues to shape Victor Harbor as one of South Australia's most active and well communities.

Yoga, dance, meditation and mindfulness are some of the key activities that Victor Harbor residents have reaped the benefits of in 2024/25 as part of Council's popular Active Wellbeing Program.

Promoting a strong, vibrant and healthy culture, the Active Wellbeing Program aims to empower the community with tools and resources to lead a more active lifestyle, while activating spaces in the community that encourage movement and connection.

The Community Wellbeing Team focuses on curating free or low cost workshops and group activities for all ages, that build connections and a sense of holistic wellbeing. This includes weekly movement classes, Yoga in the library and Ceri-Fit, a 45 minute seated strength exercise program for 60+ years old.

Outdoor community infrastructure such as the Muwerang/Kent Reserve adult outdoor gym, playgrounds and the Encounter Bikeway support Council's vision of a connected and active community.

ASPIRATION 1

We are a caring, connected and active community

Other Highlights and Activities

Supporting young men to be Better Blokes

The Better Blokes Summer Program, delivered by Council's Youth Development Team, encouraged teens to connect with each other and positive role models. This includes fathers, father figures and mentors that specialise in men's mental health.

By providing opportunities for young men to address and discuss mental health on the backdrop of light-hearted activities, the project worked to strengthen the protective factors of belonging and connection in young men's lives.

A study in the Journal of Health and Social Behaviour found that men who reported strong social support were 36 per cent less likely to develop depression.

Activities included in the Better Blokes Summer Program between November 2024 - January 2025 included surf lessons, laser tag, tree climbing, bush walking and go karting.

New citizens welcomed

Australian citizenship is a privilege offering enormous rewards. The City of Victor Harbor conducts citizenship ceremonies on behalf of the Federal Government for local residents. The Council's role to welcome new citizens is one we highly value.

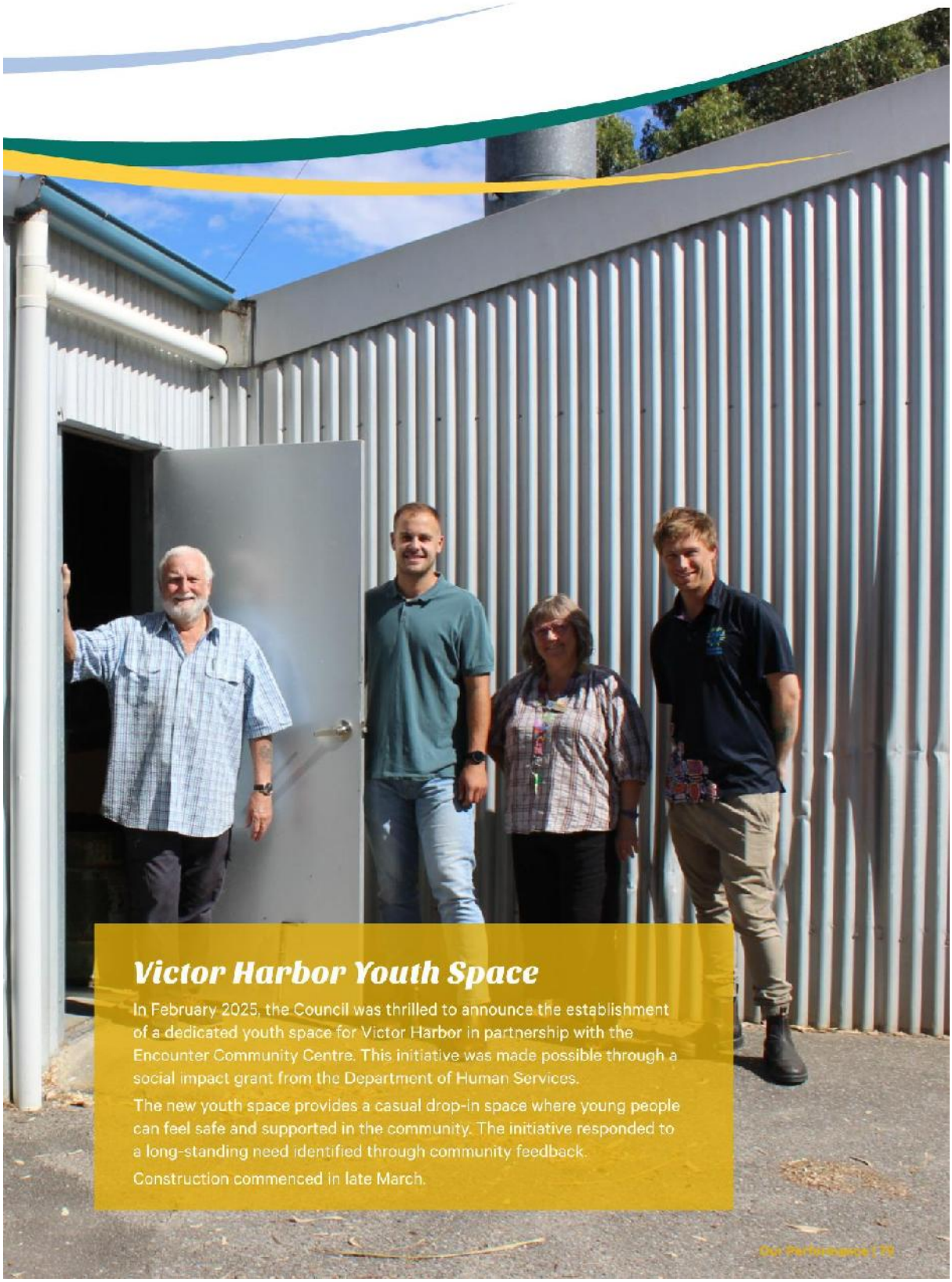
Citizenship ceremonies are special events that fulfil requirements under Australian citizenship law. The ceremonies are undertaken by the Mayor and generally held in the Council Chambers. However, on Australia Day (26 January) a citizenship ceremony takes place as part of a larger community celebration event at the Soldiers Memorial Gardens.

In 2024/25, a total of 18 new citizens were formally welcomed to Victor Harbor from a range of countries including Nepal, Uganda, United Kingdom, South Africa, Scotland, Germany, India, Thailand and Hungary.

Looking Ahead

The following projects are Key Planned Activities in 2025/26:

- **Encounter Community Centre Support:** Council will make a provision for a funding contribution to the Encounter Community Centre to support its operations.
- **Outdoor Courts Resurfacing:** Outdoor courts at two locations (Victor Harbor and Encounter Bay Sporting Grounds) will be resurfaced to improve safety, functionality and overall playing conditions. (Project is subject to grant funding)



Victor Harbor Youth Space

In February 2025, the Council was thrilled to announce the establishment of a dedicated youth space for Victor Harbor in partnership with the Encounter Community Centre. This initiative was made possible through a social impact grant from the Department of Human Services.

The new youth space provides a casual drop-in space where young people can feel safe and supported in the community. The initiative responded to a long-standing need identified through community feedback.

Construction commenced in late March.

ASPIRATION 2

We have a culture of innovation, collaboration and creativity

Strategic Context

This aspiration recognises that to see our community prosper and flourish, there is a need to embrace new ideas and technology to create opportunities.

The council understands the importance of providing the right conditions for individuals and the community to prosper, and recognises the importance of collaboration with all levels of government, regional bodies, the private sector and wide community to achieve this.

There is potential to use the creativity within Victor Harbor to enhance our city's vibrancy at the same time as expanding our local economy.

The increasing emergence of arts and cultural activity in Victor Harbor has provided important social and economic benefits to the city. Art in all forms has the capacity to enrich people's lives and contribute to creating a strong, healthy and connected community.

Services and Activities Supporting Aspiration 2

Library; Arts and cultural program; Coral Street Art Space; Victa Cinema; Future Arts and Culture Centre; Public art and monuments; Citizenship; Representative appointments; Local and regional partnerships.

2024/25 Strategic Indicators

Strategic Performance Indicator	Trend	2024/25 Target	2024/25 Result	Target met
Library visits per capita	Maintain at current level or increase	**≥ 7.25**	**7.35**	●
Community satisfaction with library services	Maintain at current level or increase	**≥ 83%**	**82%**	●
Victor Harbor's digital confidence index score	Maintain at current level or increase	**≥ 64.4%**	**No data**	–
Community satisfaction with Council's arts and cultural activities	Maintain at current level or increase	**≥ 49%**	**48%**	●

2024/25 Key Planned Activities

Key Planned Activity	**Arts and Culture Program**
Description	Council will continue its commitment to growing arts and culture through the delivery of its arts and culture program which includes: • encouraging participation in arts projects • providing and promoting Coral Street Art Space • expanding the program offering at Victa Cinema • encouraging and facilitating festivals and events.
Commentary	In 2024/2025, Council delivered six curated exhibitions and launched the inaugural ARCHE Emerging Artist Development program. Through the Arts and Culture Grants Program, five projects were supported, engaging a total of 312 local artists. Arts and Culture collaborated with Festivals and Events to support the Winter Whale Fest through Water People 2025, which also saw three additional Ngarrindjeri artists join the permanent First Nations gallery. SALA 2024 focused on emerging artists aged 12–25, offering residencies across performing, visual, and literary arts. Council also partnered with Victa Cinema to promote cultural programming and host the Powerful Women International Women's Day event.
Outcome	**Complete**
Links to other aspirations	Community ✓ Innovation and Creativity ✓ Growth Environment Services and Infrastructure Governance
Related Council Plan	Culture Strategy - Arts and Heritage

Key Planned Activity	**Business Victor Harbor Collaboration**
Description	Continuation of the progressive partnership between Council and Business Victor Harbor that delivers economic outcomes for Victor Harbor.
Commentary	In accordance with the partnership agreement, Business Victor Harbor continues to deliver a range of business-related events and initiatives that support local businesses. A priority focus in the latter half of the year has been on the continued engagement with local businesses on the uptake of local destination brand. There is still more work to be done in this area. In accordance with the agreement, Business Victor Harbor will be required to provide Council with an acquittal on the use of funds along with a presentation, that is booked in for an August 2025 workshop.
Outcome	**Complete**
Links to other aspirations	Community ✓ Innovation and Creativity ✓ Growth Environment Services and Infrastructure Governance
Related Council Plan	Economic Development Strategy

ASPIRATION 2

We have a culture of innovation, collaboration and creativity

2024/25 Key Planned Activities

Key Planned Activity	Regional University Study Hub
Description	Council will support the introduction and operation of the Regional University Study Hub to be established at the Victor Harbor TAFE.
Commentary	Fleurieu Study Hub is an initiative fully funded by the Federal Government, with funding auspiced by the Rural City of Murray Bridge. The Council has worked very closely with the Rural City of Murray Bridge on the administration of the Fleurieu Study Hub, located at the rear of the Victor Harbor TAFE facility. The space is becoming increasingly popular with the community as a location that supports local tuition, at the end of the financial year there were 125 students formally as users of the space with a growing level of interest. The previously vacant position of Student Support Officer, has now been filled meaning an increased level of resourcing to promote the services of the hub in the regional community.
Outcome	On Track
Links to other aspirations	Community; Innovation and Creativity ✓; Growth ✓; Environment; Services and Infrastructure ✓; Governance
Related Council Plan	Economic Development Strategy

Study Hub Opening

The Fleurieu Study Hub opened in September 2024, providing new opportunities for Fleurieu Peninsula students. Located at TAFE SA Victor Harbor, the new facility provides access to Wi-Fi, computers, video conferencing and quiet study areas for students who wish to study remotely from the Fleurieu.

Studying remotely is a growing need for many as the cost-of-living crisis makes commuting or moving away from home more difficult. The new facility also offers a free space to meet with student advisors who can provide advice and support on career pathways, industry experience options, how to enrol, extra support resources and remote study expertise.

ASPIRATION 2

We have a culture of innovation, collaboration and creativity

Other Highlights and Activities

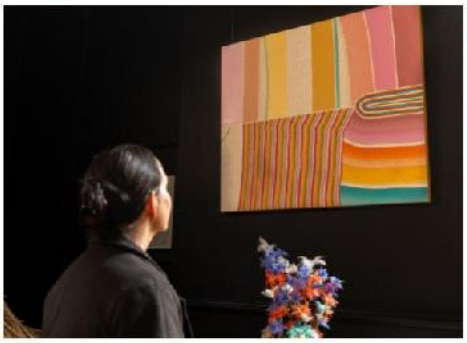
Victor Harbor Library continues to thrive

More than 122,000 visits were recorded at the Victor Harbor Library in 2024/25, with community members accessing a wide range of digital and physical resources, and special events delivered throughout the year.

A total of 1,060 Library programs were hosted, offering opportunities for social connection, literacy development and learning amongst community members. Nearly 300,000 library items were also borrowed.

In line with community demand, the Library will expand its opening hours from 1 July 2025, allowing greater access on weekday mornings and Saturday afternoons.

Coral Street Art Space



Coral Street Art Space continues to be a venue for artists, community members and groups to meet, work, exhibit, share, collaborate and learn. The space initially came to life in 2019 and offers a home for art and culture in Victor Harbor. The Council established the space to meet the community's desire for a multi-purpose space that could incorporate all art forms.

A range of exhibitions were held at Coral Street Art Space in 2024/25, including the annual Water People exhibition.

Water People 2025 was curated by Ngarrindjeri Contemporary Artist, Amanda Westley. While it was the third consecutive year of Water People, it was the first time the exhibition was 100% First Nations, bringing together works by First Nations artists from across Australia. It was more than an art exhibition – it created a conversation between Country and community, past and present, inland and ocean.

New Public Art Trail

Public art is the creative expression of artists presented in public spaces - outside the walls of galleries - where it is freely accessible to all. It enhances our shared places, tells our stories, and helps shape the identity of our communities.

Over the years, Council has invested in many public art projects to support the beautification of our city and encourage creative expression. Recently this has included the installation of Phosphorescence (pictured above) at the corner of Ocean Street and Albert Street, the completion of the Muwerang Mosaic on Bay Road, and new First Nations art incorporated into Stage 1 of The Bluff Masterplan.

In Victor Harbor, our vibrant public art celebrates local landscapes, maritime heritage, Ngarrindjeri and Ramindjeri culture, and community spirit.

The newly developed Victor Harbor Art Trail, created and published by Council in 2025, explores public artworks that are iconic, interpretive, and community-driven.

The trail connects a vibrant mix of murals, sculptures, mosaics, and installations across Victor Harbor's streets, reserves, and foreshore. Community members can collect a copy of the Art Trail from the Visitor Centre or view a copy online.

Whether you've been a resident in Victor Harbor for generations or you're a visitor to our city, there is often a hidden piece of public art that is waiting to be explored.

Looking Ahead

The following projects are Key Planned Activities in 2025/26:

- **Library Hours Extension:** The Council will implement extended opening hours at the Victor Harbor Library to better meet community needs and align with similar facilities.
- **Business Victor Harbor Collaboration:** Continuation of the progressive partnership between Council and Business Victor Harbor that delivers economic outcomes for Victor Harbor.
- **Arts and Culture Program:** Council will continue to support and grow arts and culture through its ongoing arts program delivery.

ASPIRATION 3

We manage growth and change responsibly

Strategic Context

This aspiration acknowledges that Victor Harbor is going to grow. However, we want growth to be managed so it doesn't impact the elements most loved about Victor Harbor – heritage, character, natural environment, sense of community and relaxed lifestyle.

Population in neighbouring council areas will also impact on the City of Victor Harbor, which has firmly established itself as the service centre for the southern Fleurieu region.

Appropriate planning will assist to maintain this position, at the same time as preserving the attributes of our city that we most value.

Tourism contributes significantly to the local economy, and a new destination brand has been developed to strengthen Victor Harbor's position as the vibrant, creative heart of the Fleurieu Peninsula. This also works to leverage Victor Harbor's identity to attract residents, visitors, workers and investors.

Economic diversification opportunities are ready to be explored, particularly in sectors like aged care, agriculture, construction and manufacturing.

Services and Activities Supporting Aspiration 3

Economic development; Horse Drawn Tram; Visitor Information Centre and South Australian Whale Centre; Destination marketing; History recording and preservation; Local history collection; Building assessment and inspection; Development assessment; Land use planning.

2024/25 Strategic Indicators

Strategic Performance Indicator	Trend	2024/25 Target	2024/25 Result	Target met
Community satisfaction with tourism and economic development services	Maintain at current level or increase	**≥ 43%**	**44%**	●
Users of Visit Victor Harbor website (annual)	Maintain at current level or increase	**≥ 249,000**	**214,000**	●
% of planning consents completed within statutory timeframes	>85%	**> 85%**	**91%**	●
Community satisfaction with Council's support for local businesses	Maintain at current level or increase	**≥ 39%**	**35%**	●

2024/25 Key Planned Activities

Key Planned Activity	**Destination Marketing Campaign**
Description	Following the successful launch and rollout of the Victor Harbor brand, a destination marketing campaign will be executed to drive positive change in consumer perceptions of Victor Harbor, in line with the Economic Development Strategy.
Commentary	A program of digital marketing and visitor engagement was delivered across the financial year. This included a successful South Australian Top Tourism Town award submission and marketing coverage resulting from this win. With a focus on digital marketing, much effort has gone into Search Engine Optimisation (SEO) increasing the presence of Victor Harbor on Google for consumers searching for holiday ideas in the Fleurieu Peninsula and South Australia. In parallel with SEO work this has required a significant amount of work ensuring that the www.visitvictorharbor.com website and Visit Victor Harbor Facebook and Instagram accounts have high quality images, video and content published, supporting the improved perception of Victor Harbor as a holiday destination.
Outcome	**Complete**
Links to other aspirations	Community ✓ · Innovation and Creativity · Growth ✓ · Environment · Services and Infrastructure · Governance
Related Council Plan	Economic Development Strategy

Key Planned Activity	**Investment Attraction Website and Video**
Description	Delivery of actions from the Victor Harbor Investment Attraction Strategy including development of an Invest Victor Harbor web platform, as well as new imagery and video content to support the preparation of a prospectus.
Commentary	The Council has completed the filming and editing of 10 promotional videos that feature local leaders talking about Victor Harbor as a great place to invest and operate a business. The videos will be progressively released in the first half of the 2025/26 financial year. Work on the website and investment prospectus continues and is expected to be completed in the first half of the 2025/26 financial year.
Outcome	**Not complete in 2024/25**
Links to other aspirations	Community · Innovation and Creativity ✓ · Growth ✓ · Environment · Services and Infrastructure · Governance
Related Council Plan	Economic Development Strategy / Investment Attraction Strategy

ASPIRATION 3

We manage growth and change responsibly

Other Highlights and Activities

Top Tourism Town Award ... again!

Victor Harbor was named Top Tourism Town for 2025, securing the title for the third time running.

The SA Top Tourism Town Awards recognise towns that offer amazing experiences and are committed to encouraging and developing tourism in their region.

Victor Harbor's success can be attributed to the strong collaboration between the City of Victor Harbor and Business Victor Harbor, the many outstanding tourism operators in our city, and the development of a new 'Feel It Calling' destination brand.

The 'Feel It Calling' brand captures the gravitational pull that draws people to Victor Harbor and generates excitement about all our town has to offer. Victor Harbor continues to evolve, presenting new experiences for everyone, whether they visit every weekend or once every few years.

This change is a result of a significant level of investment in Victor Harbor, not only by Council but by all levels of government.

Victor Harbor welcomes cruise ships

Two expedition cruise ships were welcomed in December 2024 and February 2025, showcasing Victor Harbor as an attractive destination to travellers.

The cruise visits represent an important milestone for tourism in Victor Harbor, boosting the town's profile and providing a positive economic impact for local businesses. The arrival of these vessels follows the South Australian Tourism Commission's (SATC) South Australian Cruise Ship Action Plan 2025, which focuses on promoting the state's ports and anchorages as safe and appealing cruise destinations, enhancing visitor experiences, and fostering economic growth through cruise-related expenditure and regional tourism.

The Council's City Activation Team worked closely with the cruise operators to support with visitor queries and showcasing the region, as well as smooth and seamless operations during both visits, ensuring passengers have an exceptional experience.

Drought relief provided to farmers

In April 2025, Council launched a Farm Business Support Grant Program to provide immediate financial assistance to local farmers facing a range of operational pressures due to ongoing drought conditions.

The program provided eligible agribusiness applicants the opportunity to apply for up to $2,500 to support unavoidable costs.

Uptake of the grant program was strong. Many have expressed sincere gratitude, with some sharing that they had postponed purchasing essential items until funding was confirmed. A few recipients were even moved to tears upon learning of their successful applications.

In addition to the local grant program, Council staff have been available to assist primary producers in identifying and applying for other support opportunities, including relevant state and federal government grants. Council has also referred farmers to additional services such as Rural Business Support, which offers rural financial counselling and other specialised assistance.

Looking Ahead

The following projects are key planned activities for 2025/26:

- **Future Ready Victor Harbor Strategy:** Council will develop a strategic framework aimed at making Victor Harbor a more attractive, dynamic, and sustainable place for young people, to achieve a more balanced demographic and ensure long-term social and economic sustainability.
- **Destination Marketing Campaign:** A destination marketing campaign will be executed to drive positive change in consumer perceptions of Victor Harbor, in line with the Economic Development Strategy and Victor Harbor – Feel It Calling brand.
- **Tabernacle Cemetery Conservation:** To conserve the heritage of the six remaining original headstones and six memorial bronze plaques at the heritage-listed Tabernacle Church Cemetery (subject to grant funding).

ASPIRATION 4

We protect our environment

Strategic Context

This aspiration highlights the leading role that the environment plays in contributing to Victor Harbor's liveability.

Victor Harbor boasts several remarkable natural assets including Rosetta Head (The Bluff), Granite Island, Hindmarsh Falls, Glacier Rock and the Inman and Hindmarsh Rivers. The pristine coastal and marine areas, natural vegetation, clean air, and mild climate contribute to Victor Harbor's appeal as a great place to live.

The city's planning efforts focus on preserving these valued environmental features while addressing future challenges. Urban growth must be balanced with the need to protect the natural environment and maintain the character of the landscape and built forms.

Victor Harbor anticipates climate change impacts, such as warmer and drier conditions, more extreme weather events, and rising sea levels. Enhancing community understanding of climate variability and change will help manage adverse effects and seize opportunities for resilience.

Services and Activities Supporting Aspiration 4

Animal, pest and plant control; Coastal protection; Environmental management; Foreshore maintenance; Climate adaptation planning; Tree planting and maintenance; Waste management.

2024/25 Strategic Indicators

Strategic Performance Indicator	Trend	2024/25 Target	2024/25 Result	Target met
Waste diverted from landfill (%)	Maintain at current level or increase	≥ 65%	63%	●
Council's carbon emission usage	Maintain at current level or decrease	≥ 1180 t CO2-e	No data	–
Quantity of recycled water used by Council	Maintain at current level or increase	> 20,980 kL	33,232 kL	●
Community satisfaction with coastal protection and environment services	Maintain at current level or increase	≥ 48%	56%	●

2024/25 Key Planned Activities

Key Planned Activity	**Climate Change Action**
Description	Council will deliver a program of initiatives in response to the climate emergency declaration it made in 2019 including continuing to reduce carbon emissions of Council buildings, undertaking community education initiatives, coastal adaptation projects, facilitating the regional Youth Climate Summit and reviewing the Environmental Management Plan to determine priorities for the next five years.
Commentary	Council has commenced its review of the Environmental Management Plan. This document will assist Council's planning and strategic direction in regard to the environment, sustainability, adaptation and becoming more resilient. Council's Youth Climate Event was held in May, with over 70 students attending from the Fleurieu region. The collaborative event brought together local schools, regional councils and other stakeholders to educate and empower youth in environmental aspects. Council has continued its community education program with a series of waste and recycling workshops run by KESAB. Council has also completed task six from Council's Coastal Adaptation Strategy to survey the levee surrounding the Caravan Park at the Inman River.
Outcome	**Complete**
Links to other aspirations	Community ✓ · Innovation and Creativity · Growth · Environment ✓ · Services and Infrastructure ✓ · Governance
Related Council Plan	Climate Action Agenda 2030 / Environmental Management Plan

Key Planned Activity	**Climate Change Action**
Description	A partnership with Flinders University to establish a coastal scholarship based within the City of Victor Harbor to collect data in an academically-rigorous, cost effective manner to substantially build knowledge about the coastline, reefs, outer islands, sand and sediment, while establishing and analysing local wave data.
Commentary	Maya Lambert, a Flinders University PhD student collaborating with City of Victor Harbor and part funded by the Coastal Protection Board commenced working on ground. This included collecting sand samples along the coast, reviewing previous documents and studies, deployment of two wave buoys and other measuring devices in Encounter Bay and the commencement of data collection such as water temperature, wave direction, and wave height. This data is now live on SA Waves website and can be accessed by all.
Outcome	**Complete**
Links to other aspirations	Community · Innovation and Creativity · Growth · Environment ✓ · Services and Infrastructure ✓ · Governance
Related Council Plan	Victor Harbor Coastal Adaptation Strategy and Study

ASPIRATION 4

We protect our environment

Other Highlights and Activities

Stage 1 of Bluff Master Plan complete

Stage 1 of The Bluff Master Plan was completed in November 2024. It enhances and protects the region's iconic landmark through a designated viewing platform, walking paths and cultural storytelling elements.

Designed by landscape architect Corey Brown of Hatch Design and constructed by Base Civil, the first stage of The Bluff Master Plan has already garnered positive public feedback.

Now, The Bluff Master Plan has been awarded a second industry accolade, taking out the Planning Institute Australia's (PIA) South Australian Award for Planning Excellence – Community Wellbeing and Diversity.

Judges commented on the range of engagement tools and mechanisms used to seek feedback on the design and recognised the plan's alignment with regional strategies ensuring long-term sustainability, through balancing tourism growth and ecological preservation.

Council undertakes rabbit control

The City of Victor Harbor undertook its Rabbit Control Program in February 2025, taking steps to control wild rabbits and in turn, protect the natural environment and primary production.

Rabbits are a serious threat to our food production and biodiversity. They can cause significant damage by eating native plants, out-competing native animals and digging warrens that cause erosion. Rabbits can also destroy crops, pastures and native vegetation, creating millions of dollars' worth of damage.

Ten sites were targeted across five locations, including Bluff Reserve, Finnis Road Reserve, Oliver's Parade, G.S Road Reserve and Hindmarsh River Reserve.

4,500 trees planted in winter

Native plants offer endless benefits for our community - they purify our air, create shelter, cool our neighbourhoods, provide habitat for wildlife, reduce erosion, and beautify our town. The Winter Planting Program is carried out by Council's Open Space and Environment Team with support from several hard-working volunteer groups. A variety of endemic grasses, shrubs and trees that suit the local climate and complement existing flora were selected.

ASPIRATION 4

We protect our environment

Other Highlights and Activities

Fleurieu Youth Climate Summit 2024

In May, Council's Youth Climate Summit was held for a fourth consecutive year.

70 students from schools across the Fleurieu Peninsula gathered at Investigator College's Currency Creek EcoCentre for a range of activities and workshops: macroinvertebrate water testing, nature journaling, seed sorting and planting, turtle basking, exploring food security, learning about advocacy, and more.

The aim of the event is for local young people to learn about climate change, explore ideas and develop skills for conserving our environment. By equipping the next generation with knowledge, our region can become more climate ready.

Over the years, Council's Youth Climate Summits have helped to empower a next generation of local climate leaders.

Draft Environmental Management Plan

Council has been working towards developing a draft Environmental Management Plan 2025 - 2030. This will guide Council's efforts in protecting and enhancing the local environment until 2030.

The Plan will replace Council's 2019 Environmental Management Plan. It has been updated to align with the Community Plan 2030 and Urban Growth Management Strategy, and to reflect emerging challenges and opportunities in climate change, biodiversity, sustainability and community expectations. It builds on the strong foundation of environmental achievements delivered between 2019 and 2025.

In 2025/26, a draft Environmental Management Plan will be presented to the community for consultation. All feedback will be considered before a final Plan is developed and adopted.

Yilki Coastal Sea Defence Wall

The Yilki Coastal Sea Defence Wall is taking shape. Council's contractor, CATCON, commenced work on this project in late April 2025. The project aims to protect both the natural environment and vital infrastructure along Franklin Parade (between Fell Street and Charles Street).

The Coastal Sea Defence Wall is made of two elements – a rock revetment and a concrete wave wall.

Rock revetments are a common coastal protection structure, designed to protect against erosion and wave action. They act as a barrier by dissipating wave energy, preventing further recession of the shoreline, and protecting valuable assets like buildings or infrastructure. The rock revetment will extend the entire length of the project.

Concrete wave walls are also a common coastal protection structure, designed with the primary objectives of absorbing wave action, preventing coastline erosion, and alleviating flooding. The concrete wave wall will vary in height above the shared use path from 0mm to 650mm. It will extend from Ridgeway Street to Charles Street.

Native planting and landscaping will also be carried out as part of the project.

Looking Ahead

The following projects are key planned activities for 2025/26:

- **Climate Change Initiatives:** Council will deliver a program of initiatives in response to the climate emergency declaration it made in 2019 including continuing to reduce carbon emissions of Council buildings, undertaking community education initiatives, coastal adaptation projects, facilitating the regional Youth Climate Summit and delivering actions from the Council's Environmental Management Plan.
- **Community Garden and Nursery:** Council will develop a community garden and nursery to promote sustainability, social connection, and community wellbeing. This initiative will provide a shared space for residents to learn about sustainable gardening practices, and participate in educational and volunteer programs. The project aims to strengthen community resilience, encourage healthy lifestyles, and enhance green spaces within Victor Harbor.

ASPIRATION 5

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

Strategic Context

This aspiration acknowledges the infrastructure and services that contribute to quality of life.

Some of these are within Council's remit, such as roads, footpaths, stormwater infrastructure, bridges, parks, playgrounds, walking trails and public buildings. In fact the City of Victor Harbor is responsible for an asset portfolio worth more than $279 million. Council's main focus is to maintain and renew these assets in a sustainable manner.

In other instances Council plays an advocacy role, lobbying other levels of government for the provision of services and infrastructure outside of Council's area of responsibility such as health, education, transport, community services and some major roads.

Enhancing the community's capacity to deal with emergencies is also a key consideration in working towards achieving this aspiration.

Services and Activities Supporting Aspiration 5

Disaster management; Community transport; Bus shelters; Construction and maintenance of bridges; Construction and maintenance of car parks; Construction and maintenance of footpaths and bicycle infrastructure; Construction and maintenance of roadway infrastructure; Traffic control and statutory signage; Septic tank approval and inspection; Private works; Street and public lighting; Street signage; Drainage infrastructure and stormwater management; Cemeteries; Playgrounds; Parks, gardens and reserves; Sport and recreation facilities; Boat ramps; Public conveniences.

2024/25 Strategic Indicators

Strategic Performance Indicator	Trend	2024/25 Target	2024/25 Result	Target met
Asset renewal funding ratio	Between 90% and 110%	**90% to 110%**	**64%**	●
Community satisfaction with roads and footpaths	Maintain at current level or increase	**≥ 29%**	**31%**	●
Community satisfaction with traffic management and car parking	Maintain at current level or increase	**≥ 34%**	**35%**	●
SEIFA[4] index for disadvantage	Maintain at current level or increase	**≥ 962**	**No data**	–

2024/25 Key Planned Activities

Key Planned Activity	Giles Street Stormwater Project
Description	This project will address inadequate stormwater infrastructure on Giles Street, Encounter Bay to enable a safe, well-maintained, fit-for-purpose drainage system. This project is an action from the Council's Stormwater Master Plan.
Commentary	Despite the challenges of delays with the service relocation work for this project, all assets have now been either relocated or removed, allowing for the final reinstatements to occur. One of the last items to be removed was two wooden Telstra poles from the footpath area. With the removal of these items, the last section of footpath has now been reinstated to close the project out. A few minor defects were addressed at the same time as the footpath reinstatement works. The street has seen an increase in traffic since completion with this being part of the traffic detour for the Yilki Sea Wall project works. Feedback has been positive, noting the installation of the drainage network being a key point to address the previous flooding concerns.
Outcome	Substantially complete
Links to other aspirations	Community; Innovation and Creativity; Growth; Environment ✓; Services and Infrastructure ✓; Governance
Related Council Plan	Asset Management Plans / Stormwater Management Plan

Key Planned Activity	Jagger Road Reconstruction (Stage 1)
Description	To improve safety and accessibility, Council will commence Stage 1 of the upgrade of Jagger Road, Encounter Bay (from Bluff Road to Passatt Street).
Commentary	With works complete and the road actively used for some time now, the benefits to road users and the locals has been noted in the recent wet weather. With this particular road not previously having any underground stormwater assets, the new drainage system has been functioning as it should and has relieved the impacts of surface stormwater running down the road edge,reducing flood impacts by getting the stormwater into the underground system. Design consideration was given to potential future works related to the Bluff, by installing stormwater collection points that are both used currently to collect surface flows and can be used as future connection points without having to dig up the road again. This project was partially funded through the State Government Special Local Roads Program.
Outcome	Complete
Links to other aspirations	Community ✓; Innovation and Creativity; Growth; Environment; Services and Infrastructure ✓; Governance
Related Council Plan	Asset Management Plans / Stormwater Management Plan

ASPIRATION 5

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

Key Planned Activity	Flinders Parade Crossing
Description	Construction of a zebra crossing on Flinders Parade between Warland Reserve and the Causeway Plaza to improve safety for pedestrians and vehicles transiting through this high traffic area.
Commentary	The new crossing point has been well used and provides locals and visitors the opportunity to cross this section of road in a safe location. The project used a large portion of recycled pavers reducing Council's surplus stocks of pre used pavers providing a finished crossing that blends in well with the surrounding infrastructure.
Outcome	Complete
Links to other aspirations	Community ✓ / Innovation and Creativity / Growth / Environment / Services and Infrastructure ✓ / Governance
Related Council Plan	Asset Management Plans / Stormwater Management Plan

Acraman and Carlyle Street Upgrade

Council undertook a major safety upgrade to Acraman Street and Carlyle Street near Victor Harbor's town centre. The project has contributed to a safer and more accessible corridor in a busy location.

The streets now feature: new kerb ramps, new and improved footpaths, defined bike lanes, street lighting, resealed intersections, and new line marking (including red median treatment). The give way direction at the intersection of Hill and Acraman Streets was altered and a 'protuberance' traffic control device was installed to improve safety.

This important project was supported by the State Government's Black Spot funding program.

Our Performance 99

ASPIRATION 5

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

Other Highlights and Activities

Public facilities upgraded and maintained

Victor Harbor is home to a wide range of public facilities (including public toilets, barbecues, playgrounds and more) that are highly used and valued by both residents and visitors.

Maintaining these assets is a significant task for Council, however it is an extremely important job to ensure cleanliness and safety for users.

In the summer months, the Open Space and Environment team increase their servicing of public facilities to ensure they are still maintained appropriately while visitor numbers are high.

In 2024/25, a wide range of public facilities (in both higher-visitation areas and quieter suburban areas) recieved upgrades. This includes an upgrade to the Belmont Reserve barbecue amenities, providing a brand new barbecue and access pathway for the community to enjoy.

Unfortunately, a number of public toilet facilities within the Council area were subject to vandalism in 2024/25, which has required large clean-up efforts from staff. Council does not tolerate acts of vandalism and is working with the South Australian Police to address this.

Adelaide Road Pedestrian Activated Crossing

New pedestrian lights were installed on Adelaide Road (near the new Ambulance Station) and officially switched on in June 2025.

The pedestrian crossing improves safety in a high-traffic zone, providing a connection between residential areas and businesses on either side of the major thoroughfare.

Nearly 6,000 vehicles pass through the particular section of road daily.

The crossing also includes an automatic activation that coincides with the nearby Ambulance Station's emergency response signal.

The project was a collaboration between Council, the Department for Infrastructure and Transport, and contractors Davison Earthmovers.

Dogs Off-Leash Trial

A new dog off-leash zone was trialled in 2024/25.

Encounter Bay residents and their furry friends were encouraged to use and provide feedback on the 24-hour dog off leash trial area, located on Franklin Parade (between Harbor View Terrace and Oakham Street).

Since the trail began, dogs have been able to explore the shoreline along this section of beach lead-free, provided they are under effective control from their owners.

The only exception is when a breeding pair of hooded plovers is identified. In this instance, dog owners are required to keep dogs restrained.

Signs were placed near the dog off-leash zone to notify beach-goers and Council's Public Safety Team have been regularly monitoring the area.

In July 2025, Council decided to renew the trail for a further twelve months to continue monitoring feedback and assessing whether it is an appropriate solution long-term.

Wattle Drive Intersection Improvements

The intersection at Wattle Drive and Hindmarsh Road has received an upgrade. Works were carried out in May and June 2025 to improve traffic flow and support future development access.

Key improvements include:

- Wattle Drive has been widened at the intersection.
- New left and right turn lanes have been introduced to improve traffic flow and safety

This was a Council-led project, with input from the Department for Infrastructure and Transport (DIT) as the custodian of Hindmarsh Road.

Looking Ahead

The following projects are key planned activities for 2025/26:

- **Whalers Road Reconstruction:** To improve safety and accessibility, Council will commence stage 1 of the upgrade of Whalers Road, Encounter Bay.
- **Footpath and Shared Paths Program:** The ongoing delivery of the footpath and shared path network supports active lifestyles, enhances local amenity, and aligns with Council's commitment to creating a more walkable and inclusive community.

ASPIRATION 6

We are a financially sustainable and well-governed organisation

Strategic Context

This aspiration is internally focussed on Council as an organisation. To successfully deliver the community's aspirations for Victor Harbor, the Council must ensure it is a financially sustainable and well-governed organisation.

Informed future planning and leadership is critical to achieve meaningful outcomes and efficient operations.

Victor Harbor has a community that is passionate about being involved in shaping the area's future. People embrace the opportunity to be part of Council's decision making and expect transparent and accountable governance.

There is an expectation that the community will receive a high level of customer service, and the Council will continue a program of service reviews to identify efficiencies in operations.

With a culture built on continuous improvement, we remain focussed on consistently delivering a high level of customer service.

Services and Activities Supporting Aspiration 6

Administration and finance; Advocate on behalf of the community; Asset management; Civic functions; Community information; Contract administration; Council elections; Council news and information; Human resources activities; Investment; Industrial relations; local data and statistical collection; Local governance; Local services contact; Maintainer of civic and community records; Policy and by-law management; Amusement and market licensor; Property leases and rentals; Provision and maintenance of plant & equipment resources; Rate levying and collection; Risk management; Statutory fees and charges; Strategic planning; Training facilitator and provider; Work health safety.

2024/25 Strategic Indicators

Strategic Performance Indicator	Trend	2024/25 Target	2024/25 Result	Target met
Community satisfaction with Council's customer service	Maintain at current level or increase	**≥ 57%**	**58%**	●
Operating surplus ratio	Between -2 and 2%	**-2 to 2%**	**-2.1%**	●
Net financial liabilities ratio	90% or less	**< 90%**	**23%**	●
Community satisfaction with Council's overall performance	Maintain at current level or increase	**≥ 43%**	**41%**	●

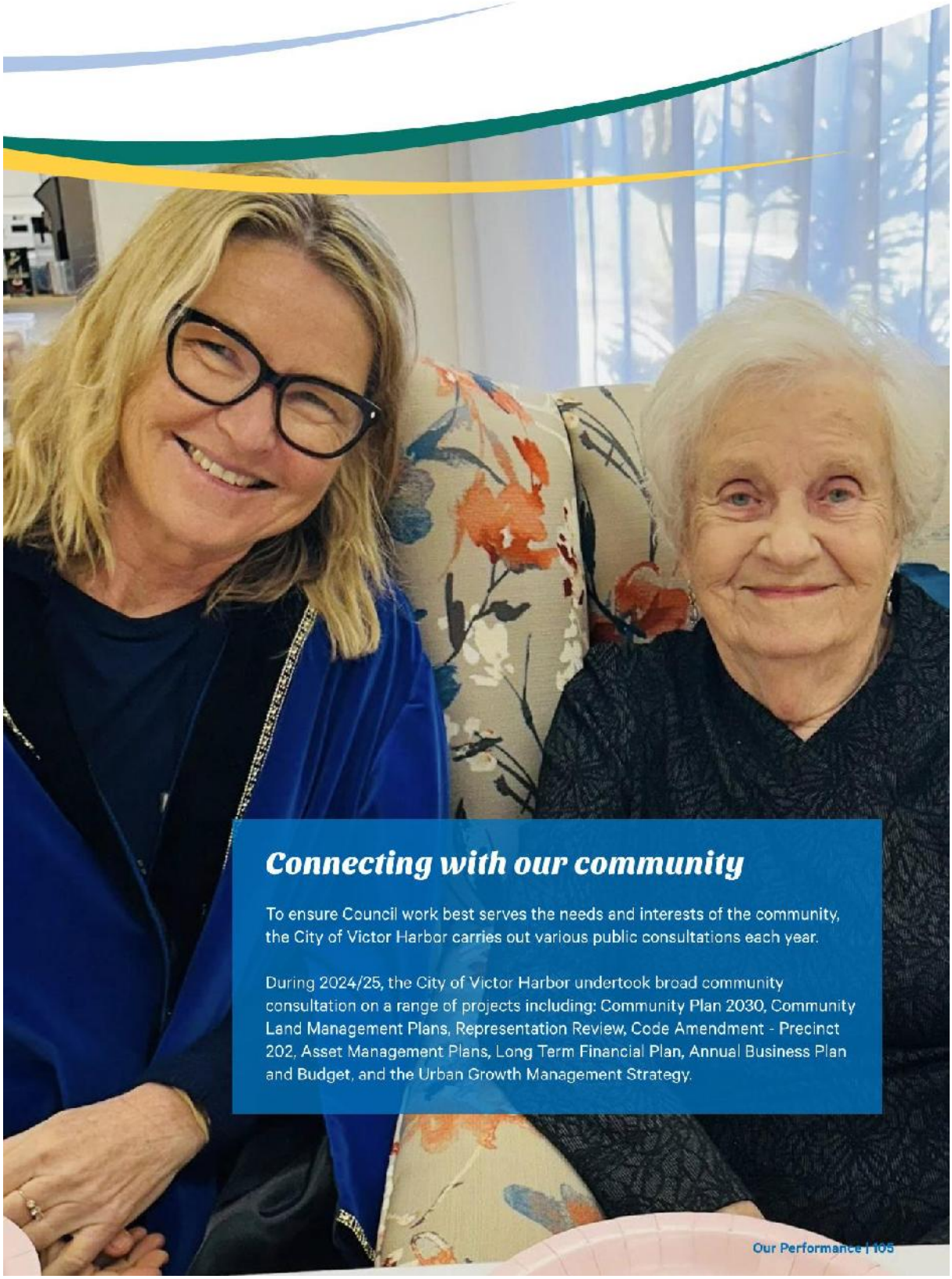
2024/25 Key Planned Activities

Key Planned Activity	**Representation Review**
Description	The City of Victor Harbor is required to complete a representation review by April 2025. The project formally commenced in April 2024, as required by legislation. The review is an opportunity for Council and the community to look at the current representation composition and structure, and consider whether changes would provide greater benefit to the community of the City of Victor Harbor.
Commentary	The representation review was initiated in March 2024 and commenced in earnest from 1 July 2024 with the engagement of Kelledy Jones Lawyers to undertake the Representation Review on Council's behalf. Following a workshop, at the August 2024 Ordinary Council Meeting, the Council decided to undertake an initial consultation to help inform the preparation of the Representation Review particularly looking to understand community sentiment around the issue of wards or no wards. This consultation concluded at the end of September 2024, and the Council provided the following in-principle directions to inform the development of the draft Representation Review Report: • That the name of the Council be retained; • That the Council's composition of one (1) Mayor and nine (9) Councillors be retained; and • That the Council retains its existing 'no ward' structure with nine (9) Area Councillors. The draft Representation Review Report was presented to the community for consultation for a six-week period concluding on 10 January 2025. Following this the submissions were considered by Council prior to finalising the draft Representation Review Report for submission to the Electoral Commission of SA. Formal certification was provided by the Electoral Commission of SA on 7 April and subsequent notice published in the Government Gazette on 17 April 2025 finalising the review.
Outcome	**Complete**
Links to other aspirations	Community ✓ · Innovation and Creativity · Growth · Environment · Services and Infrastructure · Governance ✓
Related Council Plan	Legislative requirement

ASPIRATION 6

We are a financially sustainable and well-governed organisation

Key Planned Activity	Community Satisfaction Survey
Description	In order to better understand community perceptions relating to its service delivery performance, Council has undertaken two Community Satisfaction Surveys (in 2022 and 2023). The survey looked at Council services and facilities, and sought feedback in terms of both importance of the service and associated satisfaction levels. Now with a set of benchmarking data, an evidenced-based action plan will be developed looking at priority focus areas for improvement – services that are considered by community to be of high importance and have room for improvement. A key component of delivering action to address service gaps and identified improvements will be communicating changes with community.
Commentary	Council engaged market research firm, newfocus, to undertake its 2025 Community Satisfaction Survey. Data collection occurred during February and March, with findings presented to a Council Workshop on 19 May 2025. The final findings report was then presented to Council for adoption at its June Ordinary Meeting. The reporting benchmarks Council's performance against findings from the 2022 and 2023 surveys. Overall satisfaction with Council performance remains steady at 41%. While satisfaction among local businesses increased to 45%, non-resident ratepayer satisfaction declined, and residents' satisfaction dipped slightly. Key concerns included the fairness of Council rates and whether decisions are being made in the best interests of the community. Infrastructure remains the area where residents would most like to see improvements. Roads, footpaths, traffic and parking consistently rated as highly important but have low satisfaction levels. Residents also expressed concern about the pace and scale of residential development, with many noting that infrastructure, services and green spaces are struggling to keep up. At the same time, satisfaction with environmental services showed encouraging improvement. In particular, coastal protection and environmental management received significantly higher ratings compared to past surveys. Council services for older residents also continued to perform relatively well, while satisfaction with public health and disability inclusion services declined highlighting that further communications about what Council does in this space is required. Customer service satisfaction remained steady at 58%. While residents noted better contact options and helpful staff, response times were highlighted as an ongoing issue, mostly likely attributed to temporary resourcing impacts resulting from Council's corporate systems transformation project. Communication recall remained high at 72%, with rates notices and direct mail identified as the most effective channels. When asked to identify future priorities, the community once again ranked the Regional Community, Sport and Recreation Precinct as the top major project priority. The McKinlay Street Car Park also emerged as a major priority, now nearly equal in importance to the precinct among residents and businesses. The results from the survey will directly inform Council's strategic planning, budgeting, and service review processes. Council is committed to addressing the findings and will report on progress in early 2026.
Outcome	Complete
Links to other aspirations	Community ✓ Innovation and Creativity ✓ Growth ✓ Environment ✓ Services and Infrastructure ✓ Governance ✓
Related Council Plan	Community Plan 2030 / City of Victor Harbor Customer Service Charter



Connecting with our community

To ensure Council work best serves the needs and interests of the community, the City of Victor Harbor carries out various public consultations each year.

During 2024/25, the City of Victor Harbor undertook broad community consultation on a range of projects including: Community Plan 2030, Community Land Management Plans, Representation Review, Code Amendment - Precinct 202, Asset Management Plans, Long Term Financial Plan, Annual Business Plan and Budget, and the Urban Growth Management Strategy.

ASPIRATION 6

We are a financially sustainable and well-governed organisation

Other Highlights and Activities

Advocacy for Fleurieu at Country Cabinet

The City of Victor Harbor has presented a strong case to State Ministers for improved infrastructure and services to meet the growth of our region during Country Cabinet.

South Australia's Premier the Hon Peter Malinauskas MP and Cabinet ministers visited the Fleurieu Peninsula on Thursday 24 October and Friday 25 October 2024, for various community events and advocacy meetings.

The City of Victor Harbor collaborated with Alexandrina Council and the District Council of Yankalilla to present the region's excellence, and priorities for State government support.

Mayor Dr Moira Jenkins presented to Cabinet on behalf of the Fleurieu Peninsula councils and said the presentation was well-received. The presentation was focused on core services and infrastructure that we really need on the Fleurieu – public transport, improved healthcare, housing and childcare.

Asset Management Plans and Long Term Financial Plan Review

The City of Victor Harbor's Asset Management Plans and Long Term Financial Plan 2025/26 to 2034/35 have been adopted by Council.

These plans are essential components of Council's strategic planning framework, ensuring sustainable financial and asset management for the future.

The Asset Management Plans outline how Council intends to maintain and manage key community assets cost-effectively while delivering agreed service levels. These plans detail financial and technical elements, including replacement cycles and funding requirements, covering three main areas:

- Bridges, Stormwater, Kerb and Channel
- Roads, Footpaths, Car Parks and Traffic Devices
- Land, Buildings and Open Space.

The Long Term Financial Plan provides a 10-year financial outlook, setting targets for expenditure, debt levels, and financial sustainability. It also identifies major projects planned for the coming decade.

Community consultation on the draft plans ran from Monday, 31 March 2025, until 5pm on Wednesday, 23 April 2025.

Following consultation and after all feedback had been considered, the plans were adopted by Council on Monday, 26 May 2025.

Community Plan Review

The 2024 review of the Community Plan 2030 was undertaken in line with legislative requirements with an aim to strengthen the alignment between Council's suite of strategic plans and strategies with its key guiding document.

A desktop review, supported by significant community engagement and market research undertaken in recent years, confirmed that the aspirations within the Plan remain consistent with the community's long-term vision for Victor Harbor. While the aspirations themselves continue to reflect the community's priorities, refinements were required at the second level of the Plan. Previously referred to as "Strategies," this tier has been reframed as "Objectives" to provide clearer alignment with Council's activities and responsibilities. These Objectives were refined with the input of Council Members and Administration Staff to better reflect the role Council plays in enhancing Victor Harbor as a place of choice to live, work, invest and visit.

The review also included the articulation of a vision statement within the revised Community Plan 2030. Consistent with the draft Urban Growth Management Strategy, this vision positions the City of Victor Harbor as a place of choice to live, work, invest and visit, and is underpinned by a particular focus to attract and retain more young professionals and working families to assist to balance Victor Harbor's demographic makeup.

Development of New Organisational Values

Since June 2024, work has been underway to develop new organisational values that reflect the aspirations of staff and strengthen the way we work together. A comprehensive consultation process was undertaken across all departments, with feedback shaping and refining a set of values that are meaningful, practical, and aligned with our future direction. These values will guide how we collaborate, make decisions, and deliver for the community. Final discussions with management groups will confirm the next steps, with a roll-out across the organisation to follow.

Looking Ahead

The following projects are key planned activities for 2025/26:

- **Rating Review:** Council will undertake a review of the rating structure to ensure that the method applied is fair and equitable across the community, balancing efficiency of processing and reporting.
- **Service Level Review Program:** Council will continue its Service Level Review Program, focusing on two high-priority areas: Open Space and Environment, and Finance. These reviews will assess service demands, resource needs, and operational efficiency in response to community expectations, workforce challenges, and regulatory requirements.

Corporate Reporting

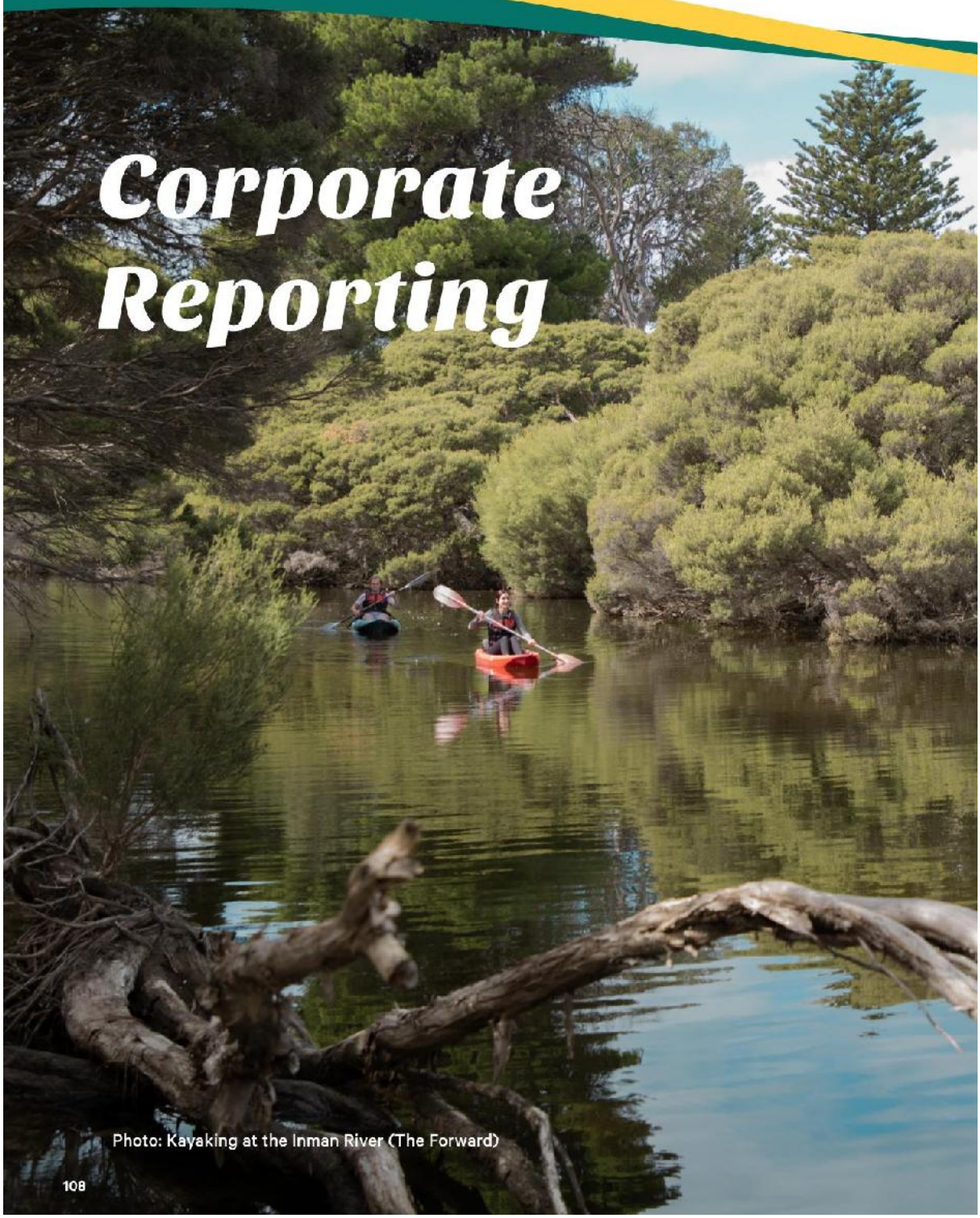


Photo: Kayaking at the Inman River (The Forward)

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Reporting Requirements

Annual Reporting

The City of Victor Harbor, like all councils and subsidiaries, produces an Annual Report each year. The report is a reflection of the financial year.

Section 131 of the Local Government Act 1999 (the Act), requires a Council to produce an Annual Report, and Schedule 4 of the Act sets out the information to be included. Schedule 4 prescribes in detail a Council's obligations to provide certain material and to report on other matters in its Annual Report.

At various sections, the Act also contains other prescribed reporting requirements as part of a Council's Annual Report. Further requirements are also noted in the Local Nuisance and Litter Control Act 2017.

While some requirements prescribed in the Local Government Act 1999 are outlined on the following pages (Corporate Reporting - **page** 108-119), others are noted throughout the Annual Report.

The following outlines some of the key topics that must be referred to as per the legislative reporting requirements:

- Annual Report of subsidiaries of the Council, (attached)
- Audited Financial Statements (page 130)
- Auditor's remuneration (page 119)
- Council Member allowances (page 26)
- Council Member behaviour (page 29)
- Council Member gifts (page 112)
- Council Member interstate and international travel (page 26)
- Council Member training and development (page 27)
- Confidentiality provisions (page 110-111)
- Credit card expenditure (page 119)
- Decision making structure of the Council (page 50-58)
- Employee interstate and international travel costs (page 119)
- Employee gifts (page 112)
- Equal employment opportunity (page 42)
- Freedom of Information applications (page 110)
- Information regarding the Council's Auditor (page 119)
- Legal costs (page 119)
- National Competition Policy (page 118)
- Registers and Codes of Conduct or Practice (page 116)
- Representation Quota (page 20)
- Reviews of Decisions (page 110)
- Senior Executive Officers (page 32-35)
- Strategic management plans and performance (page 72-107)

Transparency

Freedom of Information

Information Statement

Council publishes an updated Freedom of Information Statement on its website annually in accordance with the requirements of Section 9(1a) of the Freedom of Information Act 1991. The purpose of the Information Statement is to assist members of the public to identify the functions and decision-making processes of Council, detail the type of information held by Council and how it can be accessed.

The statement is available on Council's website.

Freedom of Information Applications

Council received one application under the Freedom of Information Act 1991 from 1 July 2024 to 30 June 2025. The outcome of the one application received under the Freedom of Information Act is as follows:

Full Release	0
Partial Release • The reason for partial release related to documents affecting person affairs.	1
Refused Access • The reason for refusing access related to documents relating to personal details on an individual and is an exempt document under section 20(1) of the FOI Act.	0
Withdrawn or Closed	0
Total number of applications	**1**

Review of Council Decisions

Council's Internal Review of a Council Decision Procedure is available online at victor.sa.gov.au or can be viewed at the Civic Centre.

In 2024/25 two applications were received under Section 270 of the Local Government Act to review a Council decision. The Section 270 applications related to the decision to retain two callistemon trees at Coromandel Drive, McCracken.

The outcome of the review was to remove the two callistemon trees and replace them with deciduous trees in winter to ensure the trees will be established before summer.

The second application related to a decision made to retain a pine tree, located at the corner of Hodge Avenue and Rumbelow Street, Encounter Bay. The decision was to retain the Pine Tree.

Items Considered in Confidence

All Council and Committee meetings are open for the public to observe. On occasion, Council may order that the public be excluded from the meeting pursuant to Section 90 of the Local Government Act 1999, to enable a matter to be considered in confidence.

During 2024/25 the City of Victor Harbor convened 12 Ordinary Council meetings and nine Special Council meetings at which a total of 271 items were considered (not including deputations).

The public was excluded from Council meetings for 28 agenda items. Thirteen of these items have since been released from confidence either in full or in part. When released, relevant information is published on Council's website.

Grounds upon which the public can be excluded from the meeting include:

- (a) Personal affairs
- (b) Commercial advantage
- (c) Trade secret
- (d) Commercial information (not a trade secret)
- (e) Security / safety
- (f) Maintenance of law
- (g) Breach of law
- (h) Legal advice
- (i) Litigation
- (j) Minister of the Crown
- (k) Tenders for supply of goods or services
- (m) Development Code Amendment
- (n) Freedom of Information Act 1991
- (o) Relating to a proposed award recipient before the presentation of the award

Items Considered in Confidence

Date	Subject	Confidential order clause
22 July 2024	Public Conveniences Investigator - Procurement	Section 90(3)(b) and (k)
22 July 2024	Fleurieu Regional Waste Authority - Asbestos Contaminated Materials	Section 90(3)(i)
22 July 2024	Confidential Order Review - Various Items	Section 90(3)(g)
22 July 2024	Code Amendment	Section 90(3)(m)
22 July 2024	Behavioural Complaint	Section 90(3)(a)
26 Aug 2024	CEO Performance Review - Appointment of Qualified Independent Person	Section 90(3)(b)
26 Aug 2024	Behavioural Management	Section 90(3)(a)
16 Sept 2024	Strategic Land Acquisition	Section 90(3)(b)
23 Sept 2024	CEO Performance Review Committee Meeting Minutes – 11 September 2024	Section 90(3)(a)
14 Oct 2024	Regional Community, Sport and Recreation Precinct	Section 90(3)(b)
28 Oct 2024	Victor Harbor Artison Market Manager Agreement	Section 90(3)(d)
28 Oct 2024	Major Grant Application – Summersalt 2025	Section 90(3)(d)
28 Oct 2024	Oceane – Infrastructure Agreement	Section 90(3)(b)
28 Oct 2024	Audit and Risk Committee – Appointment of Independent Members	Section 90(3)(a)
30 Oct 2024	Sale of Land for Non-Payment of Council Rates	Section 90(3)(a)
25 Nov 2024	Unsolicited Proposal (USP) 12 – Update	Section 90(3)(d)
16 Dec 2024	Victa Cinema Tenancy – Expressions of Interest	Section 90(3)(b)
16 Dec 2024	2025 Australia Day Awards	Section 90(3)(o)
16 Dec 2024	CEO Performance Review Committee Minutes – 3 December 2024	Section 90(3)(a)
28 Jan 2025	Appointment of Members to the Fleurieu Regional Assessment Panel	Section 90(3)(a)
28 Jan 2025	Heritage Advisory Group – Member Appointment	Section 90(3)(a)
28 Jan 2025	Strategic Land Purchase	Section 90(3)(b) and (j)
28 Jan 2025	Confidential Order Review – Various Items	Section 90(3)(g)
10 Feb 2025	Request for Budget increase – Fire Safety Upgrades	Section 90(3)(k)
24 Feb 2025	Armstrong Road Interface	Section 90(3)(f)
24 Feb 2025	CEO Performance Review Committee Minutes – 21 January 2025 and CEO Employment Agreement Renewal	Section 90(3)(a)
28 April 2025	Fleurieu Aquatic Centre Works	Section 90(3)(k)
23 June 2025	Unsolicited Proposal 14 – Stage 1 Assessment	Section 90(3)(d)

Gifts to Council Members and Staff

The Local Government Act 1999 requires that gifts and benefits received by Council Members and staff (above the value of $50) be recorded. A Gifts and Benefits Register is publicly available on Council's website at **victor.sa.gov.au/registers**

Gifts above the value of $50 provided to employees of the Council during 2024/25 include:

- Lost Pheonix Gin (value $70) provided as a thank you for facilitating chair yoga
- Dinner (value $100) for attending the National General Assembly
- Picnic bag with wine and chocolates (value $50-$70) provided as a thank you gift
- National Aquatic Infrastructure Symposium ticket ($350) provided for a guest speaker
- Tickets to a musical (value $52)
- Flight in a helicopter (value $162.50) for attending a Christmas networking event
- Two boxes of Haigh's Chocolates (value $170) provided as a Christmas gift

Gifts above the value of $50 provided to Council Members during 2024/25 include:

- Two tickets to attend Event and 2 course meal and refreshments (value $190) provided to attend as a guest
- Helicopter ride (value $162.50) provided as a thank you for attending a networking event

Local Nuisance and Litter Control

During 2024/25, Council's Development and Public Safety Team investigated 248 customers request relating to the Local Nuisance and Litter Control Act 2016.

This is compared to 132 in 2023/24 and 103 in 2022/23.

A snapshot of the requests received is provided below:

- Smoke, odours, environmental pollution and construction noise - 44
- Unsightly premises or insanitary conditions - 17
- Other noise, dust, dumped items, rubbish, pests and vermin – 187

No expiations were issued or prosecutions commenced under the Local Nuisance and Litter Control Act 2016 due to all matters being resolved through officer-led education and engagement.

No abatement notices were issued, and no civil penalties were negotiated under the Act.

Council officers continued to focus on engagement both proactively and in response to customer requests to achieve desired outcomes for the community.

Nuisance and litter control is only part of a wide range of services provided by Council's Public Safety Team. The Public Safety Team plays a significant role in supporting the safety, cleanliness and vibrancy of the local community. This includes through compliance, by-law enforcement, dog and cat management, outdoor and parking enforcement.

Overall, the Public Safety Team actioned 1,035 customer requests within the 2024/25 financial year.

Community Land

Council is required under the Local Government Act 1999 to prepare and implement Community Land Management Plans for community land owned or under its care, control and management that falls under the following criteria:

- The land falls within the ambit of section 194(1)(b) or (c) of the Act; or
- The land is or is to be occupied under a lease or licence; or
- The land has been, or is to be, specially modified or adapted for the benefit or enjoyment of the community.

Council adopted its initial Community Land Management Plans in December 2004, with Council properties added and removed from the Community Land Register accordingly.

Community Land Management Plans identify the purpose and objectives of the land held for community use and provides consistency and transparency to the maintenance and management of community land to ensure the future needs of the community are considered.

During 2024/25 the Community Land Register was amended as follows.

Community land acquired

Certificate of Title	Lot	Plan	Community Land Management Plan	Common Name/ Description
CT6305/676	9003	DP13473	#6 Operational and Other	Waitpinga Road - Rectangle shaped land for a drainage Reserve
CT6305/677	9004	DP13473	#5 Buffer and Controlled Access Reserves	Waitpinga Road - 10cm controlled access reserve
CT6305/678	9005	DP13473	#5 Buffer and Controlled Access Reserves	Waitpinga Road - 10cm controlled access reserve
CT6309/918	500	DP136624	#1 Parks, Gardens and Reserves	53 Emerald Drive, Hayborough. Passive recreation reserve including a path allowing pedestrian access through to McDonald Street.

Land disposal

Certificate of Title	Lot	Plan	Common Name/ Description
Parent - CT5251/877 New - CT6313/333	Formerly - Lot 81 New - Lot 12	Formerly - DP41777 New - DP134609	Portion of Tuck Reserve – Land sub-divided and the newly created allotment 12 sold to the Minister for Health for the construction of a new ambulance station.

New Dedications over Crown Land to Council

Crown Record	Lot	Deposited Plan	Common name / Dedication purpose	Community Land Management Plan
CR6314/306	61	Hundred Encounter Bay	Jack Roads Reserve For parklands	#1 Parks, Gardens and Reserves
CR6314/301	41	Hundred Encounter Bay	Moore Reserve For parklands	#1 Parks, Gardens and Reserves
CR6314/305	65	Hundred Encounter Bay	Davis Reserve For parklands	#1 Parks, Gardens and Reserves
CR6314/302	456	D3207	Investigator Reserve For car park and community purposes	#1 Parks, Gardens and Reserves

Council Documents

Registers and Codes

The following registers and codes are required to be kept by Council under the Local Government Act 1999 and other relevant legislation:

Registers

- Delegations Register
- Register of Community Land
- Register of Public Roads
- Register of Employees' Salaries and Wages and Benefits
- Register of Council Members' Interests (Returns)
- Register of Interests (Officers)
- Register of Council Member Allowances and Benefits
- Register of Council Members Training and Development
- Register of Land Management Agreements
- Register of Gifts and Benefits - Council Members and Council Employees
- Register of Fees and Charges
- Register of By-Laws
- Confidential Items Register
- Register of Building Upgrade Agreements

Codes

- Council Member Behavioural Management Standards
- Employees Behavioural Standards
- Code of Practice for Access to Meetings and Documents
- Code of Practice for Meeting Procedures

Documents available for public inspection

The following documents are made available for public inspection at the Council office or on Council's website, **www.victor.sa.gov.au**

- Notice and agenda for meetings of Council and Council committees
- Minutes of meetings of the Council or Council committees
- Meeting notes and agendas of the Advisory and Working Groups
- Documents and reports to the Council or Council committee (except any confidential items made under Section 90 of the Local Government Act 1999)
- Recommendations adopted by resolution of the Council
- Strategic Management Plans, including Community Plan, Asset Management Plans and Long Term Financial Plans, Annual Business Plan and Budget
- Audited Financial Statements
- Annual Report
- List of fees and charges
- Management Plans for Community Land
- Procedures for the review of Council decisions and any report under Section 270(8)
- Terms of Reference for Council Committees, Advisory and Working Groups
- Charters for subsidiaries established by the council
- Council by-laws
- Representation options papers and reports on Council's boundaries
- Agenda and Minutes of Council's Development Assessment Panel (reasonable access provided in accordance with the Development Act)
- Documents relating to approved development (within the Development Regulations and to relevant consents and/or copyright obligations)
- Rates Policy Summary (refer to Council's Annual Business Plan)

Council Policy Documents

The following policies have been adopted by Council, and are available for viewing at the Council office or online at Council's website: **www.victor.sa.gov.au**

- Accredited Professionals Notification
- Agribusiness and Rural Affairs
- Art Curatorial and Preservation
- Asset Accounting
- Asset Management
- Behavioural Management
- Behavioural Standards for Council Members
- Budget Framework
- Car Parking Fund
- Caretaker
- Children and Vulnerable People
- Civic Centre Venue Hire
- Code of Practice for Access to Meetings and Documents
- Code of Practice for Meeting Procedures
- Community and Sporting Leases, Licenses and Financial Assistance
- Community Grants
- Complaints Handling
- Council Member Allowance and Benefits
- Council Member Access to Information
- Council Member Records Management
- Council Member Training and Development
- Cross Over and Crossing Place
- Debt Recovery
- Disposal of Land and Other Assets
- Emergency Management
- Enforcement
- External Grant Funding
- Festivals and Events
- Flag Management
- Footpaths
- Fraud, Corruption, Misconduct and Maladministration Prevention
- Freedom of Information Statement
- Graffiti Management
- Guidelines - State and Commonwealth Election Signs
- Internal Control and Audit
- Internal Review of Council Decision Procedure
- Light Fleet, Plant and Heavy Vehicles Changeover/ Replacement
- Live Streaming and Recording of Council Meetings
- Market
- Media, Communications and Social Media
- Mobile Food Vendor Permit
- Model Behavioural Management
- Order Making
- Outdoor Dining and Street Traders Permit
- Parks and Street Furniture Donation and Memorial Plaque
- Policy and Procedure Framework
- Privacy
- Procurement
- Prudential Management
- Public Art
- Public Consultation
- Public Interest Disclosure
- Public Litter Management
- Request for Service
- Risk Management
- Road and Place Naming
- Rural Property Addressing – Road Signage Management
- Safe Environment
- Serious Incident Response
- Signage Management
- Street Permit
- Supplementary Elections
- Sustainability
- Treasury Management
- Tree Management
- Unsolicited Proposal
- Volunteer
- WHS Contractor Management

Financial Reporting

Procurement

Competitive Tendering

In compliance with Section 49 of the Local Government Act 1999 the Council has a Procurement Policy which it refers to when acquiring goods and services. This policy is reviewed at least every three years with the last review undertaken in August 2023.

The Procurement Policy ensures that the acquisition of goods and services are underpinned by the following principles:

- Encouragement of open and effective competition
- Obtaining value for money
- Probity, ethical behaviour, fair dealing and professional integrity
- Accountability, transparency and reporting
- Encouragement of the development of a competitive local business and industry and South Australian/Australian made
- Environmental protection and sustainable procurement

When Council is purchasing goods or services where the estimated level of expenditure is between $10,001 and $150,000, multiple formal quotations are obtained, and where the estimated level of expenditure exceeds $150,001 the Council will call for formal tenders.

National Competition Policy

The National Competition Policy seeks to remove competitive advantages and disadvantages that arise solely through the ownership differences between public sector and private sector organisations.

There are no significant business activities with an annual gross operating income greater than $2 million to disclose, or that are considered significant to Council's core business activities. During 2024/25 Council was party to the following regional subsidiaries established under Section 43 of the Local Government Act 1999:

- **Fleurieu Regional Waste Authority** established to provide waste and recycling services for the City of Victor Harbor, Alexandrina Council, District Council of Yankalilla and Kangaroo Island Council.
- **Southern and Hills Local Government Association** established to advocate and lobby on behalf of the Adelaide Hills Council, Alexandrina Council, Kangaroo Island Council, Mount Barker District Council, City of Victor Harbor and District Council of Yankalilla.
- **Fleurieu Regional Aquatic Centre Authority** established by the City of Victor Harbor and Alexandrina Council to provide facilities and services at the Aquatic Centre.

In 2024/25 the City of Victor Harbor operated the following business activities that are not considered 'significant' under the National Competition Policy principles:

- Horse Drawn Tram
- SA Whale Centre
- Victor Harbor Visitor Information Centre
- Victa Cinema
- Coral Street Art Space

The Council's current by-laws came into effect on 3 December 2023.

Consideration was given to the principles of the National Competition Policy during this process.

Council was satisfied that the benefits to the community relating to the effective management of activities prescribed in the by-laws, outweigh the potential restrictions on competition or costs posed by a by-law.

City of Victor Harbor by-laws include By-law 1: Permits and Penalties; By-law 2: Moveable Signs; By-law 3: Roads; By-law 4: Local Government Land; By-law 5: Dogs; By-law 6: Cats; and, By-law 7: Foreshore.

Council has a competitive neutrality complaint procedure in place. No competitive neutrality complaints were received during the reporting period.

Credit Cards

Credit card purchases are subject to Council's Procurement Policy requirements and made in accordance with financial purchasing delegations. A tax invoice or receipt is required to substantiate each purchase. All purchases are reconciled and processed in line with internal financial controls, and subject to further review by Council's independent Auditors.

In 2024/25 purchases totaling $129,353.00 were made via credit card. This is compared to $138,053.99 in 2023/24.

Legal Fees

The total expenditure for legal fees during 2024/25 was $87,535.84. This is compared to $271,644.24 in 2023/24.

A breakdown of this expenditure by activity area is provided below.

Activity Area	Expense
Building Control	Nil
Dog Control	Nil
Economic Development	Nil
Cultural Services	Nil
Human Services	Nil
Organisational	$40,849.80
Property & GIS	$17,693.47
Rates and Administration	$2,272.34
Environment & Infrastructure	$2,870.00
Festivals and Events	Nil
Regulatory Control	$772.73
Town Planning	$23,077.50
Total Expenditure	$87,535.84

Council Auditors

Section 128 of the Local Government Act 1999 requires all councils to appoint an auditor.

In August 2020, following a competitive tendering process and upon recommendation of the Council's Audit Committee, Dean Newberry was appointed as Council's Auditor for a period of three (3) years, with an option to extend for a further two years subject to certain terms.

The option to extend for a further two years was executed on 14 November 2024.

In 2024/25 Dean Newberry received the following remuneration from the City of Victor Harbor for their services:

- $27,995 – Auditing Services
- $1,362 – Travel expenses
- $172 – Cost reimbursement

Travel Expenses

Mayor Jenkins was reimbursed $3,412.67 for travel expenses in fulfilling her role as Mayor in 2024/25.

No international travel was undertaken by Council Members (and funded in whole or in part by Council) during 2024/25.

Cr Marilyn Henderson attended the 2025 Australian Coastal Councils Forum held in July/August 2025 and was funded in part by Council during the 2024/25 financial year at a cost of $1,534.72.

Mayor Jenkins and the CEO travelled interstate for the Australian Local Government Association National General Assembly in both July 2024 and June 2025. Travel and accommodation costs were:

- Mayor Jenkins - $1,706.56
- CEO – $1,706.56

The CEO also travelled interstate for the Local Government Chief Officers Group Forum. Interstate travel and accommodation costs were $1,771.

The CEO also travelled interstate for the following activities, however travel costs were not covered by Council:

- National Conference for Regional, Rural and Remote Education
- Royal Life Saving Symposium

No other interstate or international travel was undertaken (and funded in whole or in part by the Council) by Council staff during 2024/25.

2024/25 Financials

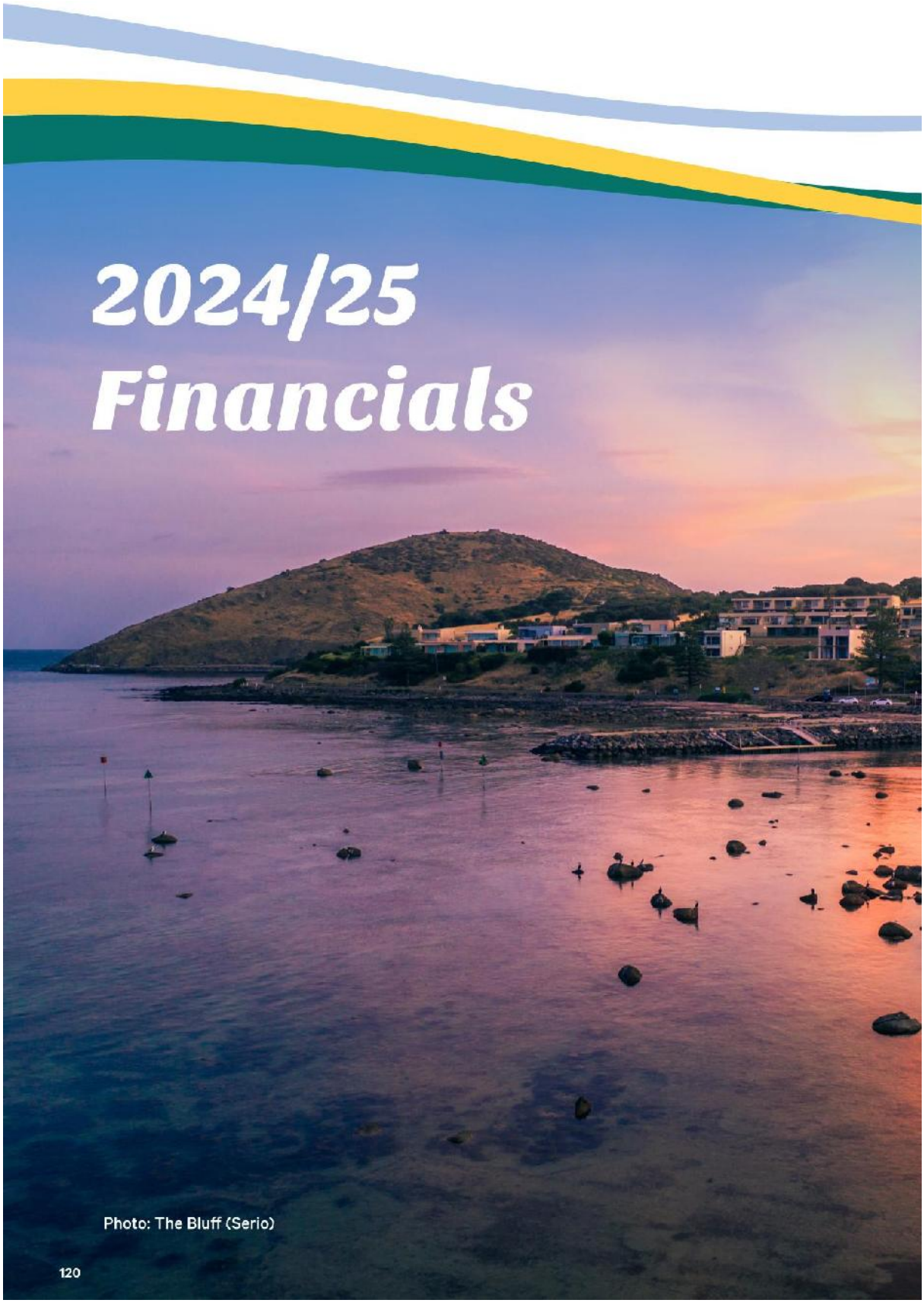

Photo: The Bluff (Serio)

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2024/25 Financials

The City of Victor Harbor remains committed to sound financial management and long-term sustainability. During 2024/25, Council continued to deliver essential services and major infrastructure projects while maintaining a responsible financial position and focusing on achieving value for money for the community.

The audited financial results for the year demonstrate an overall improvement compared to budget forecasts, reflecting prudent financial management, careful monitoring of expenditure, and successful attraction of external funding.

Council's adopted 2024/25 budget forecasted an operating deficit of $4.014 million. Through ongoing reviews and effective financial oversight, this position improved to a final operating deficit of $822,000 – an improvement of almost $2 million from the March Budget Review.

This result was influenced by several key factors, including increased financial assistance grants received in advance, reimbursements associated with the Study Hub, and reduced employee costs due to staff vacancies. Materials and contract expenses were lower than expected, while finance costs also reduced due to lower borrowings and the removal of contributions to the Sport and Recreation Precinct. These improvements were partly offset by higher depreciation costs following the revaluation of assets during the year.

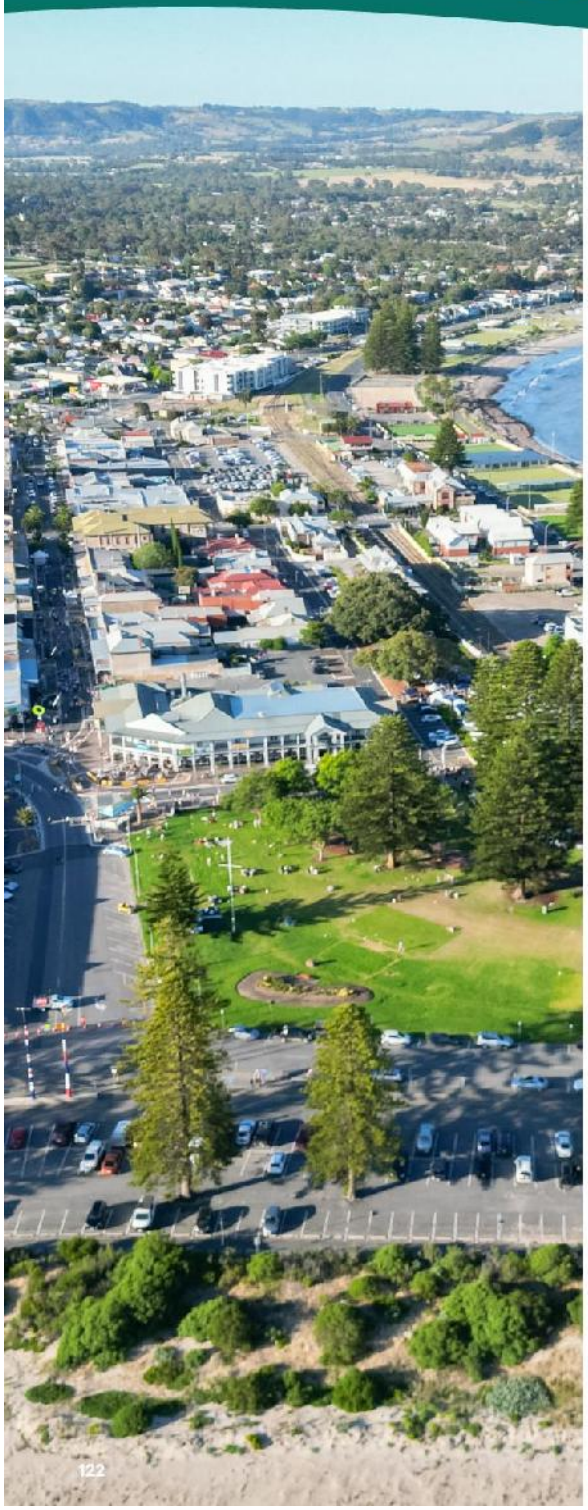
Council's net assets increased by 5% compared with the original budget, largely due to asset revaluations, the timing of capital works projects, and a reduction in borrowings. Borrowings were reduced from a budgeted $13.4 million to $8 million at year-end, reflecting the organisation's strong focus on responsible debt management

Key financial indicators also demonstrate a strengthening financial position. The Operating Surplus Ratio improved from -10.9% in 2023/24 to -2.1% in 2024/25, placing Council just outside its target range of -2% to 2%. However, the adjusted Operating Surplus Ratio, which takes into account the fact that Council utilised borrowings for the corporate systems project due to its intergenerational impact, was 1% (within the target range).

The Net Financial Liabilities Ratio decreased from 32% to 23%, well below the Council's target ceiling of 90%. The Asset Renewal Funding Ratio increased from 52% to 64%, reflecting progress toward aligning renewal expenditure with Council's Asset Management Plans.

Overall, the 2024/25 financial results highlight Council's continued focus on strengthening financial sustainability, managing debt responsibly, and investing strategically in the renewal and development of community assets.

Looking ahead, Council will continue to prioritise sound financial governance, long-term asset planning, and opportunities to leverage external funding to support future community priorities.



Council Rates

The City of Victor Harbor relies on income from rates to provide essential services that meet the needs of the community and supports the local economy. Grants received are minimal as funding calculations are based on census population data (collected in winter) which doesn't account for the significant increase in population in the summer months.

The infographic, right, outlines how Council allocated every dollar of your Council rates in 2024/25 to help Victor Harbor remain a place of choice to live, work, visit and invest.

COMMUNITY SERVICES
6c
on creating connections, supporting and building resilience in our community
PUBLIC SAFETY
3c
on projects, initiatives and enforcement functions to keep our community safe
ENVIRONMENT
5c
on initiatives and projects that protect our coast, rivers and natural environment
DEPOT
9c
on plant, machinery and infrastructure delivery
ECONOMIC GROWTH
11c
on encouraging people to live, work, visit and invest in Victor Harbor
PROPERTY
6c
on community facilities
LIBRARY AND CULTURE
5c
on our library, operating the Victa Cinema and delivering arts and culture projects
ADMINISTRATION
12c
on support services that keep Council running
WASTE MANAGEMENT
7c
on waste and recycling services
ROADS AND FOOTPATHS
18c
on roads, footpaths, bridges and initiatives that enhance our streets
RECREATION
11c
on parks, playgrounds, sports facilities and more!
CAR PARKING
3c
on maintaining car parking, CCTV and public lighting
TOWN PLANNING
7c
on development assessment and strategic planning

Key Financial Results

Operating Result

$0.8 million deficit
2024/25 Operating Result

2023/24 - $3.6 million defict
2022/23 - $1.2 million defict
2021/22 - $1.1 million surplus
2020/21 - $2 million deficit

Total Capital Spend

$10.7 million
2024/25 Total Capital Spend

2023/24	$9.8 million
2022/23	$14.2 million
2021/22	$9.3 million
2020/21	$10.5 million

Total Operating Spend

$39.9 million
2024/25 Total Operating Spend

2023/24	$39.0 million
2022/23	$35.3 million
2021/22	$30.1 million
2020/21	$31.9 million

Total Income

$41.7 million
2024/25 Total Income

2023/24	$35.2 million
2022/23	$34 million
2021/22	$31.2 million
2020/21	$29.9 million

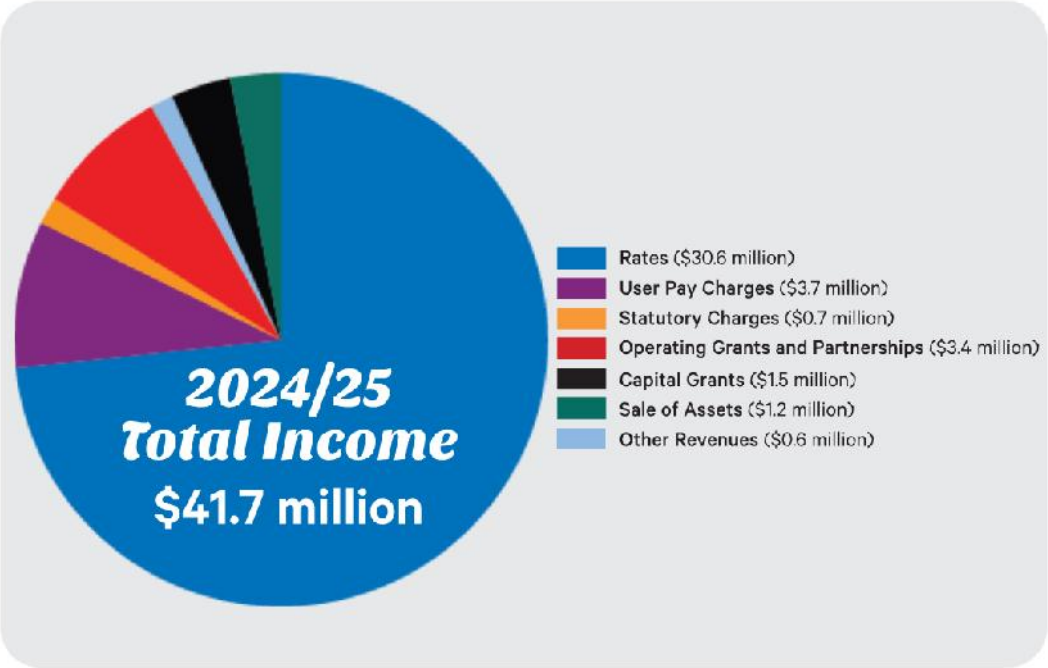
Income Breakdown

Council rates are the main source of funding for the activities undertaken by the Council. In the 2024/25 financial year, rates represented 73.4% of total income compared with 80% in 2023/24.

The Council supplements rate revenue with grants and user charges in order to provide services, facilities and projects for the community.

Income from all sources to fund the services and programs provided by the Council in 2024/25 was $41.7 million, which is a 18.5% increase from 2023/24.

Income Type	2024/25	2023/24
Rates	$30.6 million	$28.3 million
User Pay Charges	$3.7 million	$3.5 million
Statutory Charges	$0.7 million	$0.7 million
Operating Grants and Partnerships	$3.4 million	$2.1 million
Capital Grants	$1.5 million	Nil
Sale of Assets	$1.2 million	Nil
Other Revenues	$0.6 million	$0.6 million
Total Income	**$41.7 million**	**$35.2 million**



Operating Expenditure Breakdown

The Council's budget has two components, operating and capital.

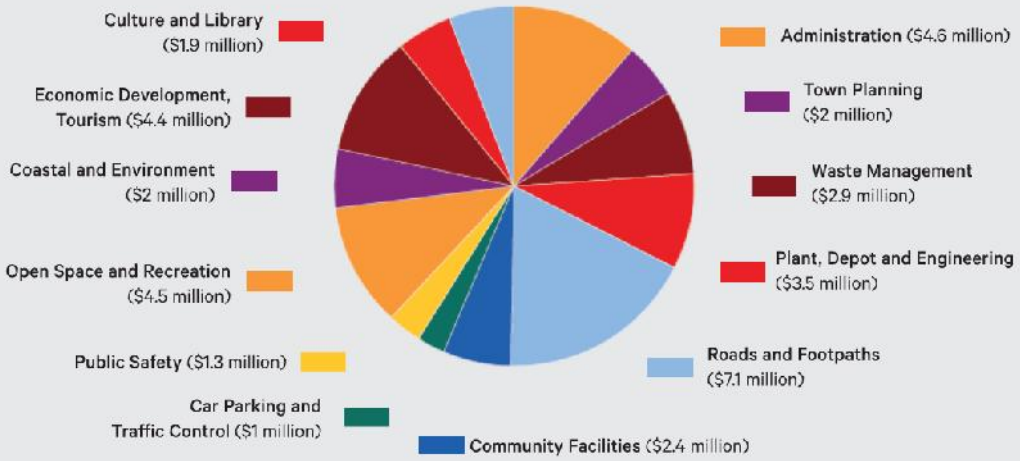
The operating budget funds the operation of Council. It relates to the amount of money the Council expects to spend each year for ongoing operational expenses. Council rates are set according to the operating budget. Operating expenses are typically funded by Council's revenue.

In 2024/25, operating expenses totalled $39.9 million and were funded by operating income of $39 million. This resulted in a **$0.8 million deficit**, which is lower than the original budgeted operating deficit of $4 million.

In 2024/25, the largest expense area was **Roads and Footpaths**, with $7.1 million totalling 17.7% of all operating expenses. The second largest expense area was **Administration**.

Expense Area	2024/25	2023/24
Administration	$4.6 million	$6.5 million
Town Planning	$2.0 million	$1.8 million
Waste Management	$2.9 million	$2.8 million
Plant, Depot and Engineering	$3.5 million	$3.5 million
Roads and Footpaths	$7.1 million	$6.9 million
Community Facilities	$2.4 million	$1.9 million
Car Parking and Traffic Control	$1.0 million	$0.5 million
Public Safety	$1.3 million	$1.2 million
Open Space and Recreation	$4.5 million	$4.4 million
Coastal and Environment	$2.0 million	$1.8 million
Economic Development and Tourism	$4.4 million	$1.4 million
Culture and Library	$1.9 million	$2.6 million
Community Services	$2.3 million	$2.1 million
Revenue (Business Undertakings)	Nil	$1.7 million
Total Expenses	**$39.9 million**	**$39.1 million**

2024/25 Operating Expenses
$39.9 million



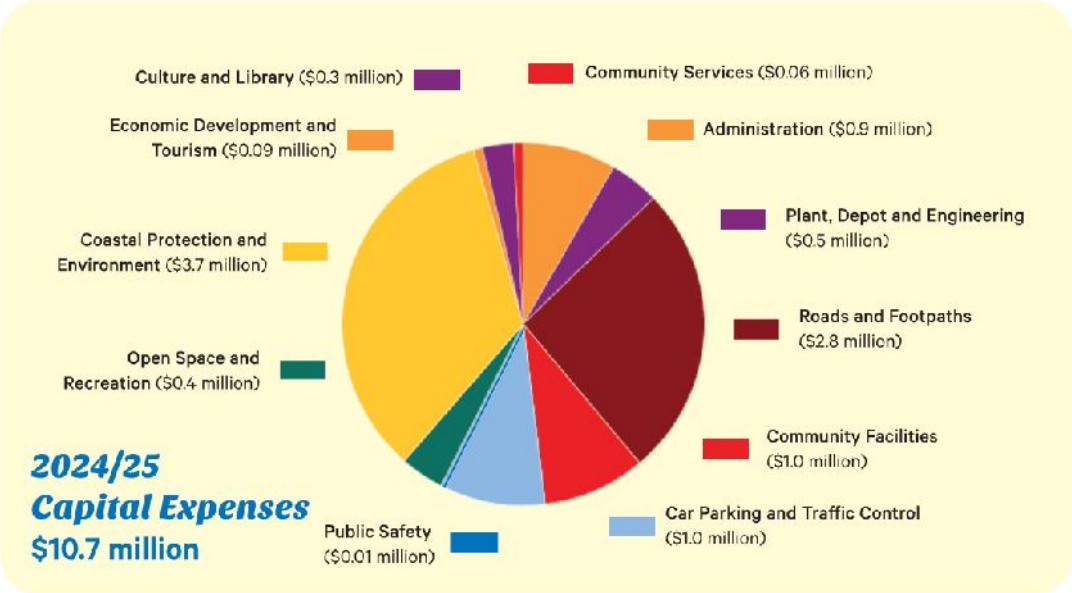
Capital Expenditure Breakdown

Council's capital expenses outline where the City of Victor Harbor has invested in infrastructure for the council area. Council's capital expenditure is informed by the draft capital works program which sets out the capital projects it intends to carry out over a 10 year period. Capital expenditure is typically funded through grants, sale of replaced assets, reserves and loans.

In 2024/25 the total capital spend was **$10.7 million.** Total capital income was **$2.7 million.**

In 2024/25, the largest expense area was in **Coastal Protection and Environment** with $3.7 million, totalling 34.8% of all capital expenditure. The second largest expense areas was **Roads and Footpaths.**

Expense Area	2024/25	2023/24
Administration	$0.9 million	$0.2 million
Town Planning	Nil	Nil
Waste Management	Nil	Nil
Plant, Depot and Engineering	$0.5 million	$1.1 million
Roads and Footpaths	$2.8 million	$1.5 million
Community Facilities	$1.0 million	$0.9 million
Car Parking and Traffic Control	$1.0 million	$0.1 million
Public Safety	$0.01 million	Nil
Open Space and Recreation	$0.4 million	$0.8 million
Coastal and Environment	$3.7 million	$0.9 million
Economic Development, Tourism	$0.09 million	$1.3 million
Culture and Library	$0.3 million	$0.1 million
Community Services	$0.06 million	Nil
Revenue (Business Undertakings)	Nil	$1.0 million
Total Expenses	**$10.7 million**	**$7.9 million**



Key Financial Indicators

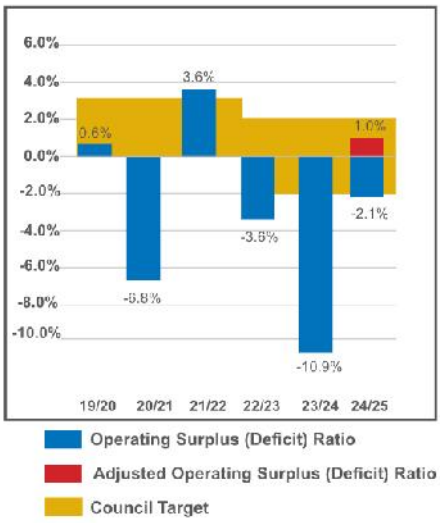
Achieving and maintaining financial sustainability is a key ongoing objective for the City of Victor Harbor.

Financial indicators identify emerging trends and comparative information about Council's financial sustainability. Although indicators provide an assessment of financial performance and sustainability, they need to be interpreted in the context of Council's operating environment.

The following section provides an overview of the Council's performance against the three key financial indicators since 2019/20. Results, trends and commentary are provided in the following section.

Operating Surplus (Deficit) Ratio

This ratio expresses the operating surplus ($) as a percentage of total operating revenue. A positive ratio indicates that all operating expenses are being fully funded by operating revenue and current ratepayers are meeting the costs of the services that they are using.



Council budgeted for a deficit in 2024/25 to enable expenditure on the Corporate Systems Replacement Project and a contribution to the Community Sport and Recreation Precinct. The forecast operating surplus ratio was -11%.

Due to the deferral of the contribution to the Community Sport and Recreation Precinct (deferred to 2025/26), receipt of additional grants and budget savings, the deficit ratio has decreased to -2.1%.

This is 0.1% outside of Council's target range of -2% to 2% as identified in the 2023/24 to 2032/33 Long Term Financial Plan.

As the Corporate System Replacement Project is not a regular recurring expense, it is considered an anomoly. While technically not an 'asset', the new system will continue to provide benefits for a period greater than a year. Accordingly, an adjusted ratio has been provided to demonstrate the underlying financial position of the Council.

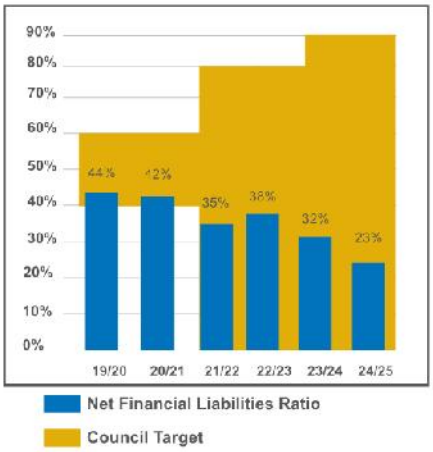
The Adjusted Operating Surplus Ratio is a surplus ratio of 1%. This is within Council's target range as identified in the 2023/24 to 2032/33 Long Term Financial Plan.

Net Financial Liabilities Ratio

This ratio expresses total liabilities less financial assets as a percentage of total operating revenue.

The ratio indicates whether Council can meet its financial liabilities for the year from operating revenue. A higher ratio may indicate higher levels of debt whilst a lower ratio indicates stronger capacity to meet financial obligations.

Council's Net Financial Liability Ratio has been stable in recent years with an average ratio of 32% over the past four years.



The Net Financial Liabilities Ratio of 23% in 2024/25 is well below Council's maximum target (cap) of 90% as identified in the 2025/26 to 2034/35 Long Term Financial Plan.

The graph shows the ratio results over the last four years and demonstrates that Council's liabilities and borrowing requirements are being effectively managed.

Outstanding borrowings as at 30 June 2025 were $1.7 million ($4.2 million fixed).

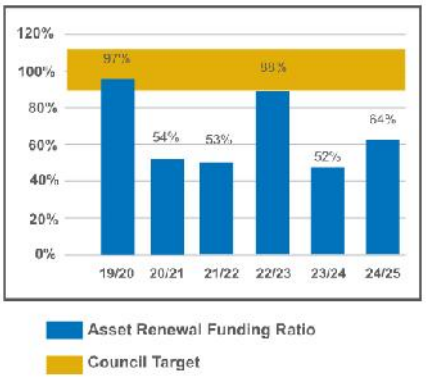
Asset Renewal Funding Ratio

This ratio is based on expenditure on capital renewal (replacement) as a percentage of planned projects detailed in Council's Asset Management Plans.

The ratio indicates whether assets are being renewed in line with Asset Management Plans, with a ratio of 100% indicating that Council is fully funding infrastructure requirements.

Whilst Council intends to fully budget for works required in the Asset Management Plans, the target range of 90% to 110% has been set to achieve an approximate 100% rolling average over a three-year period. This allows for changing priorities and delays in completion of projects.

The three-year rolling average is 68%.



The Asset Renewal Funding Ratio of 64% in 2024/25 is well below Council's target range of 90% to 110%, and reflects a lower than optimal expenditure on renewal of assets when compared to Council's Asset Management Plans.

A review of Council's Asset Management Plans is underway to re-assess the allocation of expenditure on renewal of assets and new asset requirements.

2024/25 Financial Statements

Photo: Family bushwalking (Heidi Wolff Photos)

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City of Victor Harbor

General Purpose Financial Statements
for the year ended 30 June 2025

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City of Victor Harbor

General Purpose Financial Statements
for the year ended 30 June 2025

Council certificate

Certification of Financial Statements

We have been authorised by the Council to certify the financial statements in their final form.

In our opinion:

- the accompanying financial statements comply with the *Local Government Act 1999, Local Government (Financial Management) Regulations 2011* and Australian Accounting Standards,
- the financial statements present a true and fair view of the Council's financial position at 30 June 2025 and the results of its operations and cash flows for the financial year,
- internal controls implemented by the Council provide a reasonable assurance that the Council's financial records are complete, accurate and reliable and were effective throughout the financial year,
- the financial statements accurately reflect the Council's accounting and other records.

Victoria MacKirdy
Chief Executive Officer

03 November 2025

Dr Moira Jenkins
Mayor

03 November 2025

City of Victor Harbor

General Purpose Financial Statements
for the year ended 30 June 2025

Understanding Council's Financial Statements

Introduction

Each year, individual Local Governments across South Australia are required to present a set of audited Financial Statements to their Council and Community.

About the Certification of Financial Statements

The Financial Statements must be certified by the Chief Executive Officer and Mayor as "presenting a true and fair view" of the Council's financial results for the year and ensuring both responsibility for and ownership of the Financial Statements across Council.

What you will find in the Statements

The Financial Statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2025.

The format of the Financial Statements is standard across all South Australian Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and the requirements as set down in the South Australia Model Financial Statements.

The Financial Statements incorporate 4 "primary" financial statements.

1. **A Statement of Comprehensive Income**
   A summary of Council's financial performance for the year, listing all income and expenses.
2. **A Balance Sheet**
   A 30 June snapshot of Council's financial position including its assets and liabilities.
3. **A Statement of Changes in Equity**
   The overall change for the year (in dollars) of Council's "net wealth".
4. **A Statement of Cash Flows**
   Indicates where Council's cash came from and where it was spent.

About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the 4 Primary Financial Statements.

About the Auditor's Reports

Council's Financial Statements are required to be audited by external accountants (that generally specialise in Local Government).

In South Australia, the Auditor provides an audit report, with an opinion on whether the Financial Statements present fairly the Council's financial performance and position.

About the Independence Certificates

Council's Financial Statements are also required to include signed Certificates by both the Council and the Auditors that the Council's Auditor has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*.

Who uses the Financial Statements?

The Financial Statements are publicly available documents and are used by (but not limited to) Council Members, Residents and Ratepayers, Employees, Suppliers, Contractors, Customers, the Local Government Association of South Australia, the SA Local Government Grants Commission, and Financiers including Banks and other Financial Institutions.

Under the *Local Government Act 1999* the Financial Statements must be made available at the principal office of the Council and on Council's website.

City of Victor Harbor

Statement of Comprehensive Income

for the year ended 30 June 2025

$ '000	Notes	2025	2024
Income			
Rates	2a	30,553	28,315
Statutory charges	2b	740	736
User charges	2c	3,697	3,489
Grants, subsidies and contributions - capital	2g	535	337
Grants, subsidies and contributions - operating	2g	2,890	1,755
Investment income	2d	99	81
Reimbursements	2e	490	445
Other income	2f	31	66
Total income		39,035	35,224
Expenses			
Employee costs	3a	13,054	12,906
Materials, contracts and other expenses	3b	15,678	15,153
Depreciation, amortisation and impairment	3c	10,184	9,602
Finance costs	3d	276	452
Net loss - equity accounted council businesses	18(c)	667	944
Total expenses		39,857	39,057
Operating surplus / (deficit)		(822)	(3,833)
Physical resources received free of charge	2h	4,896	2,075
Asset disposal and fair value adjustments	4	(809)	(420)
Amounts received specifically for new or upgraded assets	2g	1,478	808
Net surplus / (deficit)		4,743	(1,370)
Other comprehensive income			
Amounts which will not be reclassified subsequently to operating result			
Changes in revaluation surplus - I.PP&E	9a	49,370	(64)
Share of other comprehensive income - equity accounted council businesses	9a	38	(38)
Total amounts which will not be reclassified subsequently to operating result		49,408	(102)
Total other comprehensive income		49,408	(102)
Total comprehensive income		54,151	(1,472)

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

City of Victor Harbor

Statement of Financial Position

as at 30 June 2025

$ '000	Notes	2025	2024
ASSETS			
Current assets			
Cash and cash equivalent assets	5a	3,311	1,367
Trade and other receivables	5b	2,014	1,813
Inventories	5c	309	327
Total current assets		5,634	3,507
Non-current assets			
Trade and other receivables	5a	324	359
Equity accounted investments in council businesses	5b	10,710	11,340
Other non-current assets	5c	5,260	3,304
Infrastructure, property, plant and equipment	7	419,406	368,651
Total non-current assets		435,700	383,654
TOTAL ASSETS		441,334	387,161
LIABILITIES			
Current liabilities			
Trade and other payables	9a	4,268	2,900
Borrowings	9b	688	663
Provisions	9c	2,213	2,532
Total current liabilities		7,169	6,095
Non-current liabilities			
Borrowings	9b	7,316	8,398
Provisions	9c	226	196
Total non-current liabilities		7,542	8,594
TOTAL LIABILITIES		14,711	14,689
Net assets		426,623	372,472
EQUITY			
Accumulated surplus		78,292	73,940
Asset revaluation reserves	9a	347,170	297,800
Other reserves	9b	1,161	732
Total equity		426,623	372,472

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

for the year ended 30 June 2025

$ '000	Notes	Accumulated surplus	Asset revaluation reserve	Other reserves	Total equity
2025					
Balance at the end of previous reporting period		73,940	297,800	732	372,472
Net surplus / (deficit) for year		4,743	–	–	4,743
Other comprehensive income					
Gain (Loss) on Revaluation of I,PP&E	7a	–	49,370	–	49,370
Share of OCI - equity accounted council businesses		38	–	–	38
Other comprehensive income		38	49,370	–	49,408
Total comprehensive income		4,781	49,370	–	54,151
Transfers between reserves		(429)	–	429	–
Balance at the end of period		78,292	347,170	1,161	426,623
2024					
Balance at the end of previous reporting period		75,283	297,864	797	373,944
Restated opening balance		75,283	297,864	797	373,944
Net surplus / (deficit) for year		(1,370)	–	–	(1,370)
Other comprehensive income					
Gain (Loss) on Revaluation of I,PP&E	7a	–	(64)	–	(64)
Share of OCI - equity accounted council businesses		(38)	–	–	(38)
Other comprehensive income		(38)	(64)	–	(102)
Total comprehensive income		(1,408)	(64)	–	(1,472)
Transfers between reserves		66	–	(65)	–
Balance at the end of period		73,940	297,800	732	372,472

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

City of Victor Harbor

Statement of Cash Flows

for the year ended 30 June 2025

$ '000	Notes	2025	2024
Cash flows from operating activities			
Receipts			
Rates receipts		30,404	28,127
Statutory charges		740	738
User charges		3,697	3,489
Grants, subsidies and contributions		2,923	1,811
Investment receipts		99	81
Reimbursements		490	445
Other receipts		2,074	2,905
Payments			
Payments to employees		(13,003)	(12,898)
Payments for materials, contracts and other expenses		(16,672)	(14,511)
Finance payments		(333)	(452)
Net cash provided by (or used in) operating activities	11b	10,419	9,733
Cash flows from investing activities			
Receipts			
Grants utilised for capital purposes		535	337
Amounts received specifically for new or upgraded assets		1,478	808
Sale of replaced assets		1,216	330
Repayments of loans by community groups		34	30
Distributions received from equity accounted Council businesses		630	38
Payments			
Expenditure on renewal/replacement of assets		(3,838)	(2,588)
Expenditure on new/upgraded assets		(7,457)	(7,254)
Capital contributed to equity accounted Council businesses		38	–
Net cash provided (or used in) investing activities		(7,362)	(8,299)
Cash flows from financing activities			
Receipts			
Proceeds from bonds and deposits		27	31
Payments			
Repayments of loans		(1,042)	(2,177)
Repayment of lease liabilities		(15)	(15)
Repayment of bonds and deposits		(83)	–
Net cash provided by (or used in) financing activities		(1,113)	(2,161)
Net increase (decrease) in cash held		1,944	(727)
plus: cash & cash equivalents at beginning of period		1,367	2,094
Cash and cash equivalents held at end of period	11a	3,311	1,367

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

City of Victor Harbor

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

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City of Victor Harbor

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 1. Summary of Material Accounting Policies

The principal accounting policies adopted by Council in the preparation of these consolidated financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

(1) Basis of preparation

1.1 Compliance with Australian Accounting Standards

This general purpose financial report has been prepared on a going concern basis using the historical cost convention in accordance with Australian Accounting Standards as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board, Interpretations and relevant South Australian legislation.

The financial report was authorised for issue by certificate under regulation 14 of the *Local Government (Financial Management) Regulations 2011* dated 03 November 2025.

1.2 Historical cost convention

Except as stated below, these financial statements have been prepared in accordance with the historical cost convention.

1.2 Critical accounting estimates

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates and requires management to exercise its judgement in applying Council's accounting policies.

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of these Notes.

1.3 Rounding

All amounts in the financial statements have been rounded to the nearest thousand dollars ($'000).

(2) The local government reporting entity

The City of Victor Harbor is incorporated under the *South Australian Local Government Act 1999* and has its principal place of business at 1 Bay Road, Victor Harbor. These consolidated financial statements include the Council's direct operations and all entities through which Council controls resources to carry on its functions. In the process of reporting on the Council as a single unit, all transactions and balances between activity areas and controlled entities have been eliminated.

The principal activities and entities conducted other than in the Council's own name that have been included in these consolidated financial statements are:

1. Victor Harbor Horse Tram Authority (100% Ownership Interest / 100% Voting Power)

Other entities in which Council has an interest but does not control are reported in Note 18a.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 1. Summary of Material Accounting Policies (continued)

(3) Income recognition

The Council recognises revenue under *AASB 1058 Income of Not-for-Profit Entities* (AASB 1058) or *AASB 15 Revenue from Contracts with Customers* (AASB 15) when appropriate.

In cases where there is an 'enforceable' contract with a customer with 'sufficiently specific' performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied (i.e. when it transfers control of a product or service to a customer). Revenue is measured based on the consideration to which the Council expects to be entitled in a contract with a customer.

In other cases, AASB 1058 applies when a not-for-profit (NFP) entity enters into transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives. The excess of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately, except in the case where a financial asset has been received to enable the council to acquire or construct a recognisable non-financial asset that is to be controlled by the council. In this case, the council recognises the excess as a liability that is recognised over time in profit and loss when (or as) the entity satisfies its obligations under the transfer.

In recent years the payment of untied grants (financial assistance grants / local roads / supplementary grants) has varied from the annual allocation as shown in the table below:

Year	Cash Payment Received	Annual Allocation	Difference	Net Timing Adjustments
2021/22	$1,029,822	$655,978	$373,844	$361,908
2022/23	$1,062,884	$721,871	$341,013	$714,857
2023/24	$177,718	$819,185	($641,467)	($300,454)
2024/25	$2,306,206	$1,205,126	$1,101,080	$459,613

Because these grants are untied, the Australian Accounting Standards require that payments be recognised upon receipt. Accordingly, the operating results of these periods have been distorted compared to those that would have been reported had the grants been paid in the year to which they were allocated. The amount of the distortion for 2025 is $459,613 (2024 - $300,454)

The Operating Surplus Ratio disclosed in Note 14 has also been calculated after adjusting for the distortions resulting from the differences between the actual grants received and the grants entitlements allocated.

City of Victor Harbor

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 1. Summary of Material Accounting Policies (continued)

(4) Cash, cash equivalents and other financial instruments

Cash Assets include all amounts readily convertible to cash on hand at Council's option with an insignificant risk of changes in value with a maturity of three months or less from the date of acquisition.

Receivables for rates and annual charges are secured over the subject land, and bear interest at rates determined in accordance with the *Local Government Act 1999*. Other receivables are generally unsecured and do not bear interest.

All receivables are reviewed as at the reporting date and adequate allowance made for amounts the receipt of which is considered doubtful.

All financial instruments are recognised at fair value at the date of recognition, except for trade receivables from a contract with a customer, which are measured at the transaction price. A detailed statement of the accounting policies applied to financial instruments forms part of Note 12.

(5) Inventories

Inventories held in respect of stores have been valued by using the weighted average cost on a continual basis, after adjustment for loss of service potential. Inventories held in respect of business undertakings have been valued at the lower of cost and net realisable value.

(6) Infrastructure, property, plant and equipment

6.1 Initial recognition

All assets are initially recognised at cost. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition.

All non-current assets purchased or constructed are capitalised as the expenditure is incurred and depreciated as soon as the asset is held "ready for use". Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees and engineering design fees and all other costs incurred. The cost of non-current assets constructed by the Council includes the cost of all materials used in construction, direct labour on the project and other overhead cost directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner by management.

6.2 Materiality

Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by Council for each type of asset. In determining (and in annually reviewing) such thresholds, regard is had to the nature of the asset and its estimated service life.

Examples of capitalisation thresholds applied during the year are provided in Note 7.

6.3 Subsequent recognition

All material asset classes are revalued on a regular basis such that the carrying values are not materially different from fair value. Significant uncertainties exist in the estimation of fair value of a number of asset classes including land, buildings and associated structures and infrastructure. Further detail of these uncertainties, and of existing valuations, methods and valuers are provided at Note 7.

Note 1. Summary of Material Accounting Policies (continued)

6.4 Depreciation of non-current assets

Other than land, all infrastructure, property, plant and equipment assets recognised are systematically depreciated over their useful lives on a straight-line basis which, in the opinion of Council, best reflects the consumption of the service potential embodied in those assets.

Depreciation methods, useful lives and residual values of classes of assets are reviewed on a four-year cycle or by exception when required.

Major depreciation periods for each class of asset are listed in Note 7. Depreciation periods for infrastructure assets have been estimated based on the best information available to Council, but appropriate records covering the entire life cycle of these assets are not available, and extreme care should be used in interpreting financial information based on these estimates.

6.5 Impairment

Assets whose future economic benefits are not dependent on the ability to generate cash flows, and where the future economic benefits would be replaced if Council were deprived thereof, are not subject to impairment testing.

Other assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is the higher of the present value of future cash inflows or value in use).

Where an asset that has been revalued is subsequently impaired, the impairment is first offset against such amount as stands to the credit of that class of assets in Asset Revaluation Reserve, any excess being recognised as an expense.

6.6 Borrowing costs

Borrowing costs in relation to qualifying assets (net of offsetting investment revenue) have been capitalised in accordance with *AASB 123 Borrowing Costs*. The amounts of borrowing costs recognised as an expense or as part of the carrying amount of qualifying assets are disclosed in Note 3, and the amount (if any) of interest revenue offset against borrowing costs in Note 2.

(7) Payables

7.1 Goods & Services

Creditors are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received. Creditors are normally paid 30 days after the month of invoice. No interest is payable on these amounts.

7.2 Payments Received in Advance & Deposits

Amounts other than grants received from external parties in advance of service delivery, and security deposits held against possible damage to Council assets, are recognised as liabilities until the service is delivered or damage reinstated, or the amount is refunded as the case may be.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 1. Summary of Material Accounting Policies (continued)

(8) Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred and are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the income statement over the period of the borrowings using the effective interest method.

Borrowings are carried at their principal amounts which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period to which it relates, and is recorded as part of "Payables".

(9) Employee benefits

9.1 Salaries, Wages & Compensated Absences

Liabilities for employees' entitlements to salaries, wages and compensated absences expected to be paid or settled within 12 months of reporting date are accrued at nominal amounts (including payroll based oncosts) measured in accordance with *AASB 119 Employee Benefits*.

Liabilities for employee benefits not expected to be paid or settled within 12 months are measured as the present value of the estimated future cash outflows (including payroll based oncosts) to be made in respect of services provided by employees up to the reporting date. Present values are calculated using government guaranteed securities rates with similar maturity terms.

No accrual is made for sick leave as Council experience indicates that, on average, sick leave taken in each reporting period is less than the entitlement accruing in that period, and this experience is expected to recur in future reporting periods. Council does not make payment for untaken sick leave.

9.2 Superannuation

The Council makes employer superannuation contributions in respect of its employees to the Hostplus Superannuation Scheme. The Scheme has two types of membership, each of which is funded differently. Details of the accounting policies applied and Council's involvement with the schemes are reported in Note 17.

(10) Leases

The Council assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

10.1 Council as a lessee

The Council recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

i) Right-of-Use-Assets

The Council recognises right-of-use assets at the commencement date of the lease. Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, lease payments made at or before the commencement date less any lease incentives received and the estimate of costs to be incurred to restore the leased asset. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

- Property - 2 to 10 years

The right-of-use assets are also subject to impairment. Refer to the accounting policies above - Impairment of non-financial assets.

ii) Lease Liabilities

At the commencement date of the lease, the Council recognises lease liabilities measured at the present value of lease payments to be made over the lease term. In calculating the present value of lease payments, the Council uses its incremental borrowing rate or the interest rate implicit in the lease.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 1. Summary of Material Accounting Policies (continued)

iii) Short-term leases and leases of low-value assets

The Council applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date). It also applies the low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

(11) Equity accounted Council businesses

Council participates in cooperative arrangements with other Councils for the provision of services and facilities. Council's interests in cooperative arrangements, which are only recognised if material, are accounted for in accordance with *AASB 128 Investments in Associates and Joint Ventures* and set out in detail in Note 18.

(12) GST implications

In accordance with UIG Abstract 1031 "*Accounting for the Goods & Services Tax*"

- Receivables and creditors include GST receivable and payable.
- Except in relation to input taxed activities, revenues and operating expenditures exclude GST receivable and payable.
- Non-current assets and capital expenditures include GST net of any recoupment.
- Amounts included in the Statement of Cash Flows are disclosed on a gross basis.

(13) New accounting standards and UIG interpretations

City of Victor Harbor adopted all standards which became mandatorily effective for annual reporting periods beginning on 1 July 2024, none of the standards had an impact on the reported position, performance and cash flows.

Council has assessed all the standards / interpretations currently issued which are not yet effective and have determined that there is no expected material impact on the reported financial position or performance.

(14) Comparative figures

To ensure comparability with the current reporting period's figures, some comparative period line items and amounts may have been reclassified or individually reported for the first time within these financial statements and/or the notes.

(15) Disclaimer

Nothing contained within these statements may be taken to be an admission of any liability to any person under any circumstance.

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 2. Income

$ '000	2025	2024
(a) Rates		
General rates		
General rates	30,002	27,862
Less: mandatory rebates	(298)	(270)
Less: discretionary rebates, remissions and write-offs	(50)	(51)
Total general rates	29,656	27,541
Other rates (including service charges)		
Landscape levy	747	679
Total other rates (including service charges)	747	679
Other charges		
Penalties for late payment	119	93
Legal and other costs recovered	5	2
Other	26	–
Total other charges	150	95
Total rates	30,553	26,315
(b) Statutory charges		
Development Act & Town Planning Fees	431	452
Health and septic tank inspection fees	27	29
Animal registration fees and fines	181	169
Parking fines / expiation fees	42	30
Search Fees	57	56
Other Licences, Fees & Fines	2	–
Total statutory charges	740	736
(c) User charges		
Cemetery/crematoria fees	169	190
Parking fees	171	156
Caravan Park	303	293
Community Transport	156	134
Tourism Marketing & Sales	1,036	1,014
Leases, Hire & Rentals	366	361
Other User Charges	106	46
Horse Drawn Tram (Note 18)	1,390	1,295
Total user charges	3,697	3,489

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 2. Income (continued)

$ '000	2025	2024
(d) Investment income		
Interest on investments		
- Local Government Finance Authority	82	62
- Loans to community groups	17	19
Total investment income	99	81
(e) Reimbursements		
Community Assistance Program Contributions	101	147
Employee Reimbursements	4	3
Utilities, Insurance and Cleaning	53	80
Other Reimbursements	332	215
Total reimbursements	490	445
(f) Other income		
Sundry	19	31
Donations and Contributions	12	35
Total other income	31	66
(g) Grants, subsidies and contributions		
Capital grants, subsidies and contributions		
Amounts received specifically for new or upgraded assets	1,478	808
Total amounts received for new or upgraded assets	1,478	808
Other grants, subsidies and contributions - capital		
Untied - Local roads and community	535	337
Total Other grants, subsidies and contributions - capital	535	337
Operating grants, subsidies and contributions		
Untied - Financial Assistance Grants	1,386	38
Roads to Recovery & Supplementary Road Funding	356	413
Other Grants, Subsidies and Contributions	1,148	1,304
Other grants, subsidies and contributions - operating		
Total other grants, subsidies and contributions - operating	2,890	1,755
Total grants, subsidies and contributions	4,903	2,900

City of Victor Harbor

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 2. Income (continued)

$ '000	2025	2024
(i) Sources of grants		
Commonwealth Government	3,446	1,672
State Government	1,000	896
Other	457	332
Total	4,903	2,900

(h) Physical resources received free of charge

Infrastructure Assets	4,896	2,075
Total physical resources received free of charge	4,896	2,075

City of Victor Harbor

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 3. Expenses

$ '000	Notes	2025	2024
(a) Employee costs			
Salaries and wages		9,934	9,513
Employee leave expense		1,698	1,944
Superannuation - defined contribution plan contributions	17	1,275	1,151
Superannuation - defined benefit plan contributions	17	75	73
Workers' compensation insurance		329	336
Other employee related costs		84	98
Less: capitalised and distributed costs		(341)	(209)
Total operating employee costs		13,054	12,906
Total number of employees (full time equivalent at end of reporting period)		114	112
(b) Materials, contracts and other expenses			
(i) Prescribed expenses			
Auditor's remuneration			
- Auditing the financial reports		26	18
Elected members' expenses		237	201
Election expenses		7	28
Operating lease rentals - non-cancellable leases			
- Minimum lease payments		87	45
Subtotal - prescribed expenses		357	292
(ii) Other materials, contracts and expenses			
Contractors		4,167	3,686
Legal expenses		88	270
Levies paid to Government - Landscape levy		734	671
Levies - other		91	101
Professional services		1,110	871
Materials		689	988
Energy, Fuel and Water		1,097	1,099
Insurances		759	730
Waste and Cleaning Services		2,817	2,713
Information and Communications		784	1,478
Donations and Contributions		682	243
Regional Board Contributions		158	139
Horse Drawn Tram (Note 18)		1,649	1,497
Sundry		494	375
Subtotal - Other material, contracts and expenses		15,319	14,861
Total materials, contracts and other expenses		15,676	15,153

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 3. Expenses (continued)

$ '000	2025	2024
(c) Depreciation, amortisation and impairment		
(i) Depreciation and amortisation		
Buildings and other structures	1,719	1,303
Infrastructure		
- Sealed roads	3,374	3,342
- Unsealed roads	510	512
- Stormwater drainage	730	552
- Kerbing	638	631
- Footpaths	510	502
- Bridges	306	309
- Open Space	776	702
- Carparks & Traffic	427	554
- Other Infrastructure	185	177
Right-of-use assets	17	17
Plant and equipment	871	880
Furniture and fittings	88	88
Goodwill (Victa Cinema)	33	33
Subtotal	10,184	9,602
Total depreciation, amortisation and impairment	10,184	9,602
(d) Finance costs		
Interest on loans	269	444
Charges on Operating Finance Leases	7	8
Total finance costs	276	452

Note 4. Asset disposal and fair value adjustments

$ '000	2025	2024
Infrastructure, property, plant and equipment		
(i) Assets renewed or directly replaced		
Proceeds from disposal	1,216	330
Less: carrying amount of assets sold	(2,025)	(750)
Gain (loss) on disposal	(809)	(420)
Net gain (loss) on disposal or revaluation of assets	(809)	(420)

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 5. Current assets

$ '000	2025	2024
(a) Cash and cash equivalent assets		
Cash on hand and at bank	1,555	609
Deposits at call	1,756	758
Total cash and cash equivalent assets	3,311	1,367
(b) Trade and other receivables		
Rates - general and other	854	730
Council rates postponement scheme	314	289
Accrued revenues	145	303
Debtors - general	255	273
Debtors - other levels of Government	143	176
Net GST recoupment	45	–
Prepayments	223	9
Loans to community organisations	34	33
Other	1	–
Subtotal	2,014	1,813
Total trade and other receivables	2,014	1,813
(c) Inventories		
Stores and materials	259	276
Trading stock	50	51
Total inventories	309	327

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 6. Non-current assets

$ '000		2025	2024
(a) Trade and other receivables			
Receivables			
Loans to community organisations		324	359
Total financial assets		324	359
(b) Equity accounted investments in council businesses			
Fleurieu Regional Aquatic Centre Authority	18(a)	14,490	14,609
Fleurieu Regional Waste Authority	18(a)	(3,780)	(3,269)
Total equity accounted investments in Council businesses		10,710	11,340
(c) Other non-current assets			
Capital work in progress		5,260	3,304
Total other non-current assets		5,260	3,304

Disclosure

Intangible Assets - Goodwill relates to the purchase of the Victa Cinema business. Whilst Goodwill is not classified as Infrastructure, Property, Plant and Equipment, it has been included in Note (7a) for ease of presentation to users of the Financial Statements and to adequately disclose the purchase, impairment and future amortisaton of the Goodwill.

City of Victor Harbor

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 7. Infrastructure, Property, Plant & Equipment

Infrastructure, property, plant and equipment

		as at 30/06/24				Asset movements during the reporting period						as at 30/06/25			
$'000	Fair Value Level	At Fair Value	At Cost	Accumulated Depreciation	Carrying amount	Asset Recognition New Upgrade	Net Additions Renewals	WDV of Asset Disposals	Depreciation Expense (Note 2)	Net Adjustments & Transfers	Revaluation Increments Decrements to Equity (ARR) (Note 5)	At Fair Value	At Cost	Accumulated Depreciation	Carrying amount
Land – community	3	61,731	553	–	62,384	1,231	–	(545)	–	–	22,489	72,331	1,231	–	73,562
Land – other	2	15,230	349	–	15,579	–	–	–	–	–	8,578	22,756	–	–	22,756
Buildings and other structures	3	54,984	2,339	(19,481)	37,842	–	400	(101)	(1,513)	(218)	7,534	81,230	400	(36,895)	44,745
Buildings and other structures	2	401	–	(383)	18	–	–	(12)	(3)	–	–	–	–	–	–
Infrastructure															
- Sealed roads	3	143,887	1,855	(52,776)	92,717	1,317	1,132	(313)	(2,371)	–	–	145,172	4,135	(56,797)	91,810
- Unsealed roads	3	12,917	21	(4,805)	8,133	–	210	(64)	(512)	–	–	12,794	231	(5,215)	7,770
- Stormwater drainage	3	66,732	4,580	(17,534)	48,758	2,611	–	(55)	(733)	–	13,018	85,149	2,611	(24,160)	61,600
- Kerbing	3	51,395	458	(13,195)	38,662	1,092	295	(22)	(633)	–	–	51,261	1,545	(13,757)	38,318
- Footpaths	3	20,925	470	(6,014)	14,527	1,414	225	(79)	(513)	–	–	20,742	2,254	(7,220)	15,575
- Bridges	3	29,732		(8,923)	20,809				(308)			29,732		(9,220)	20,502
- Open Space	3	16,667	7,487	(10,989)	13,045	211	278	(679)	(775)		1,238	26,671	989	(11,258)	15,862
- Carparks & Traffic	3	16,114	858	(2,914)	14,158	340	–	(1)	(427)	–	–	16,113	1,298	(3,341)	14,070
- Other Infrastructure	3	–	5,795	(2,208)	3,587	56	–	–	(185)	218	–	–	6,070	(2,394)	3,676
Right of use assets		–	203	(84)	119	–	–	–	(17)	–	–	203	–	(101)	102
Plant and equipment		–	11,350	(6,061)	5,094	1,727	580	(144)	(671)	–	–	–	13,414	(6,418)	6,996
Furniture and fittings		–	2,298	(1,706)	592	16	11	–	(83)	–	–	–	2,302	(1,769)	533
Goodwill (Victor Cinema)		–	290	(197)	93	–	–	–	(13)	–	–	290	–	(229)	61
Artworks	3	384	–	–	384	–	–	–	–	–	30	384	–	–	384
Total infrastructure, property, plant and equipment		473,013	40,318	(144,880)	368,651	10,047	3,541	(2,025)	(10,184)		43,370	560,870	36,380	(177,844)	419,406
Comparatives		470,405	31,467	(122,002)	303,120	7,254	2,094	(740)	(6,002)	–	(04)	475,013	40,318	(144,300)	368,651

City of Victor Harbor

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 7. Infrastructure, Property, Plant & Equipment (continued)

Valuation of Infrastructure, Property, Plant & Equipment

Valuation of assets

Council's depreciation expense for the 2024/25 financial year increased by $582,000 compared to 2023/24, of which $549,000 was due to revaluation increments on Buildings and Other Structures, Open Space and Stormwater assets resulting from unit rate increases and the acceleration of useful lives consumed as follows:

- Buildings and Other Structures - $368,000
- Open Space - $7,000
- Stormwater - $174,000

The fair value of assets and liabilities must be estimated in accordance with various Accounting Standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a "level" in the fair value hierarchy as follows:

- Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.
- Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Refer to Note 7a for the disclosure of the Fair Value Levels of Infrastructure, Property, Plant and Equipment Assets.

Intangible Assets - Goodwill relates to the purchase of the Victa Cinema business.
Whilst Goodwill is not classified as Infrastructure, Property, Plant and Equipment, it has been included in Note (7a) for ease of presentation to users of the Financial Statements and to adequately disclose the purchase, impairment and future amortisation of the Goodwill.

Information on valuations

Fair value hierarchy level 2 valuations - certain land, and the buildings and structures thereon, are shown above as being based on fair value hierarchy level 2 valuation inputs. They are based on prices for similar assets in an active market, with directly or indirectly observable adjustments for specific advantages or disadvantages attaching to the particular asset.

Fair value hierarchy level 3 valuations of land - Valuations of Crown land, community land and land subject to other restrictions on use or disposal, shown above as being based on fair value hierarchy level 3 valuation inputs, are based on prices for similar assets in an active market, but include adjustments for specific advantages or disadvantages attaching to the particular asset that are not directly or indirectly observable in that market, or the number and / or amount of observable adjustments of which are so great that the valuation is more fairly described as being based on level 3 valuation inputs.

Fair value hierarchy level 3 valuations of buildings, infrastructure and other assets - There is no known market for buildings, infrastructure and other assets. These assets are valued at depreciated current replacement cost. This method involves:

- The determination of the cost to construct the asset (or its modern engineering equivalent) using current prices for materials and labour, the quantities of each being estimated based on recent experience of this or similar Councils, or on industry construction guides where these are more appropriate.
- The calculation of the depreciation that would have accumulated since original construction using current estimates of residual value and useful life under the prime cost depreciation method adopted by Council.

This method has significant inherent uncertainties, relying on estimates of quantities of materials and labour, residual values and useful lives, and the possibility of changes in prices for materials and labour, and the potential for development of more efficient construction techniques. Accordingly, formal sensitivity analysis does not provide useful information.
Transfers between fair value hierarchy levels

In the course of revaluing land, buildings, stormwater and open space asset classes, the nature of the inputs applied was reviewed in detail for each asset and where necessary, the asset reassigned to the appropriate fair value hierarchy level. Such transfers take effect as at the date of the revaluation.

City of Victor Harbor

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 7. Infrastructure, Property, Plant & Equipment (continued)

Other information

At 1 July 2004 upon the transition to AIFRS, Council elected pursuant to AASB 1.D5 to retain a previously established deemed cost under GAAP as its deemed cost. With subsequent addition at cost, this remains as the basis of recognition of non-material asset classes.

Upon revaluation, the current new replacement cost and accumulated depreciation are re-stated such that the difference represents the fair value of the asset determined in accordance with AASB 13 Fair Value Measurement: accumulated depreciation is taken to be the difference between current new replacement cost and fair value. In the case of land, current replacement cost is taken to be the fair value.

Highest and best use

The following non financial assets of Council are being utilised at other than their highest and best use:
For land which Council has an unfettered right to sell, the "highest and best use" recognises the possibility of the demolition or substantial modification of some or all of the existing buildings and structures affixed to the land.

Much of the land under Council's care and control is Crown land or has been declared as community land under the provisions of the *Local Government Act 1999*. Other types of restrictions also exist.

For land subject to these restrictions, the highest and best use is taken to be the "highest and best use" available to Council, with a rebuttable presumption that the current use is the "highest and best use". The reason for the current use of a large proportion of Council's assets being other than the "highest and best use" relates to Council's principal role as the provincial services to the community, rather than the use of those assets for the generation of revenue.

For buildings and other structures on and in the land, including infrastructure "highest and best use" is determined in accordance with the land on and in which they are situated

The requirements of AASB 13 Fair Value Measurement have been applied to all valuations undertaken since 1 July 2013 as shown by the valuation dates by individual asset classes below. Other adjustments for found or re-measured assets not included below have been processed against the revelation reserve as shown in Note 7 and do not represent a formal revaluation of these asset classes.

Capitalisation Thresholds
Capitalisation thresholds used by Council for a representative range of assets are shown below.
No capitalisation threshold is applied to the acquisition of land or interests in land.

Software	$50,000
Buildings	$10,000
Roads, Kerbing and Footpaths	$10,000
Bridges and Stormwater	$10,000
Car Parks and Traffic	$10,000
Other Infrastructure	$10,000
Fleet	$5,000
Open Space	$1,000
Plant and Equipment	$1,000
Furniture and Fittings	$1,000
Artworks and Other	$1,000

City of Victor Harbor

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 7. Infrastructure, Property, Plant & Equipment (continued)

Estimated Useful Lives

Useful lives are estimated for each individual asset. In estimating useful lives, regard is had to technical and commercial obsolescence, as well as legal and other limitations on continued use. The range of useful lives for a representative range of assets is shown below, although individual assets may have an estimated total useful life of a greater or lesser amount:

Buildings and other structures	25 to 150 years
Roads	12 to 210 years
Kerbing	70 to 210 years
Footpaths	20 to 150 years
Bridges	10 to 100 years
Stormwater Drainage	100 to 150 years
Open Space	10 to 150 years
Carparks and Traffic Control	15 to 210 years
Other Infrastructure	10 to 50 years
Fleet	5 to 15 years
Plant and Machinery	2 to 25 years
Furniture and Fittings	5 to 50 years
Artworks	indefinite

Asset Revaluations

Land & Land Improvements
- Basis of valuation: Fair Value
- Date of valuation: 1 July 2024
- Valuer: Public Private Property

The next scheduled revaluation of these assets is to be undertaken in **2027/28**

Buildings and other structures
- Basis of valuation: Fair Value
- Date of valuation: 1 July 2024
- Valuer: Public Private Property

The next scheduled revaluation of these assets is to be undertaken in **2027/28**

Car Parks and Traffic Devices
- Basis of valuation: Fair Value
- Date of valuation: 30 June 2022
- Valuer: Assetic Pty Ltd

The next scheduled revaluation of these assets is to be undertaken in **2025/26**

Open Space
- Basis of valuation: Fair Value
- Date of valuation: 1 July 2024
- Valuer: Assetic Pty Ltd

The next schecule revaluation of these assets is to be undertaken in **2028/29**

Roads, Kerbs and Footpaths
- Basis of valuation: Fair Value
- Date of valuation: 30 June 2022
- Valuer: Assetic Pty Ltd

The next scheduled revaluation of these assets is to be undertaken in **2025/26**

Stormwater drainage
- Basis of valuation: Fair Value
- Date of valuation: 1 July 2024
- Valuer: Assetic Pty Ltd

The next scheduled revaluation of these assets is to be undertaken in **2028/29**

Note 7. Infrastructure, Property, Plant & Equipment (continued)

Bridges
- Basis of valuation: Fair Value
- Date of valuation: 30 June 2024
- Valuer: City of Victor Harbor

The next scheduled revaluation of these assets is to be undertaken in **2026/27**

Other Infrastructure
These assets are recognised at cost.

Plant & Equipment
These assets are recognised at cost.

Furniture & Fittings
These assets are recognised at cost.

Artworks
- Basis of valuation: Fair Value
- Date of Valuation: 1 July 2024
- Valuer: Theodore Bruce Auctions Pty Ltd

The next scheduled revaluation of these assets is to be undertaken in **2028/29**

All other assets are recognised at cost.

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 8. Liabilities

$'000		2025 Current	2025 Non Current	2024 Current	2024 Non Current
(a) Trade and other payables					
Goods and services		2,347	–	2,104	–
Payments received in advance		478	–	433	–
Accrued expenses - employee entitlements		238	–	187	–
Accrued expenses - finance costs		26	–	83	–
Accrued expenses - other		1,152	–	38	–
Deposits, retentions and bonds		27	–	55	–
Total trade and other payables		4,268	–	2,900	–
(b) Borrowings					
Loans		672	7,131	648	8,197
Lease liabilities	16b	16	185	15	201
Total Borrowings		688	7,316	663	8,398

All interest bearing liabilities are secured over the future revenues of the Council

(c) Provisions				
Long Service Leave Employee Entitlements (including in-costs)	881	128	1,140	83
Annual Leave Employee Entitlements (including on-costs)	1,322	–	1,382	–
Landfill Depot Remediation Liability	10	98	10	113
Total provisions	2,213	226	2,532	196

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 9. Reserves

$ '000	as at 30/06/24 Opening Balance	Increments (Decrements)	Transfers	as at 30/06/25 Closing Balance
(a) Asset revaluation reserve				
Land	49,130	20,489	–	69,619
Land - other	–	6,678	–	6,678
Buildings and other structures	34,105	7,934	–	42,039
Infrastructure				
- Sealed & Unsealed Roads	104,016	–	–	104,016
- Stormwater drainage	28,919	13,016	–	41,935
- Kerbing	29,528	–	–	29,528
- Footpaths	7,855	–	–	7,855
- Bridges	19,531	–	–	19,531
- Open Space	10,115	1,223	–	11,338
- Carparks & Traffic	6,867	–	–	6,867
- Other Infrastructure	1,536	–	–	1,536
Artworks	177	30	–	207
JV's / associates - other comprehensive income	6,121	–	–	6,121
Total other assets	6,121	–	–	6,121
Total asset revaluation reserve	297,800	49,370	–	347,170
Comparatives	297,564	(64)	–	297,800

$ '000	as at 30/06/24 Opening Balance	Tfrs to Reserve	Tfrs from Reserve	as at 30/06/25 Closing Balance
(b) Other reserves				
Car Park Development	3	–	(3)	–
Developers Contributions	284	25	–	309
Economic Development	148	58	–	206
Open Space	154	435	–	589
Renewable Energy	33	3	–	36
SCOTS Bequest	60	5	(65)	–
Major Unspent Grants	49	4	(32)	21
Total other reserves	731	530	(100)	1,161
Comparatives	797	36	(102)	731

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 9. Reserves (continued)

Purposes of reserves

Asset revaluation reserves
The asset revaluation reserve is used to record increments and decrements arising from changes in fair value of non current assets (less any subsequent impairment losses, where applicable) and adjustments for found or re-measured assets.

Other Reserves
Car Park Development
Developer Contributions are used for planning, design and construction of car parking facilities within the prescribed area.

Developers Contributions
Developer contributions are used for the construction of footpaths, drainage and other infrastructure.

Economic Development
From commercial/industrial rates and used for economic development initiatives including tourism.

Renewable Energy
Contributions from solar programs participants and contractors and used for renewable energy initiatives.

Open Space
Monies held from creation of sub-divisions to be utilised for future open space projects.

SCOTS Bequest
Monies held from the a estate bequest to be utilised for the Southern Communties Transport Scheme.

Unspent Grants
Monies held from unspent grants where a return of funds may be required.

Note 10. Assets subject to restrictions

Council does not hold any assets subject to restrictions

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 11. Reconciliation to Statement of Cash Flows

$ '000	Notes	2025	2024
(a) Reconciliation of cash			
Cash assets comprise highly liquid investments with short periods to maturity subject to insignificant risk of changes of value. Cash at the end of the reporting period as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:			
Total cash and equivalent assets	5	3,311	1,367
Balances per Statement of Cash Flows		3,311	1,367
(b) Reconciliation of Operating Result			
Net surplus/(deficit)		4,743	(1,370)
Non-cash items in income statements			
Depreciation, amortisation and impairment		10,184	9,602
Equity movements in equity accounted investments (increase)/decrease		667	944
Non-cash asset acquisitions		(4,896)	1,691
Grants for capital acquisitions treated as investing activity		(2,013)	(1,145)
Net (gain)/loss on disposals		809	420
		9,494	10,142
Add (less): changes in net current assets			
Net (increase)/decrease in receivables		(200)	(126)
Net (increase)/decrease in inventories		18	(21)
Net increase/(decrease) in trade and other payables		1,398	(473)
Net increase/(decrease) in other provisions		(289)	211
Net cash provided by (or used in) operations		10,419	9,733
(c) Non-cash financing and investing activities			
Acquisition of assets by means of:			
Physical resources received free of charge	2h	4,896	2,075
Amounts recognised in income statement		4,896	2,075
Total non-cash financing and investing activities		4,896	2,075
(d) Financing arrangements			
Unrestricted access was available at balance date to the following lines of credit:			
Bank overdrafts		1,000	–
Corporate credit cards		30	60
LGFA cash advance debenture facility		10,000	13,344

The bank overdraft facilities may be drawn at any time and may be terminated by the bank without notice.

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 12. Financial instruments

Recognised financial instruments

Bank, deposits at call, short term deposits

Accounting Policy:
Initially recognised at fair value and subsequently measured at amortised cost; interest is recognised when earned.

Terms & Conditions:
Deposits are returning fixed interest rates between 4.15% and 4.65% (2024: 4.30% and 4.55%).

Carrying Amount:
Approximates fair value due to the short term to maturity.

Receivables - rates and associated charges (including legals and penalties for late payment)

Accounting Policy:
Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms & Conditions:
Secured over the subject land, arrears attract interest of 8.50% (2024: 9.05%). Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries in the State.

Carrying Amount:
Approximates fair value (after deduction of any allowance).

Receivables - fees and other charges

Accounting policy:
Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms and conditions:
Unsecured, and do not bear interest. Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries.

Carrying amount:
Approximates fair value (after deduction of any allowance).

Receivables - other levels of government

Accounting policy:
Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms and conditions:
Amounts due have been calculated in accordance with the terms and conditions of the respective programs following advice of approvals, and do not bear interest. All amounts are due by Departments and Agencies of State and Federal Governments.

Carrying amount:
Approximates fair value.

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 12. Financial instruments (continued)

Liabilities - creditors and accruals

Accounting policy:
Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Council.

Terms and conditions:
Liabilities are normally settled on 30 day terms.

Carrying amount:
Approximates fair value.

Liabilities - interest bearing borrowings

Accounting Policy:
Initially recognised at fair value and subsequently at amortised cost using the effective interest rate.

Terms & Conditions:
Secured over future revenues, borrowings are repayable half yearly for fixed rate loans and periodically within the term for variable (Cash Advance Debenture) borrowing, interest is charged at fixed rates between 3.25% and 5.80% (2024: 3.25% and 5.80%), and variable rates between 5.50% and 6.15% (2024: 4.80% and 5.40%).

Carrying Amount:
Approximates fair value.

Liabilities - leases

Accounting Policy:
Accounted for in accordance with AASB 16 as stated in Note 17.

$ '000	Due < 1 year	Due > 1 year and ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
Financial assets and liabilities					
2025					
Financial assets					
Cash and cash equivalents	3,310	–	–	3,310	3,311
Receivables	1,807	–	–	1,807	1,791
Other financial assets	–	172	246	418	324
Total financial assets	5,117	172	246	5,535	5,426
Financial liabilities					
Payables	3,790	–	–	3,790	3,790
Current borrowings	1,002	–	–	1,002	672
Non-current borrowings	–	6,426	1,344	7,770	7,316
Lease liabilities	22	88	130	240	201
Total financial liabilities	4,814	6,514	1,474	12,802	11,979
Total financial assets and liabilities	9,931	6,686	1,720	18,337	17,405
2024					
Financial assets					

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 12. Financial instruments (continued)

$ '000	Due < 1 year	Due > 1 year and ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
Cash and cash equivalents	1,367	–	–	1,367	1,367
Receivables	1,824	–	–	1,824	2,543
Other financial assets	–	192	277	469	359
Total financial assets	3,191	192	277	3,660	4,269
Financial liabilities					
Payables	2,564	–	–	2,564	2,467
Current borrowings	1,040	–	–	1,040	648
Non-current borrowings	–	6,961	2,255	9,216	8,197
Lease liabilities	22	88	153	263	216
Total financial liabilities	3,626	7,049	2,408	13,083	11,528
Total financial assets and liabilities	6,817	7,241	2,685	16,743	15,797

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 12. Financial instruments (continued)

The following interest rates were applicable to Council's borrowings at balance date:

	2025		2024	
$ '000	Weighted Avg Interest Rate	Carrying Value	Weighted Avg Interest Rate	Carrying Value
Other variable rates	5.50%	2,921	0.00%	–
Fixed interest rates	3.61%	4,882	3.61%	9,061
		7,803		9,061

Net fair value

All carrying values approximate fair value for all recognised financial instruments. There is no recognised market for the financial assets of the Council.

Risk exposures

Credit Risk represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Council is the carrying amount, net of any impairment. All Council investments are made with the SA Local Government Finance Authority and are guaranteed by the SA Government. Except as detailed in Notes 5 and 6 in relation to individual classes of receivables, exposure is concentrated within the Council's boundaries, and there is no material exposure to any individual debtor.

Market Risk is the risk that fair values of financial assets will fluctuate as a result of changes in market prices. All of Council's financial assets are denominated in Australian dollars and are not traded on any market, and hence neither market risk nor **currency risk** apply.

Liquidity Risk is the risk that Council will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Management Policy (LGA Information Paper 15), liabilities have a range of maturity dates. Council also has available a range of bank overdraft and standby borrowing facilities that it can access.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. Council has a balance of both fixed and variable interest rate borrowings and investments. Cash flow fluctuations are managed holistically in seeking to minimise interest costs over the longer term in a risk averse manner.

Note 13. Capital Expenditure Commitments

$ '000	2025	2024
Capital commitments		
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Infrastructure	3,300	2,623
	3,300	2,623
These expenditures are payable:		
Not later than one year	3,300	2,623
	3,300	2,623

City of Victor Harbor

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 14. Financial indicators

	Indicator 2025	Indicators 2024	2023
Financial Indicators overview *These Financial indicators have been calculated in accordance with Information paper 9 - Local Government Financial Indicators prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia.*			
1. Operating Surplus Ratio Operating surplus / Total operating income	**(2.1)%**	(10.9)%	(3.7)%
This ratio expresses the operating surplus as a percentage of total operating revenue.			
2. Net Financial Liabilities Ratio Net financial liabilities / Total operating income	**23%**	32%	35%
Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses). These are expressed as a percentage of total operating revenue.			
Adjustments to Ratios *In recent years the Federal Government has made advance payments prior to 30th June from future year allocations of financial assistance grants, as explained in Note 1. These Adjusted Ratios correct for the resulting distortion in key ratios for each year and provide a more accurate basis for comparison.*			
Adjusted Operating Surplus Ratio Operating surplus / Total operating income	**(5.1)%**	(8.9)%	(4.7)%
Adjusted Net Financial Liabilities Ratio Net financial liabilities / Total operating income	**27%**	31%	35%
3. Asset Renewal Funding Ratio Asset renewals / Infrastructure and Asset Management Plan required expenditure	**64%**	52%	86%
Asset renewals expenditure is defined as capital expenditure on the renewal and replacement of existing assets relative to the optimal level planned, and excludes new capital expenditure on the acquisition of additional assets.			

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 15. Uniform presentation of finances

$ '000	2025	2024

The following is a high level summary of both operating and capital investment activities of the Council prepared on a simplified Uniform Presentation Framework basis.

All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.

The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances.

Income		
Rates	30,553	28,315
Statutory charges	740	736
User charges	3,697	3,489
Grants, subsidies and contributions - capital	535	337
Grants, subsidies and contributions - operating	2,890	1,755
Investment income	99	81
Reimbursements	490	445
Other income	31	66
Total Income	39,035	35,224
Expenses		
Employee costs	(13,054)	(12,906)
Materials, contracts and other expenses	(15,678)	(15,153)
Depreciation, amortisation and impairment	(10,184)	(9,602)
Finance costs	(278)	(452)
Net loss - equity accounted council businesses	(667)	(944)
Total Expenses	(39,857)	(39,057)
Operating surplus / (deficit)	(822)	(3,833)
Net timing adjustment for general purpose grant funding	459	641
Less: grants, subsidies and contributions - capital	(535)	(337)
Adjusted Operating surplus / (deficit)	(898)	(3,529)
Net outlays on existing assets		
Capital expenditure on renewal and replacement of existing assets	(3,836)	(2,588)
Add back depreciation, amortisation and impairment	10,184	9,602
Add back proceeds from sale of replaced assets	1,216	330
	7,564	7,344
Net outlays on new and upgraded assets		
Capital expenditure on new and upgraded assets (including investment property and real estate developments)	(7,457)	(7,254)
Add back grants, subsidies and contributions - capital new/upgraded	535	337
Add back amounts received specifically for new and upgraded assets	1,478	808
	(5,444)	(6,109)
Annual net impact to financing activities (surplus/(deficit))	1,222	(2,294)

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 16. Leases

(i) Council as a lessee

Terms and conditions of leases

Property Leases

Council continues to recognise the following Right of Use lease that has been accounted for since 1 July 2020:

The portion of land known as the Civic Centre carpark, which provides a first ten (10) year right of renewal through to 30 September 2026, and a further second right of renewal commencing 1 October 2026 expiry 30 September 2036. Annual rent is payable in monthly instalments, with an annual CPI increment. Council has valued this Right of Use Asset on the basis that the second right of renewal will be taken up.

Set out below are the carrying amounts of right-of-use assets recognised within Infrastructure, Property, Plant and Equipment and the movements during the period:

(a) Right of use assets

$ '000	Right of Use Asset	Total
2025		
Opening balance	199	199
Depreciation charge	(16)	(16)
Balance at 30 June	183	183

(b) Lease liabilities

Set out below are the carrying amounts of lease liabilities (included under interest-bearing loans and borrowings) and the movements during the period:

$ '000	2025	2024
Balance at 1 July	216	230
Accretion of interest	7	8
Payments	(22)	(22)
Balance at 30 June	201	216
Classified as:		
Current	16	15
Non-current	185	201

The maturity analysis of lease liabilities is included in Note 12.

The following are the amounts recognised in profit or loss:		
Depreciation expense of right-of-use assets	16	17
Interest expense on lease liabilities	7	8
Total amount recognised in profit or loss	23	25

(*) Cemetery interment rights have deemed to be classified as 'leases' under the Australian Accountancy Standards (AASB16). City of Victor Harbour has assessed the impact of this accounting treatment to be immaterial and as a result have elected to not apply this standard.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 16. Leases (continued)

(ii) Council as a lessor

Council owns various buildings, plant and other facilities that are available for hire or lease (on a non-cancellable basis wherever practicable).

Rentals received from such leases are disclosed as rent and hire of non-investment property in Note 2.

$ '000	2025	2024
Future minimum rentals receivable under non-cancellable operating leases as at 30 June, are as follows:		
Not later than one year	391	409
Later than one year and not later than 5 years	1,571	1,606
Later than 5 years	2,521	2,441
	4,483	4,456

City of Victor Harbor

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 17. Superannuation

The Council makes employer superannuation contributions in respect of its employees to Hostplus (formerly Statewide Super). There are two types of membership, each of which is funded differently. Permanent and contract employees of the South Australian Local Government sector with Salarylink benefits prior to 24 November 2009 have the option to contribute to the Accumulation section and/or Salarylink. All other employees (including casuals) have all contributions allocated to the Accumulation section.

Accumulation only members

Accumulation only members receive both employer and employee contributions on a progressive basis. Employer contributions are based on a fixed percentage of ordinary time earnings in accordance with superannuation guarantee legislation (11.50% in 2024/25; 11.00% in 2023/24). No further liability accrues to the Council as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

Salarylink (Defined Benefit Fund) members

Salarylink is a defined benefit scheme where the benefit payable is based on a formula determined by the member's contribution rate, number of years and level of contribution and final average salary. Council makes employer contributions to Salarylink as determined by the Fund's Trustee based on advice from the appointed Actuary. The rate is currently 6.3% (6.3% in 2023/24) of "superannuation" salary.

In addition, Council makes a separate contribution of 3% of ordinary time earnings for Salarylink members to their Accumulation account. Employees also make member contributions to the Salarylink section of the Fund. As such, assets accumulate in the Salarylink section of the Fund to meet the member's benefits, as defined in the Trust Deed, as they accrue.

The Salarylink section is a multi-employer sponsored plan. As the Salarylink section's assets and liabilities are pooled and are not allocated by each employer, and employees may transfer to another employer within the local government sector and retain membership of the Fund, the Actuary is unable to allocate benefit liabilities, assets and costs between employers. As provided by AASB 119.34(a), Council does not use defined benefit accounting for these contributions.

The most recent actuarial investigation was conducted by the Fund's actuary, Louise Campbell, FIAA, of Willis Towers Watson as at 30 June 2023. The Trustee has determined that the current funding arrangements are adequate for the expected Salarylink liabilities. However, future financial and economic circumstances may require changes to Council's contribution rates at some future time.

Contributions to other superannuation schemes

Council also makes contributions to other superannuation schemes selected by employees under the "choice of fund" legislation. All such schemes are of the accumulation type, where the superannuation benefits accruing to the employee are represented by their share of the net assets of the scheme, and no further liability attaches to the Council.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 18(a). Interests in other entities

All joint ventures and associates are required to prepare Annual Financial Statements that comply with the SA Local Government Model Financial Statements.

$ '000	Council's Share of Net Income 2025	2024	Council's Share of Net Assets 2025	2024
Council's share of net income				
Joint ventures	(657)	(944)	10,710	11,340
Total Council's share of net income	(657)	(944)	10,710	11,340

(i) Joint ventures, associates and joint operations

(a) Carrying amounts

$ '000	Principal Activity	2025	2024
Fleurieu Regional Aquatic Centre Authority	Aquatic Centre	14,490	14,608
Fleurieu Regional Waste Authority	Waste Management	(3,780)	(3,269)
Total carrying amounts - joint ventures and associates		10,710	11,339

Fleurieu Regional Aquatic Centre Authority

The Fleurieu Regional Aquatic Centre Authority subsidiary was wound up on 1 August 2024 following approval being granted from the Minister for Local Government and Member Councils decision to restructure the operations of the Authority. The Fleurieu Regional Aquatic Centre now is operated under a joint venture arrangement between Alexandrina Council and City of Victor Harbor.

Fleurieu Regional Waste Authority

Established by the City of Victor Harbor, Alexandrina Council, District Council of Yankalilla and Kangaroo Island Council in July 2010, this organisation is responsible for the waste management function across the Fleurieu and Kangaroo Island Council areas.

(b) Relevant interests

	Interest in Operating Result 2025	2024	Ownership Share of Equity 2025	2024	Proportion of Voting Power 2025	2024
Fleurieu Regional Aquatic Centre Authority	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%
Fleurieu Regional Waste Authority	30.00%	30.00%	30.00%	30.00%	25.00%	25.00%

(c) Movement in investment in joint venture or associate

$ '000	Fleurieu Regional Aquatic Centre Authority 2025	2024	Fleurieu Regional Waste Authority 2025	2024
Opening Balance	14,608	14,977	(3,269)	(2,655)
Share in Operating Result	(118)	(327)	(549)	(618)
Share in Other Comprehensive Income	–	(42)	38	4
Asset Revaluation Movement	–	–	–	–
Council's equity share in the joint venture or associate	14,490	14,608	(3,780)	(3,269)

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 18(a). Interests in other entities (continued)

(d) Summarised financial information of the equity accounted business

	Fleurieu Regional Aquatic Centre Authority		Fleurieu Regional Waste Authority	
$ '000	2025	2024	2025	2024
Statement of Financial Position				
Cash and Cash Equivalents	1,316	702	255	801
Other Current Assets	248	17	1,173	316
Non-Current Assets	28,339	28,792	7,683	6,598
Total assets	29,903	29,511	9,111	7,715
Current Trade and Other Payables	922	294	2,170	1,638
Current Financial Liabilities	–	–	551	648
Current Provisions	–	–	4,900	4,677
Non Current Trade and Other Payables	–	–	13,996	11,600
Non-Current Provisions	–	–	93	47
Total liabilities	922	294	21,710	18,610
Net Assets	28,981	29,217	(12,599)	(10,895)
Statement of Comprehensive Income				
Income	3,421	3,138	14,225	13,035
Total income	3,421	3,138	14,225	13,035
Employee Costs	–	–	4,645	4,107
Materials, Contracts & Other Expenses	3,123	3,249	9,636	9,379
Depreciation, Amortisation and Impairment	534	542	1,140	1,020
Finance Costs	–	–	634	588
Total expenses	3,657	3,791	16,055	15,094
Operating Surplus / (Deficit)	(236)	(653)	(1,704)	(2,059)
Asset disposal and fair value adjustments	–	(83)	126	13
Net Surplus / (Deficit)	(236)	(736)	(1,704)	(2,046)

City of Victor Harbor

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 18(b). Controlled entities

Subsidiaries

Council's consolidated financial statements incorporate the assets, liabilities and results of the following subsidiaries in accordance with AASB 10 and the accounting policy described in Note 1(c).

Name of Operation/Entity	Principal Activity and Place of Business
Victor Harbor Horse Tram Authority	Tourism Services, Victor Harbor Causeway

Interests in Subsidiary	Ownership 2025	Ownership 2024	Voting Rights 2025	Voting Rights 2024
Council's Interest in Subsidiary	100%	100%	100%	100%
Non-Controlling Interest in Subsidiary	0%	0%	0%	0%

The nature and extent of significant restrictions relating to the Subsidiary
The Victor Harbor Horse Tram Authority is a subsidiary of the City of Victor Harbor established under section 42 of the *Local Government Act 1999* to oversee the operations, business development and marketing of Victor Harbor's iconic Horse Tram service.

The Authority is subject to the direction and control of the City of Victor Harbor.

The Horse Tram Authority has 5 members - one elected member and four independent members.
The independent members are appointed by the City of Victor Harbor.

The City of Victor Harbor is partially funding the Authority covering any deficit that the Authority makes.

A Board has been established to ensure that all plans, targets, structures, systems and practices required or applied to the Authority by the City of Victor Harbor are in place.

The nature of risks associated with Council's interests in the Subsidiary
All property held by the Authority, excluding minor plant and equipment, is accounted for by the City of Victor Harbor.
Written Down Value of Non-Current Assets held by City of Victor Harbor is $2,157,477 as at 30 June 2025.

The Annual Budget of the Authority is approved by the City of Victor Harbor.

Council intends to continue to partially fund the Authority with a service level and lease agreement that is updated annually.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 18(b). Controlled entities (continued)

Summarised Financial Information for the Subsidiary

Summarised Financial Information for the Subsidiary

$ '000	2025	2024
Summarised Statement of Comprehensive Income		
Revenue	1,390	1,278
Expenses	(1,560)	(1,428)
Profit for the period	(170)	(150)
Total comprehensive income	(170)	(150)
Summarised Statement of Financial Position		
Current Assets	19	86
Non Current Assets	328	325
Total assets	347	411
Current Liabilities	180	158
Non Current Liabilities	320	236
Total liabilities	500	394
Net assets	(153)	17
Summarised Statement of Cash Flows		
Cash Flows from Operating Activities	(9)	(95)
Net increase (decrease) in cash and cash equivalents	(9)	(95)

Transactions with Council

Aggregate amount of transactions with Council

Note 19. Non-current assets held for sale and discontinued operations

Council does not have any Non-Current Assets Held for Sale or any Discontinued Operations.

Note 20. Contingencies and assets/liabilities not recognised in the balance sheet

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but knowledge is considered relevant to the users of the financial report in making and evaluating decisions about the allocation of scarce resources.

1. Land under roads

As reported in the Financial Statements, Council is of the opinion that it is not possible to attribute a value sufficiently reliably for these assets to qualify for recognition, and accordingly land under roads has not been recognised in the reports. Land acquired for road purposes during the year is initially recognised at cost, but transferred to fair value at reporting date, effectively writing off the expenditure.

At reporting date, Council controlled 395.2 km of made road surface of average width 8.5 metres.

2. Potential insurance losses

Council is a multi-purpose organisation providing a large range of building, parks infrastructure, playgrounds and other facilities accessible to the public. At any time, it is likely that claims will have been made against Council that remain unsettled.

Council insures against all known insurable risks using a range of insurance policies, each of which is subject to deductable "insurance excesses", the amount of which varies according to the class of insurance.

Council has recognised the potential losses arising from claims known at reporting date based on average historical net cost (including insurance excess) of similar types of claims. Other potential claims not reported to Council may have existed at reporting date.

3. Bank guarantees

Council has guaranteed certain loans and other banking facilities advanced to community organisations and sporting bodies, amounting to $358,619 (2024: $391,467) at reporting date.

Council does not expect to incur any loss arising from these guarantees.

4. Legal expenses

Council is the planning consent authority for its area under the *Planning, Development and Infrastructure Act 2015*. Pursuant to that Act, certain persons aggrieved by a planning decision of the Council may appeal. It is normal practice that parties bear their own legal costs. At the date of these reports, Council had no notice of appeals against planning decisions made prior to reporting date. All known costs have been recognised, but the amount of further costs cannot be known until the appeals are determined.

Note 21. Events after the balance sheet date

Events that occur after the reporting date of 30 June 2025, up to and including the date when the financial statements are "authorised for issue" have been taken into account in preparing these statements.

Council has adopted the date of receipt of the Auditors' Report as the appropriate "authorised for issue" date relating to these General Purpose Financial Statements.

There are no "non adjusting events" that merit disclosure.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 22. Related party transactions

Key management personnel

Transactions with key management personnel

The Key Management Personnel (KMP) of the Council include the Elected Members, Chief Executive Officer and certain prescribed officers under section 112 of the *Local Government Act 1999*.

In 2024/25, Council paid allowances to 10 Elected Members (2023/24: 10 Elected Members).
As at 30/6/2025 there were 10 Elected Members.

In 2024/25 there were 20 employees classified as Key Management Personnel (2023/24: 21 employees).
This year had minimal movement, with one staff member leaving their position.

In all, 30 persons were paid the following total compensation:

$ '000	2025	2024
The compensation paid to key management personnel comprises:		
Salaries, allowances & other short term benefits - Employees	2,720	2,812
Salaries, allowances & other short term benefits - Elected Members	200	201
Total	2,920	2,813

Amounts paid as direct reimbursement of expenses incurred on behalf of Council have not been included above.

DeanNewbery

Chartered Accountants

HEAD OFFICE
214 Melbourne Street
North Adelaide SA 5006

PO Box 755
North Adelaide SA 5006

T: (08) 8267 4777
www.deannewbery.com.au

Dean Newbery
ABN: 48 007 865 081

Independent Auditor's Report

To the members of the City of Victor Harbor

Opinion

We have audited the accompanying financial report of the City of Victor Harbor (the Council), which comprises the statement of financial position as at 30 June 2025, statement of comprehensive income, statement of changes in equity, the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information, and the Certification of the Financial Statements.

In our opinion, the financial report presents fairly, in all material aspects, the financial position of the Council as at 30 June 2025, and its financial performance and its cash flows for the year then ended in accordance with the *Local Government Act 1999* and the *Local Government (Financial Management) Regulation 2011* and the Australian Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described as in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Council in accordance with the auditor independence requirements of the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110: *Code of Ethics for Professional Accountants (Including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Council's Responsibility for the Financial Report

The Council is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations), the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* and for such internal control as Council determines is necessary to enable the preparation of the financial report to be free from material misstatement, whether due to fraud or error.

In preparing the financial report, Council is responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless Council either intends to liquidate the Council or to cease operations, or has no realistic alternative but to do so. Those charged with governance are responsible for overseeing the Council's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that the audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of financial report.

Liability limited by a scheme approved under Professional Standards Legislation

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Council.
- Conclude on the appropriateness of the Council's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Council's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

DEAN NEWBERY

SAMANTHA CRETEN
Director

14 November 2025

DeanNewbery

Chartered Accountants

HEAD OFFICE
214 Melbourne Street
North Adelaide SA 5006

PO Box 755
North Adelaide SA 5006

T: (08) 8267 4777
www.deannewbery.com.au

Dean Newbery
ABN: 48 007 865 081

INDEPENDENT ASSURANCE REPORT ON THE INTERNAL CONTROLS OF THE CITY OF VICTOR HARBOR

Opinion

In our opinion, the City of Victor Harbor (the Council) has complied, in all material respects, with Section 125 of the *Local Government Act 1999* in relation to the Internal Controls established by the Council relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities so as to provide reasonable assurance that the financial transactions of the Council have been conducted properly and in accordance with law for the period 1 July 2024 to 30 June 2025.

Basis for opinion

We have audited the Internal Controls of the Council under the requirements of *Section 125 of the Local Government Act 1999* in relation only to the Internal Controls established by the Council to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities for the period 1 July 2024 to 30 June 2025 have been conducted properly and in accordance with law.

We conducted our engagement in accordance with Standard on Assurance Engagements *ASAE 3000 Assurance Engagements Other than Audits or Reviews of Historical Financial Information* and *ASAE 3150 Assurance Engagements on Controls* issued by the Auditing and Assurance Standards Board.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

The Council's Responsibility for the Internal Controls

The Council is responsible for implementing and maintaining an adequate system of internal controls, in accordance with *Section 125 of the Local Government Act 1999* to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and incurring of liabilities have been conducted properly and in accordance with law.

Our Independence and Quality Control

We have complied with the independence and other relevant ethical requirements relating to assurance engagements, and applying Auditing Standard *ASQC 1 Quality Control for Firms that Perform Audits and Review of Financial Reports and Other Financial Information, and Other Assurance Engagements* in undertaking the assurance engagement.

Assurance Practitioner's Responsibilities

Liability limited by a scheme approved under Professional Standards Legislation

Our responsibility is to express an opinion on the Council's compliance with *Section 125 of the Local Government Act 1999* in relation only to the Internal Controls established by the Council to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities, based on our procedures have been conducted properly and in accordance with law.

ASAE 3150 requires that we plan and perform our procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the control objectives and the controls operating effectively through the period. ASAE 3000 also requires us to comply with the relevant ethical requirements for the Australian professional accounting bodies.

An assurance engagement to report on the design and operating effectiveness of controls involves performing procedures to obtain evidence about the suitability of the design of the controls to achieve the control objectives and the operating effectiveness of the controls throughout the period. The procedures selected depend on our judgement, including the assessment of the risks that the controls are not suitably designed or the controls did not operate effectively. Our procedures included testing the operating effectiveness to the controls that we consider necessary to achieve the control objectives identified. An Assurance engagement of this type also includes evaluating the suitability of the control objectives.

Limitation on Use

This report has been prepared for the members of the Council in accordance with *Section 129(1)(b) of the Local Government Act 1999* in relation to the Internal Controls specified above. We disclaim any assumption of responsibility for any reliance on this report to any persons or users other than the members of the Council, or for any purpose other than that for which it was prepared.

Limitations of Controls

Because of the inherent limitations of any internal control structure it is possible that, even if the controls are suitably designed and operating effectively, the control objectives may not be achieved so that fraud, error, or non-compliance with laws and regulations may occur and not be detected.

An assurance engagement on operating effectiveness of controls is not designed to detect all instances of controls operating ineffectively as it is not performed continuously throughout the period and the tests performed are on a sample basis. Any projection of the outcome of the evaluation of controls to future periods is subject to the risk that the controls may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.

DEAN NEWBERY

SAMANTHA CRETEN
Director

14 November 2025

City of Victor Harbor

General Purpose Financial Statements
for the year ended 30 June 2025

Certification of Auditor Independence

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of City of Victor Harbor for the year ended 30 June 2025, the Council's Auditor, Dean Newbery & Partners has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011.*

Victoria MacKirdy
Chief Executive Officer

Michael Richardson
Presiding Member, Audit and Risk Committee

Date: 03 November 2025

DeanNewbery

Chartered Accountants

HEAD OFFICE
214 Melbourne Street
North Adelaide SA 5006

PO Box 755
North Adelaide SA 5006

T: (08) 8267 4777
www.deannewbery.com.au

Dean Newbery
ABN: 48 007 865 081

Certification of Auditor's Independence

I confirm that, for the audit of the financial statements of the City of Victor Harbor for the year ended 30 June 2025, I have maintained my independence in accordance with the requirements of APES 110 – Code of Ethics for Professional Accountants, Part 4A, published by the Accounting Professional and Ethical Standards Board, in accordance with the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22 (5) *Local Government (Financial Management) Regulations 2011.*

SAMANTHA CRETEN

Director

DEAN NEWBERY

14 November 2025

Liability limited by a scheme approved under Professional Standards Legislation

Photo: Council's Construction and Maintenance Team (Heidi Wolff Photos)

2025/26 Budget Overview

The City of Victor Harbor's 2025/26 Annual Business Plan and Budget was adopted at its 23 June Ordinary Council Meeting. It sets a clear course for the year ahead as Victor Harbor continues to grow and evolve.

The $42.5 million operating budget and $15.9 million net capital works program reflect a careful balance between delivering essential services, investing in strategic community infrastructure and maintaining long-term financial sustainability.

Key initiatives include funding allocations for the Regional Community, Sport and Recreation Precinct, continued optimisation of the Council's corporate systems upgrade, coastal protection works, road and footpath upgrades, and ongoing support for arts, economic development and community wellbeing programs.

Average rates payable will increase by 5% (a 4% general rate increase and 1% for the Regional Community, Sport and Recreation Precinct project). For the average residential ratepayer this will mean a $117 increase compared to last year.

Further detail is provided at **victor.sa.gov.au/abp** or at the Civic Centre (1 Bay Road, Victor Harbor).

The following shows how the City of Victor Harbor plans to spend every dollar of your Council rates in 2025/26 to help keep Victor Harbor a great place to live, work, visit and invest in.

2025/26 Significant Projects

Major Projects

- **Community, Sport and Recreation Precinct**
  Continuing to progress towards the delivery of a premier sports, recreation and entertainment precinct for the southern Fleurieu Peninsula.
  Budget Allocation: $2,550,000
- **Corporate Systems Replacement Project**
  Continuing to deliver the transformative corporate systems replacement project with the commencement of a three-year optimation phase for Release 2 and continued rollout of modules relating to property and rates, compliance, project management, human resources and records management.
  Budget Allocation: $585,000
- **Urban Growth Management Strategy**
  Implementation of a Strategy that ensures Victor Harbor and its surrounds develops in a sustainable, coordinated manner that aligns with our long-term vision.
  Budget Allocation: $220,000
- **Arts and Culture Centre**
  Completion of detailed design and specifications for the Arts and Culture Centre.
  Budget Allocation: $1,115,000
- **Coastal Protection**
  Engineering protection measures for a section of coastline at Franklin Parade, Encounter Bay (Yilki)
  Budget Allocation: $5,073,900* (*subject to grant funding)

Key Planned Activities

- **Encounter Community Centre contribution**
  In recognition that community centres serve as vital hubs that foster social connections, offer volunteering opportunities and encourage community involvement, Council will make provision for a funding contribution to the Encounter Community Centre to support its operations.
  Budget Allocation: $60,000
- **Outdoor Courts Resurfacing**
  Council will undertake the outdoor courts resurfacing project at two key locations: Encounter Bay and Victor Harbor sporting grounds. This project will involve resurfacing existing outdoor courts to improve safety, functionality, and overall playing conditions for community use. The upgrades will enhance recreational opportunities for residents and visitors, support local sporting clubs, and extend the usable life of these valuable community assets.
  Budget Allocation: $830,000*
  (*subject to grant funding)
- **Library Hours Extension**
  The Council will implement extended opening hours at the Victor Harbor Library to better meet community needs and align with similar facilities. From 1 July 2025, the library will open earlier on weekdays and operate longer on Saturdays. The extended hours aim to improve accessibility, support lifelong learning, and provide a welcoming space for all, including during extreme weather events.
  Budget Allocation: $21,500
- **Business Victor Harbor Collaboration**
  Continuation of the progressive partnership between Council and Business Victor Harbor that delivers economic outcomes for Victor Harbor.
  Budget Allocation: $156,000
- **Arts and Culture Program**
  Council will continue to support and grow arts and culture through its ongoing arts program delivery.
  Budget Allocation: $357,900
- **Destination Marketing Campaign**
  A destination marketing campaign will be executed to drive positive change in consumer perceptions of Victor Harbor, in line with the Economic Development Strategy and Victor Harbor – Feel It Calling brand.
  Budget Allocation: $51,500

- **Future Ready Victor Harbor Strategy**
  Council will develop a strategy aimed at making Victor Harbor a more attractive, dynamic, and sustainable place for young people to achieve a more balanced demographic and ensure long-term social and economic sustainability. The strategy will align with our broader strategic and economic goals, and include consideration of a potential university presence.
  Budget Allocation: $50,000
- **Tabernacle Cemetery Conservation**
  To conserve the heritage of the six remaining original headstones and six memorial bronze plaques at the heritage-listed Tabernacle Church Cemetery.
  Budget Allocation: $33,500*
  (*subject to grant funding)
- **Climate Change Initiatives**
  Council will deliver a program of initiatives in response to the climate emergency declaration it made in 2019 including continuing to reduce carbon emissions of Council buildings, undertaking community education initiatives, coastal adaptation projects, facilitating the regional Youth Climate Summit and delivering actions from the Council's Environmental Management Plan.
  Budget Allocation: $69,700
- **Community Garden and Nursery**
  Council will develop a community garden and nursery to promote sustainability, social connection, and community wellbeing. This initiative will provide a shared space for residents to learn about sustainable gardening practices, and participate in educational and volunteer programs. The project aims to strengthen community resilience, encourage healthy lifestyles, and enhance green spaces within Victor Harbor.
  Budget Allocation: $203,000
- **Whalers Road Reconstruction**
  To improve safety and accessibility, Council will commence stage 1 of the upgrade of Whalers Road, Encounter Bay.
  Budget Allocation: $1,845,000
- **Footpath and Shared Paths Program**
  The ongoing delivery of the footpath and shared path network supports active lifestyles, enhances local amenity, and aligns with Council's commitment to creating a more walkable and inclusive community.
  Works have been identified for:
  • Ridgeway Street, Encounter Bay (Russell Street to Franklin Parade)
  • Lamont Road, McCracken (Cudmore Road to Wattle Drive)
  • Connection between Investigator College and the Encounter Bay Recreation Grounds
  • Encounter Bikeway (Olivers Parade re-routing).
  Budget Allocation: $937,800
- **Rating Review**
  Council will undertake a review of the rating structure to ensure that the method applied is fair and equitable across the community, balancing efficiency of processing and reporting. It is considered best practice by the industry to conduct a rating review every four (4) years. The last review was completed in 2021.
  Budget Allocation: $20,000
- **Service Level Review Program**
  Council will continue its Service Level Review Program, focusing on two high-priority areas: Open Space and Environment, and Finance. These reviews will assess service demands, resource needs, and operational efficiency in response to community expectations, workforce challenges, and regulatory requirements. The program aims to align service levels with strategic goals, enhance transparency, and support the effective use of the new corporate system.
  Budget Allocation: $60,000

Glossary
OPENNESS AND EXPOSURE
HOUSE FOR A BACHELOR 1961
GRUSE BEACH HOUSE
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Key Terms and Acronyms

ABS - Australian Bureau of Statistics

Advocacy - campaigning on behalf of constituents to state and federal levels of government, statutory authorities and other sectors.

Asset - A facility or part of a facility that is owned and controlled by the Council.

Asset Management Plans - Developed in accordance with the Local Government Act 1999, strategies to guide management, inspection, maintenance and replacement of the Council's key assets.

Budget - Council's planned allocation of monetary resources for a financial year.

By-Law - Regulations established by the Council pursuant to the Local Government Act 1999.

CAP - Council Assessment Panel

Capital Expenditure - Expenditure made by the Council which results in the creation or improvement of an asset.

Capital Works - Any work undertaken to establish, renew, expand and upgrade Council assets.

CASPAC - City Activation and Strategic Planning Advisory Committee

CEO - Chief Executive Officer

CFS - Country Fire Service

Civic Centre - The premises where municipal offices are situated. The City of Victor Harbor's Civic Centre is also home to the Council Chambers where formal meetings of the Council are held, the Victor Harbor Library, and the customer service desk that handles requests, enquiries and payment from ratepayers and the general public.

Community - The City of Victor Harbor's community can refer to the collective group of residents, businesses, ratepayers, visitors, investors and stakeholders who have an interest in happenings in the region.

Community Plan 2030 - The Council's Strategic Management Plan which sets out the Vision and future strategic directions for the Council.

Council - The elected representatives of the Council or the City of Victor Harbor organisation as a whole.

Councillors / Council Members - The elected representatives of the Council.

CSAS - Coral Street Art Space

Depreciation - Reduction in the value of an asset over time.

DEW - Department for Environment and Water

DIT - Department for Infrastructure and Transport

Council Members - The elected representatives of the Council.

Engagements - Measures the public shares, likes, comments and interactions of content posted on social media.

Enterprise Bargaining - The process of negotiation between management and employees or their representatives to reach agreement regarding terms and conditions of employment.

Environmental Sustainability - The management of resources (anything obtained from the natural environment to meet our needs, such as water, air, fossil fuels etc.) in our natural system to ensure that these are available in the long-term.

EOI - Expression of Interest

Equity - The residual interest in the assets of the Council after deductions of its liabilities. Total equity is also equal to net assets.

Expense - An outgoing payment made by the Council.

FOGO - Food Organics and Garden Organics

FOI - Freedom of Information

FRACA - Fleurieu Regional Aquatic Centre Authority

FRWA - Fleurieu Regional Waste Authority

FTE - full-time equivalent

Governance - The systems established by the Council to ensure compliance with legislative requirements.

Green Waste - Unwanted household organic materials such as food scraps, lawn clippings, prunings, animal droppings, paper towels and tissues, which can be disposed through the Council's kerbside collection service (green bin).

GST - Goods and Services Tax

Infrastructure - The basic facilities required for the functioning of the community such as parks, roads, footpaths, drainage and waste systems.

ICT - Information and Communications Technology

LGA - Local Government Association of South Australia

LGEA - Local Government Enterprise Agreement

Liabilities - A financial debt or obligations owed by the Council.

Local Government Act 1999 - Outlines the legal framework in which Local Government operates. The Act contains information on how councils are established, how elections should be run, how and when councils should meet, how rates are to be charged, how councils can spend money and what things councils can do.

Long-Term Financial Plan - Sets out the long-term financial projections for the Council's planned activities.

Mainstreet Precinct - The City of Victor Harbor's Mainstreet Precinct refers to the areas and streets surrounding Ocean Street in the town centre.

MHFA - Mental health first aid

Net Financial Liabilities - Total borrowings owed by the Council less cash held, loans made or other assets able to be readily collected.

Net Financial Liabilities Ratio - Measures the extent to which the net financial liabilities of the Council are met by its operating revenue.

Open Space - Land or areas which have been reserved for the purposes of providing formal and informal sport and recreation activities, preserving natural environments, and providing green space. Essentially, this refers to parks, reserves and gardens.

Operating Surplus/Deficit - The difference between income earned and expenditure to provide ongoing services and programs.

Operating Surplus Ratio - Measures the Council's Operating Surplus/Deficit as a percentage of rates revenue.

Ordinary Council Meetings - Formal meetings of the Council, typically held on the fourth Monday of each month in the City of Victor Harbor.

Organisation Culture - The collection of values, expectations, and practices that guide and inform the actions of all team members.

Presiding Member - A member of a panel or committee responsible for chairing meetings in accordance with Terms of Reference and legislative requirements. The Presiding Member has a deliberative vote on all matters considered by a committee or panel, and a casting vote in the event of a tied decision.

Prudential Report - A report outlining financial and governance considerations to ensure transparent management.

Public Consultation - A process that involves engaging and consulting the public or relevant stakeholders to gain their feedback, views and ideas in relation to a project, service or plan.

Railway Plaza Precinct - The City of Victor Harbor's Railway Plaza Precinct refers to the areas and streets surrounding Railway Terrace and the Cockle Train station.

RAP - Reconciliation Action Plan

Rate Capping - The Council, subject to certain conditions, may grant a rebate of rates to the principal ratepayer of a residential assessment where there is a significant increase in the rates payable as a result of a rapid change in the property value.

Rates - Council rates are a property tax and the Council's primary source of income, which enables the delivery of services and facilities for the community.

Regional Subsidiary - Formed by two or more councils to provide specified service/s or to perform a function of the councils under the Local Government Act 1999 (or another Act).

Regulatory Services - A business unit of the Council responsible primarily for the enforcement of Council By-Laws, parking and animal management.

Representation Quota - A ratio of the number of electors per Elected Member.

Representation Review - A representation review is a requirement of Section 12 of the Local Government Act 1999, and must be undertaken every eight years. The review examines the appropriate number of councillors for the Council; whether Council has wards or no wards; and if so, the appropriate ward boundary size, number of wards and appropriate number of councillors per ward; and whether the Mayor continues to be elected by the community or is appointed from within the elected members.

Revenue - The amount of money the Council receives from its activities, including from rates and services provided to the community.

SAMSOA - South Australian Municipal Officers Enterprise Agreement

S&HLGA - Southern and Hills Local Government Association

SCOTS - Southern Communities Transport Scheme

SES - State Emergency Service

SMT - Senior Management Team

Stakeholder - A person with an interest or concern in the City of Victor Harbor or Council business.

Supplementary Election - A supplementary or bi-election is held when there is more than one vacancy in the Council.

Sustainability - Sustainability refers to achieving economic, environmental, social and cultural growth without irreversibly exhausting the systems which support that growth. In practice, this means integrated decision-making which generates mutually beneficial economic, social, cultural and environmental outcomes, wherever possible.

VC - Visitor Centre

Victor Viewpoint - The Council's monthly email newsletter, sent to subscribers on the 10th day of each month.

Vision - A vision statement describes what we would like to be or what we intend to do, in broad terms. It provides a unifying statement of intent and an overarching framework, which guides strategic and operational planning and program implementation.

WHS - Work Health and Safety

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VICTOR HARBOR TRAMWAY

VICTOR HARBOR
HORSE TRAM AUTHORITY

2024/25 Annual Report

Victor Harbor Horse Tram Authority
Annual Report 2024/25

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Introduction from the Chair

It has been a distinct pleasure to help administer and grow such an iconic attraction across all areas of the Victor Harbor Horse Tram. Over the past year, we have continued to see growth in operations, horse husbandry, staff development, and stakeholder engagement. Although we anticipated a smoother 2024/25, unforeseen challenges including extreme weather and a harmful algal bloom (Karenia mikimotoi) forced service suspensions to protect both staff and horses.

The scope of running the Tram—covering horse care, pasture management, education, retail, and new visitor experiences, is quite vast. Our guiding principle remains "consolidation," ensuring we strengthen the foundation laid over the last three years, particularly with the new stables, while managing programs and daily services without overreaching.

We extend sincere thanks to our staff and management. The public response both online and in person has been overwhelmingly positive. The horses have never looked better, the trams are always pristine, and the team's dedication shows in every detail. The consistent 5-star health ratings for the horses are a testament to their care and to the strength of our two key assets: Humans and Horses.

The new Causeway continues to increase visitation and reaffirm the Tram's cultural and economic value. Visitor satisfaction sits at 90%, reflecting the exceptional service and hospitality provided by Megan, Adrian, the team, and our incredible volunteers. The Stable Complex, made possible through the Building Better Regions Fund and the City of Victor Harbor, continue to evolve as a cornerstone of our offering. Featuring timbers from the Old Causeway, the facility beautifully connects our heritage with a forward-looking visitor experience. The behind-the-scenes experiences have continued to grow in reach and impact, attracting diverse audiences, creating employment, and opening new revenue streams. The merchandise store continues to thrive, exceeding expectations and creating meaningful visitor interactions. Our thanks go to Carol and the volunteers whose dedication and warmth are felt every day.

The energy at the tram office and stables remains consistently upbeat. The love and care shown to the horses, along with the team's warm public engagement, speaks volumes. Visitors enjoy seeing the horses being exercised, groomed, and loved, and our team's passion makes them our best ambassadors.

Through strategic governance and regular reviews, the Board continues working towards our shared vision of making the Victor Harbor Horse Tram the world's leading horse-drawn tram experience. Alongside The Bluff, it remains one of Victor Harbor's most iconic attractions and a proud symbol of South Australia's top tourism destination.

As Chair, I thank the Board for their commitment and the City of Victor Harbor for their continued trust and support. And finally, our deepest thanks to General Manager Megan Whibley, whose leadership, people skills, and fresh thinking have created a supportive, innovative culture.

Despite recent challenges, the Victor Harbor Horse Tram is poised for an exciting future. *Porro et sursum.*

Yours sincerely,

Nigel. M. Catt
Dip.Ag., Grad.Dip.Sc.

Chair – Victor Harbor Horse Tram Authority

About the Victor Harbor Horse Tram

The Horse Tram has a rich history spanning 150 years, tracing its origins to the era when the first horse-drawn wagons transported both freight and passengers along the broad-gauge rail line connecting Goolwa to Port Elliott.

The Victor Harbor Horse Tram, with roots dating back to 1854, has evolved over the years. In 1894, the South Australian Railways introduced a horse-drawn tram service from mainland Victor Harbor to Granite Island, using the same double-deck tram that had been used on the Goolwa Railway. Fast forward to 1986, and the District Council restored the original passenger service from Policeman's Point at the esplanade to Granite Island over the causeway.

Today, the Victor Harbor Horse Tram stands as a popular tourist attraction for visitor, offering a nostalgic journey across the causeway aboard heritage double-decker trams, pulled by our majestic Clydesdale horses.

In October 2018, the Victor Harbor Horse Tram Authority (VHHTA) gained recognition under Section 42 of the *Local Government Act 1999*, serving as a subsidiary of the City of Victor Harbor. Its operations are guided by a Charter detailing its purpose, powers, functions, duties, funding, property, and delegation. The VHHTA Charter was originally approved by the Minister on 17 October 2018 and later updated with minor amendments on 8 September 2022.

The Victor Harbor Horse Tram runs all year round (except for Christmas Day & weather dependant), the service is powered by a team of up to ten Clydesdale horses, four heritage trams, and a passionate team of staff and volunteers. Horses are stabled overnight at VHHTA's purpose-built Stables Complex at Canton Place, with day operations based on the Victor Harbor foreshore, where visitors will find the tram terminal, merchandise store, platform, and support facilities.

Contributing to the Local Economy

Like many other services, the Horse Tram receives subsidies from the City of Victor Harbor and provides a valuable service to the City of Victor Harbor community on behalf of ratepayers. But the Horse Tram's importance goes far beyond transport, it's a significant part of the region's identity and economy. The tram's impact on nearby businesses became especially clear during the causeway closure in 2018–19, when some traders experienced revenue drops of up to 40%.

The VHHTA is deeply committed to the long-term success of the Horse Tram and works closely with the City of Victor Harbor to protect and grow this treasured asset. Together, we have embarked on a significant revitalisation project, restoring key infrastructure, improving facilities, and enhancing the visitor experience, all while preserving the rich history behind the attraction.

One of the most exciting outcomes of this work has been the completion of the purpose-built Stable Complex. This modern facility not only supports day-to-day operations but also offers a unique "Behind the Scenes" visitor experience, and other offerings. Visitors can now see behind the scenes of the world of the Horse Tram, meet the horses, and see firsthand what it takes to keep this iconic attraction running.

The stables were underpinning a part of a broader strategy to develop new, independent revenue streams that reduce reliance on Council funding. Looking ahead, we plan to expand our experiences and offerings that will support the financial sustainability of the Horse Tram for years to come. Through these efforts, the VHHTA remains focused on ensuring the tram remains a vibrant, resilient, and relevant part of Victor Harbor's story, today and into the future.

The Board

Nigel Catt (Chair)

Nigel Catt began in the Australian Wine Industry in 1983 after graduating from Roseworthy Ag College. He has had various roles such as Wine Judge, Winery Manager, Senior Winemaker for a number of large and medium wine companies, as well as owning his own vineyards, wineries and wine brands.

During this time, Nigel has made wines in many other countries, consulted to other wineries and the State Government, run Industry Supply Companies at board and management level. He owned the Middleton Winery & Vineyards, developed and built the Flying Fish Café and was a board member for 10 years at Encounter Lutheran College. Also, National Sales and Marketing Consultant for Radoux, a French oak barrel company that he still represents here in Australia. He is the owner of Ocloc Vineyard trellis systems attaining a number of patents, all related to sustainable, ecological and cyclical viticulture.

Nigel has supported and developed many businesses and mentored emerging business-people, here and overseas. Nigel's focus and life has been the Fleurieu Peninsula, specifically Victor Harbor, where he is based with his family and lived since 1989.

Councillor Carol Schofield AM

Councillor Carol Schofield AM is the City of Victor Harbor's Elected Member representative on the Victor Harbor Horse Tram Authority Board. Carol was Chair of the City of Victor Harbor's Horse Tram Advisory Committee before it transitioned to form the Inaugural Victor Harbor Horse Tram Authority. She brings to the Board skills in business management, event management, tourism and agribusiness.

Carol is a long-time resident of Victor Harbor and has been involved in many local organisations. She was a dairy farmer and established her own agriculture business in Inman Valley.

Rachel Kennedy

Professor Rachel Kennedy (PhD, B.Bus(Hons), GAICD) is a globally recognised expert in marketing and evidence-based growth. As a co-founder and director of the Ehrenberg-Bass Institute, she has a proven track record of successful industry engagements that profitably grow businesses and build and protect their iconic assets. She combines this with hands-on experience marketing a local tourism reliant business.

Rachel is passionate about her community in Victor Harbor where she can often be seen walking, at the beach patrolling or playing hockey with her family.

Paul Brown

Paul Brown is the former owner of an internationally recognised tourism business. He has also previously been the Chair of Tourism Kangaroo Island and the Australian Tourism Export Council SA. In addition to being a Board member of the Victor Harbor Tram Authority, he is currently a Board member of the Australian Sporting Alliance for People with Disabilities, Chair of Riding for the Disabled Australia, and Deputy Chair of the Aged Rights Advocacy Service.

Paul who is graduate of the Australian Institute of Company Directors Course, has always sought to contribute to his industry and community.

Natasha Hunt

Natasha Hunt has over two decades of experience working in local government and the tourism industry. Having served on the Executive Team with the District Council of Yankalilla and Alexandrina Council she brings a wealth of knowledge in the areas of governance, strategic planning, community engagement, tourism, communications, and marketing.

Natasha represented the Fleurieu Peninsula on the South Australian Tourism Commission's Industry Skills Advisory Committee and was an inaugural member of the South Australian Accredited Visitor Information Centre Network.

Natasha grew up on the Fleurieu Peninsula on her family's farm where they operate two horse-based businesses. Natasha is passionate about the Fleurieu and has volunteered in many community organisations including the Normanville New Year's Eve Pageant, Yankalilla Football and Netball Club and the Fleurieu Horse and Pony Club.

Audit Committee

In accordance with the Local Government Act 1999 and the Charter, the VHHTA was required to establish an Audit Committee. The VHHTA drafted and endorsed the Victor Harbor Horse Tram Authority Audit Committee Terms of Reference, appointed four members, which included two board members and two independent members, and the first meeting occurred on 9 Feb 2021. Since that time an extra independent member has been appointed, to create a 5-member committee for the purposes of decision making and complying with best practice advice from the Local Government Authority.

The VHHTA Audit Committee consult with, and receive professional advice from, an independent financial specialist with expertise in local government finance, to report to Council in the form required.

Audit Committee Membership

Member	Representative	Term	Expires
Independent Member(s)	John Morgan	7 February 2024	22 February 2026
Independent Member(s)	Katherine Christ	7 February 2024	22 February 2026
Independent Member(s)	Laura Hodgson	27 July 2025	27 July 2027
VHHTA Board Member	Paul Brown	22 February 2024	22 February 2026
VHHTA Board Member	Nigel Catt	27 July 2025	1 March 2027
Office Bearers			
Chairperson	John Morgan	7 February 2024	22 February 2026
Deputy Chairperson	Laura Hodgson	27 July 2025	27 July 2027

Our Team

The VHHTA Board plays a key role in setting the strategic direction of the organisation, while day-to-day operations are overseen by the General Manager.

Our Head Trainer has been instrumental in developing the capabilities of both our horses and our staff. Their commitment to horse welfare and training has helped shape a skilled and cohesive team. The strong bond they have built with the horses is clear, and their efforts have been recognised through several awards at the Heavy Horse Show this year.

The VHHTA is ultimately responsible for the health and wellbeing of all horses in our care. This year has been challenging yet our team has remained committed and resilient. The horses and staff are regaining their strength, and we're looking forward to a brighter, more stable year ahead.

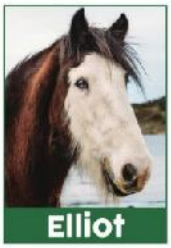
We have also grown our internal capacity, with a maintenance team and dedicated administration staff now in place. As our team expands, we are focused on recognising, supporting, and developing the individual strengths and talents of our employees.

Throughout the 2024/25 year, the VHHTA was supported by a team of 17 staff, including casual junior team members, tram operators, an administrator, executive assistant, head horse trainer, and assistant manager. At the time of reporting, the organisation had 3.4 full-time equivalent (FTE) permanent staff, with the remaining roles filled by casual employees.

Our Horses

Our Team of Clydesdales consists of:

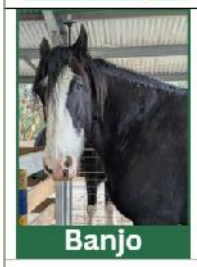
Albert	**Albert** is our oldest and steadiest Clydesdale. Having said that, he is still young at only fifteen years of age. He really enjoys tram work and coming into the office. He has a regal attitude and performs his work with effortless elegance. Albert is a smooch with the staff and a favourite of all. Albert is now our lead horse when training junior drivers and equine youngsters and reassures them with his soothing and Zen-like demeanour.
Murray	**Murray** is thirteen years old and is that tram horse that everyone wants to drive. He always performs his best and tries to do everything right. He pulls the tram so fast, with calm forward-moving energy, and with him on the tram, it is up and back before you can believe it. Murray learns very fast, as he aims to please, and staff try hard to please Murray as well. Murray is a sensitive boy, and the staff have special soft, natural bristled brushes that they use especially for Murray so that he can enjoy his grooming experiences.



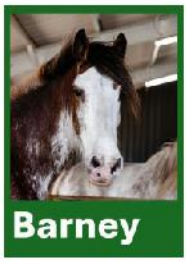
Elliot is Elliot, our calmest and slowest team member, is only twelve but already plays a key role in training new staff and drivers. Known for his gentle, goofy nature, he's a public favourite—with many visitors returning just to see him. Staff are often asked if Elliot is working, and his horseshoes are always in demand at the merchandise store.

Sadly, Elliot hasn't fully recovered from Ross River Virus, which he contracted last year. He's still receiving regular vet care and hasn't quite returned to his happy, energetic self. We're continuing to support his recovery and hope to see him back to full health soon.

Scotty is the VHHTA's smallest working tram horse but is still a sizeable guy at 16'3 hands high. He is a powerhouse and proving to be a reliable team member, despite his youthful age of nine. Scotty is adorable and full of cheeky character. He loves to play games with staff and his other horse team members. He enjoys time on the beach and is lovely under saddle. He is brave on the causeway and not much worries him, but he does need some encouragement to slow down and smell the roses. Staff describe Scotty as a little trooper. At nine, he is still a youngster and gets special attention to make sure he stays on track to become the tram horse he deserves to be.



Banjo is on of the newest members of our tram team, who we welcomed with his brother Malcolm. These brothers are from the same parents and look almost identical, but Banjo has a completely black leg and is about an inch taller than his younger brother.
We're excited to watch these two grow and thrive in the Tramway community, and we hope they'll find their forever home here.



Barney is our tallest and youngest tram horse, with a rich red roan coat and a thick, lush mane that perfectly complements his kingly presence. His regal demeanour gives him a high-and-mighty air, but beneath that noble exterior lies a gentle soul who's always first to greet you at the gate, eager to learn and quick to respond to training.
He loves food—plenty of it—and has grand ambitions of becoming the herd leader one day. However, until he earns his place among our joint rulers, Karni, Albert and Murray, he'll have to learn the art of leadership with a little patience. Like true royalty, Barney detests being kept waiting, has a refined palate, and can't stand worming paste.
Barney competed at the 2025 Strathalbyn Heavy Horse Festival and was crowned Best All Round Horse of the day, we have high hopes for 2026!

Archie is one of our horses in training, Archie has a lot to learn but shows incredible potential. Affectionate, quick to understand, and always excited to please, he's a natural people-pleaser and thrives on positive reinforcement. He loves posing for photos, getting dressed up, and gearing up for work—his enthusiasm is evident when he gets visibly antsy if left stationary for too long. With a conformation deemed perfect for tram pulling, Archie's future is as bright as his vibrant coat, and we're thrilled to see him succeed.

Malcolm

Malcolm or as we affectionately call him, **Mouse**, is one of the newest members of the Tram Team — so new, we're still getting to know him ourselves!
What we can say about these black-and-white beauties so far is that they're dark, mysterious, and gentle giants who love a good scratch — especially Malcolm, who has a ticklish spot just under his armpit.
These brothers from the same parents and look almost identical.
We're excited to watch these two grow and thrive in the Tramway community, and we hope they'll find their forever home here.

Karni

Karni retired two years ago and went to his forever home. Recently, these owners asked the VHHTA to lease him back and utilise him in our 'Behind the Scenes' experience. Karni has proved to love this, as he is getting fit and well looked after. Since being back, he has shown such sound working health that we may test his tram-pulling abilities again – and he may rejoin the team part-time.

Our Volunteers

The VHHTA deeply values and acknowledges the ongoing contributions of our dedicated team of volunteers, who continue to play a vital role in the day-to-day operation and public representation of the organisation. In addition to assisting with merchandise sales and customer service, our volunteers are often the first point of contact for visitors. This frontline presence makes them an essential extension of our brand and values.

Volunteers also support and facilitate the sale of merchandise at our dedicated retail space, located within the recently refurbished Tram Office building. With the introduction of improved facilities, VHHTA has created a more inviting and functional workspace for volunteers, and as a result, we are seeing encouraging signs of volunteer team growth. This year, we also introduced a new merchandise policy and procedure to streamline the sales process, better utilise our efficient point-of-sale (POS) system, and ensure accurate stock management.

Merchandise Store

The VHHTA Merchandise store is still an integral part of tram operations with visitors gaining important information from volunteers. However, we have seen a downturn in spending, which is expected in the current economic climate.

The graph below shows the merchandise store income, comparing financial years from 2018/19 through to the end of 2024/25.

2024/25 Achievements

Staff Cultural Roadmap

To support the growth and professional development of our team, the VHHTA engaged Dan Aubin from Daring Humans to develop a comprehensive Cultural Road Map. This initiative was designed to formalise and enhance the induction process for both new and existing team members, ensuring a consistent and engaging experience across the organisation.

The Cultural Road Map was created following an in-depth workshop involving current staff and management. Out of that session came some key goals: helping people better understand their roles, creating smoother transitions for new staff, making sure everyone is properly trained, and building confidence with our systems and processes.

What really made this process special was how collaborative it was - staff from across the team shared their ideas and input on what should be included. By doing this together, we have made sure the process is not only practical but also meaningful, and that everyone feels part of shaping the culture we want to create. It's also helped strengthen teamwork, as people feel heard and valued in decisions that affect how we work.

Our new approach is grounded in five values we have defined together as a team: care, excellence, teamwork, safety, and shared experience. These aren't just words—they are the foundation of how we support each other and our visitors every day.

Patronage

The VHHTA is honoured to have Her Excellency the Honourable Frances Adamson AC, Governor of South Australia, as a patron of the Victor Harbor Horse Tram. This is a great opportunity for us , and we are actively exploring the best ways to collaborate and leverage her support to raise awareness and strengthen the horse tram's profile.

Last year, we appreciated Her Excellency's involvement in official openings and events, where her presence would bring a special sense of importance and respect. We hoped that by working together, we could highlight the history and culture of the horse tram and also help make Victor Harbor an even more attractive place to visit.

Having Her Excellency as our patron brought a lot of excitement. With her support, we are ready to grow and strengthen the Victor Harbor Horse Tram as a much-loved part of South Australia.

Website

In February 2025, the VHHTA proudly launched its fully operational Stables website, featuring a new user-friendly booking platform developed in collaboration with Tourism Accelerator. This milestone followed the opening of our Stables Complex and represents a key step forward in our commitment to innovation and promoting visitor engagement.

More than just a booking site, the new website has been strategically developed into a comprehensive all-in-one for what VHHTA has to offer, integrating the iconic Victor Harbor Horse Tram alongside all of the Stables experiences. The website brings together all services, information, testimonials, and offerings under one easy-to-use destination, reflecting our commitment to delivering a streamlined online presence more inline with contemporary industry standards.

The redesigned website features refreshed branding that aligns with our updated visual identity—incorporating modern design elements, our signature colour palette, and a tone of voice consistent with the VHHTA brand. It replaces the outdated site with a clean, visually engaging interface that showcases high-quality, photography and storytelling that better captures the beauty of our horses and offerings.

This year, VHHTA also commenced a strategic marketing collaboration with RAA, aiming to expand our visibility and customer reach across the state. This partnership reflects our ongoing commitment to ongoing professional marketing, reinforcing our position as a leading regional tourism operator.

Grazing Land

Currently, the VHHTA has access to a total of 10 hectares for grazing, which includes Gillespie (6.21 hectares), the original Canton Place site (1.9 hectares), and the newly acquired parcel of land (1.89 hectares). Our current horse team remains compliant with the CVH requirement of not more than two horses per hectare, accounting for the size and potential environmental impact of Clydesdales. However, as this lease will need renewal within the next few years, we are actively seeking new local land options to future-proof our horses' access to adequate grazing land.

The VHHTA undertook significant improvements in land management to future-proof our grazing practices and support our horse team sustainably. Working with SA Water, we have implemented a

recycled water system at our new stables facility allowing for year-round irrigation and reducing our reliance on rainfall and mains water.

Additionally, we adopted professional seeding techniques using a custom biodynamic seed mix, specifically chosen to enhance soil health, promote microbial activity, and encourage self-reseeding. These efforts aim to maximise pasture capacity, increase fodder species diversity, and ensure the long-term viability of our grazing areas, particularly vital as our horse numbers fluctuate and new recruits enter training.

The VHHTA disposes of organic waste, such as manure, through the Fleurieu Regional Waste Authority, (FRWA), saving money on disposal costs, recovering resources and improving the environmental performance of the VHHTA. The VHHTA is constantly striving for ways to lower its ecological footprint. FRWA's organic waste collection service is the perfect solution for manure created when the horses are at the office working. The organic matter is collected from FRWA by Peats Soil and Garden Supplies. Peats is a second-generation, wholly South Australian company, focused on receiving, processing and marketing recyclable organic resources in bulk and bag forms.

Horses Helping Humans / Equine Assisted Learning

This year, our team has embarked on comprehensive training in Equine Assisted Learning (EAL) through our partnership with Horses Helping Humans™. As part of this training, all staff are developing a deep understanding of the four core temperaments—Choleric, Sanguine, Melancholy, and Phlegmatic—and how these personality types express themselves through body language. Staff are learning to identify conditioned responses in clients and how to adapt their communication techniques to engage each temperament effectively and respectfully.

At the heart of the Horses Helping Humans™ approach is a powerful collaboration between horse and human. Through a series of natural horsemanship ground skill exercises, each with a strong psychological foundation, participants build essential life skills such as emotional regulation, self-confidence, non-verbal communication, and interpersonal awareness. These sessions are particularly impactful for individuals with learning difficulties, who often find the structure accessible and feel a sense of calm and confidence early in the program.

The Horses Helping Humans™ program continues to deliver profound, lasting outcomes. Participants leave with not just new skills, but a deeper awareness of how they interact with others, and the confidence to make positive changes in their lives.

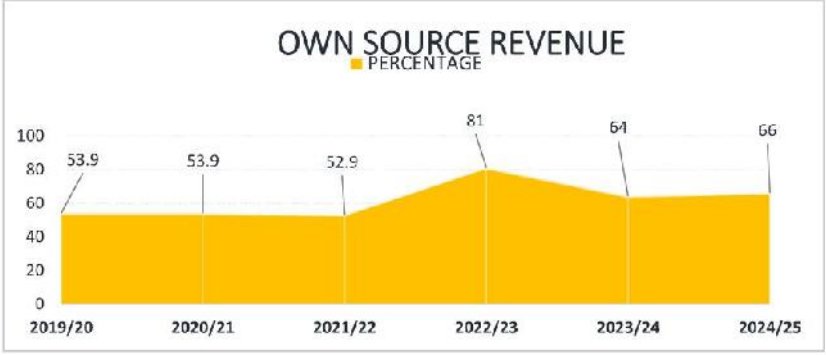
Expanded Offerings

In 2024/25, VHHTA broadened its program offerings, placing a strong emphasis on community engagement, educational experiences, and operational resilience. New initiatives such as Equine-Assisted Learning (EAL), Coffee & Clydes sessions, and an Open Day at The Stables have attracted a wide cross-section of visitors and strengthened connections with both local residents and the broader regional community.

These experiences provide guests with unique, behind-the-scenes access and more personal interactions with our horses and staff, fostering a deeper appreciation of our heritage operations and equine care. Importantly, they also support the diversification of our income streams, helping to mitigate the operational challenges posed by unforeseen disruptions to the traditional horse tram service.

Additionally, we have increased marketing activity to raise public awareness of our expanded offerings. We are also actively promoting our corporate day packages, further leveraging the versatility of the Stables as a venue for tailored group experiences and events.

Through these efforts, VHHTA continues to evolve its offerings in response to changing conditions while remaining true to its mission of delivering enriching tourism experiences.



Giving Back

The Horse Tram takes great pride in its role in supporting the broader community, including organisations like the Women's & Children's Hospital Foundation 'Laklinyeri' Beach House, nestled in the scenic Encounter Lakes of Victor Harbor. This remarkable holiday retreat offers families a serene environment to unwind and create cherished memories. Specifically designed and equipped to cater to the needs of children with complex medical conditions and those in palliative care, it serves as a haven of comfort and respite. As part of our commitment to giving back, the Horse Tram extends complimentary travel experiences to families staying at Laklinyeri. Each year, approximately twenty large, extended family groups benefit from this gesture. Additionally, the Horse Tram contributes to various charitable initiatives by donating gift vouchers for family tram rides. These vouchers are often included in raffle prizes, aiding in fundraising efforts for noble causes. Moving forward, the VHHTA remains dedicated to continuing its philanthropic efforts, ensuring ongoing support for the region and its families.

PROUDLY SUPPORTING

Women's & Children's Hospital Foundation

LAKLINYERI beach house

Sponsorship Opportunities and Partnerships

Now that the VHHTA is fully established at The Stables, we are excited to see new sponsorship opportunities opening up. With the launch of our new Stables website, we have introduced a refreshed sponsorship program that offers a variety of tailored packages to suit different levels of engagement. These packages are designed to deliver meaningful benefits to sponsors while supporting our ongoing work with the horses and the broader community.

We remain incredibly proud and grateful for our current sponsors, whose contributions help us progress toward our goals. This year we were pleased to welcome a new sponsor—Victor Harbor Motors, who generously committed to sponsoring our much-loved horse Barney for 12 months. Their support assists with Barney's feed, veterinary care, and overall wellbeing. We are excited to offer similar sponsorship opportunities for our other horses and hope more donors will be inspired to get involved.

Our sponsor ShedEx has continued its valued support at The Stables, and we were also thrilled to welcome Mt Compass Feeds as a new sponsor this year. These partnerships are vital to maintaining high standards of horse care and contributing to their wellbeing.

VHHTA also saw growth in our annual pass program, which has been strengthened by the generous support of our annual pass partners. Businesses such as Hotel Victor, Girdler Amusements, Nino's Café, Urimbirra Wildlife Park, and All Sweets & Treats provide exclusive benefits to our members, making the annual pass more appealing and helping drive community engagement.

Annual South Australian Heavy Horse Festival

The VHHTA once again proudly participated in the South Australian Heavy Horse Festival at Strathalbyn, held in May 2025. Building on our previous presence, this year's event proved to be an extraordinary showcase of our horses' strength, training, and character.

Our team achieved outstanding results, taking home a series of honours that highlighted the skill of both our horses and handlers. This year's achievements included:

1st Place in:

- Open Sled Pull
- Fancy Dress
- Pumpkin Snatch
- Open Horse Course
- Open Driver Long Rein

2nd Place in Log Snig

3rd Place in Novice Horse Course

Best Driver Overall In-Ground

Barney: Best Overall Horse on ground

These results not only reflect the exceptional ability and temperament of our Clydesdales, but also the hard work and dedication of the VHHTA training team. Winning Best Overall Horse and Best All Over Driver In-Ground are particularly significant recognitions, cementing our position as a leading organisation in the preservation and celebration of heavy horse traditions.

Enterprise Bargaining Agreement

During 2024/25, we actively negotiated a new Enterprise Bargaining Agreement (EB) to come into effect during 2025. This new agreement will continue for a further three years and builds on the strong foundation set by our previous EB, which was successfully registered with the South Australian Employment Tribunal and has been in place from 2022 to 2025.

While our agreement continues to be aligned with the City of Victor Harbor's EB, we have taken steps to ensure it also reflects the unique and evolving needs of our business. This approach allows us to maintain consistency and fairness while also introducing elements that are tailored specifically to our team, culture, and the nature of our work.

Strategic Direction

The Victor Harbor Horse Tram's Annual Business Plan outlines the strategic direction for the Authority.

Vision Statement: To deliver historic experiences and create memories.

Mission: To showcase Victor Harbor through the world's leading horse tram experience

Goals: High quality, efficient operation with a reduced financial reliance on City of Victor Harbor.

VICTOR HARBOR TRAMWAY

MAJESTIC * CARING * SUSTAINABLE * ICONIC

Looking Ahead

The 2024/25 financial year has been a time of both growth and challenge for the Victor Harbor Horse Tram. We have introduced new programs, refined internal processes, developed staff trainings, formed valuable strategic partnerships, and made improvements in our land management. These advances have strengthened our organisation and is investing in the foundation for future sustainability. However, the year has also reminded us of the critical importance of resilience, robust support, and ongoing investment.

Our dedicated team has continued to innovate, adapt, and advocate for the resources needed to preserve and enhance this iconic South Australian attraction. Despite our best efforts, we were confronted by significant challenges, including the devastating algal bloom and recurring health issues among our beloved horses. These events tested our operational capacity and required swift, coordinated responses.

As we look ahead to 2025/26, we do so with optimism. We hope for a year free from horse illness and injury, fewer weather-related disruptions, and the complete dissipation of the algal bloom. We are also aiming to boost ticket sales and increase behind-the-scenes engagement at the stables, offering more ways for visitors to connect with the heritage and heart of the Horse Tram.

Financial Results

The 2024/25 end of year financial result is at a deficit, mostly due to a restricted Tram service over some of our busiest holiday periods and the disruptions of the algal bloom experienced in Victor Harbor.

Victor Harbor Tram Authority Budget 2024/25

Income	Description	ACTUALS YTD 24/25	Original	Revised 3	Difference Budget V Actuals	Variance Comments
Ticket Sales	Casual and Group bookings	783,587	836,000	916,000	132,413	Closed due to algal bloom and lack of working horses during peak periods to make the most of the tourist season.
	Souvenir sales and donations	128,681	166,800	161,600	32,919	Sign of the cost of living
	Behind the scenes	55,719	217,900	63,600	7,881	Still growing a new business
	DIT Boom gate monitoring	39,163	45,000	45,000	5,837	Fewer new card holders during the financial year
	Council Contribution	365,000	365,000	365,000	-	
	Interest and Other Income	17,592	51,000	46,000	28,408	Two new sponsors during the financial year
Total Income		**1,389,742**	**1,681,500**	**1,597,200**	**207,458**	

Expenses	Description	ACTUALS YTD 24/25	Original	Revised 3	Difference Budget V Actuals	Variance Comments
Employee Costs	Salaries, superannuation & workcover	934,383	991,400	981,400	47,017	Staff wage cost saving where possible in the closed periods
Depreciation	Depreciation for fixed assets	78,119	74,500	74,500	(3,619)	Recycled water system depreciation not budgeted
Administration	Travel, stationary, printing, communication, insurance, utilities, training and development	127,097	135,700	141,000	13,903	
Maintenance	Building, stables, tram, paddock and equipment maintenance	44,298	41,900	43,800	(498)	
	Horse Care - feed, farrier and vet fees	129,977	110,000	110,000	(19,977)	Horse vet costs and increase in feed costs due to lack of grazing - drought
Marketing	Advertising, promotions, and souvenir purchases	69,452	83,900	78,900	9,448	
Other Expenses	Committee, cleaning, consultants, professional services, FBT, volunteer and staff amenities	129,425	160,000	128,300	(1,125)	
Administration charge	Rent on Assets	10,500	17,700	17,700	7,200	
Corporate Support	IT, Finance, Records and Administration	36,637	81,400	36,600	(37)	
Total Expenses		**1,559,887**	**1,696,500**	**1,612,200**	**52,313**	

Net gain (loss) from sale of assets		-	15,000	15,000	15,000	Asset (float) not on asset register (gifted). $15k revenue included in other income
Net Surplus (Deficit)		**(170,145)**	**0**	**0**	**170,145**	

Victor Harbor Horse Tram Authority

General Purpose Financial Reports

for the year ended 30 June 2025

Victor Harbor Horse Tram Authority

General Purpose Financial Reports

for the year ended 30 June 2025

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Victor Harbor Horse Tram Authority
Annual Financial Statements
for the year ended 30 June 2025

CERTIFICATION OF FINANCIAL STATEMENTS

We have been authorised by the Authority to certify the financial statements in their final form. In our opinion:

- the accompanying financial statements comply with the *Local Government Act 1999, Local Government (Financial Management) Regulations 2011* and Australian Accounting Standards.

- the financial statements present a true and fair view of the Authority's financial position at 30 June 2025 and the results of its operations and cash flows for the financial year.

- internal controls implemented by the Authority provide a reasonable assurance that the Authority's financial records are complete, accurate and reliable and were effective throughout the financial year.

- the financial statements accurately reflect the Authority's accounting and other records.

Megan Whibley	**Nigel Catt**
General Manager	**Chairperson**
Date: 24/9/25	

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Victor Harbor Horse Tram Authority

Statement of Comprehensive Income

for the year ended 30 June 2025

	Notes	2025 $'000	2024 $'000
INCOME			
User charges	2	**968**	870
Other income	2	**422**	408
Total Income		**1,390**	1,278
EXPENSES			
Employee costs	3	**967**	883
Materials, contracts & other expenses	3	**497**	466
Depreciation, amortisation & impairment	3	**78**	67
Finance costs	3	**18**	12
Total Expenses		**1,560**	1,428
OPERATING SURPLUS / (DEFICIT)		**(170)**	(150)
NET SURPLUS / (DEFICIT) transferred to Equity Statement		**(170)**	(150)
TOTAL COMPREHENSIVE INCOME		**(170)**	(150)

This Statement is to be read in conjunction with the attached Notes.

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Victor Harbor Horse Tram Authority

Statement of Financial Position

as at 30 June 2025

	Notes	2025 $'000	2024 $'000
ASSETS			
Current Assets			
Cash and cash equivalents	4	**16**	51
Trade & other receivables	4	**3**	35
Total Current Assets		**19**	86
Non-current Assets			
Infrastructure, property, plant & equipment	6	**328**	321
Other non-current assets	5	**-**	4
Total Non-current Assets		**328**	325
Total Assets		**347**	411
LIABILITIES			
Current Liabilities			
Trade & other payables	7	**93**	40
Borrowings	7	**19**	34
Provisions	7	**68**	84
Total Current Liabilities		**180**	158
Non-current Liabilities			
Borrowings	7	**290**	220
Provisions	7	**30**	16
Total Non-current Liabilities		**320**	236
Total Liabilities		**500**	394
NET ASSETS		**(153)**	17
EQUITY			
Accumulated surplus		**(153)**	17
Total Authority Equity		**(153)**	17
TOTAL EQUITY		**(153)**	17

This Statement is to be read in conjunction with the attached Notes.

Victor Harbor Horse Tram Authority

Statement of Changes in Equity

for the year ended 30 June 2025

2025	Notes	Acc'd Surplus $'000	TOTAL EQUITY $'000
Balance at end of previous reporting period		17	17
Net Surplus / (Deficit) for Year		(170)	(170)
Balance at end of period		(153)	(153)

2024	Notes	Acc'd Surplus $'000	TOTAL EQUITY $'000
Balance at end of previous reporting period		167	167
Net Surplus / (Deficit) for Year		(150)	(150)
Balance at end of period		17	17

This Statement is to be read in conjunction with the attached Notes

Victor Harbor Horse Tram Authority

Statement of Cash Flows

for the year ended 30 June 2025

	Notes	2025 $'000	2024 $'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts:			
User charges		991	856
Other revenues		435	408
Payments:			
Employee costs		(971)	(853)
Materials, contracts & other expenses		(448)	(495)
Finance payments		(16)	(11)
Net Cash provided by (or used in) Operating Activities	8	(9)	(95)
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments:			
Expenditure on renewal/replacement of assets		(22)	-
Expenditure on new/upgraded assets		(59)	(182)
Net Cash provided by (or used in) Investing Activities		(81)	(182)
CASH FLOWS FROM FINANCING ACTIVITIES			
Receipts:			
Proceeds from borrowings		90	200
Payments:			
Repayment of principal portion of lease liabilities		(35)	(33)
Net Cash provided by (or used in) Financing Activities		55	167
Net Increase (Decrease) in cash held		(35)	(110)
Cash & cash equivalents at beginning of period	8	51	161
Cash & cash equivalents at end of period	4	16	51

This Statement is to be read in conjunction with the attached Notes

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Victor Harbor Horse Tram Authority

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 1 - Material Accounting Policies

The principal accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

1 Basis of Preparation

1.1 Compliance with Australian Accounting Standards

This general purpose financial report has been prepared on a going concern basis using the historical cost convention in accordance with Australian Accounting Standards as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board, Interpretations and relevant South Australian legislation.

The financial report was authorised for issue by certificate under regulation 14 of the Local Government (Financial Management) Regulations 2011 dated 24th September 2025.

The Authority is a Local Government Authority Section 43 Regional Subsidiary under the control of The City of Victor Harbor.

1.2 Historical Cost Convention

Except as stated below, these financial statements have been prepared in accordance with the historical cost convention.

1.3 Critical Accounting Estimates

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates and requires management to exercise its judgement in applying the Authority's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are material to the financial statements are specifically referred to in the relevant sections of these Notes.

1.4 Rounding

All amounts in the financial statements have been rounded to the nearest thousand dollars ($'000).

2 The Local Government Reporting Entity

The Victor Harbor Horse Tram Authority operates as a subsidiary pursuant to the SA Local Government Act 1999 and has its principal place of business at 1 Bay Road, Victor Harbor. These consolidated financial statements include the Authority's direct operations and all entities through which the Authority controls resources to carry out its functions. In the process of reporting on the Authority as a single unit, all transactions and balances between activity areas and controlled entities have been eliminated.

3 Income recognition

3.1 Revenue

The Authority recognises revenue under AASB 1058 Income of Not-for-Profit Entities (AASB 1058) or AASB 15 Revenue from Contracts with Customers (AASB 15) when appropriate.

In cases where there is an 'enforceable' contract with a customer with 'sufficiently specific' performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied (i.e. when it transfers control of a product or service to a customer). Revenue is measured based on the consideration to which the Authority expects to be entitled in a contract with a customer.

In other cases, AASB 1058 applies when the Authority enters into transactions where the consideration to acquire an asset is materially less than the fair value of the asset principally to enable the entity to further its objectives. The excess of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately, except in the case where a financial asset has been received to enable the Authority to acquire or construct a recognisable non-financial asset that is to be controlled by the Authority. In this case, the Authority recognises the excess as a liability that is recognised over time in profit and loss when (or as) the entity satisfies its obligations under the transfer.

Victor Harbor Horse Tram Authority

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 1 - Material Accounting Policies

4 Cash, Cash Equivalents and Other Financial Instruments

4.1 Cash, Cash Equivalent Assets

Cash assets include all amounts readily convertible to cash on hand at the Authority's option with an immaterial risk of changes in value with a maturity of three months or less from the date of acquisition.

4.2 Other Financial Instruments

All receivables are reviewed as at the reporting date and adequate allowance made for amounts the receipt of which is considered doubtful.

All financial instruments are recognised at fair value at the date of recognition, except for trade receivables from a contract with a customer, which are measured at the transaction price. A detailed statement of the accounting policies applied to financial instruments also form part of Note 9.

5 Infrastructure, Property, Plant & Equipment

5.1 Initial Recognition

All assets are initially recognised at cost. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition.

All non-current assets purchased or constructed are capitalised as the expenditure is incurred and depreciated as soon as the asset is held "ready for use". Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees and engineering design fees and all other costs incurred. The cost of non-current assets constructed by the Authority includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overhead.

5.2 Materiality

Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by the Authority for each type of asset. In determining (and in annually reviewing) such thresholds, regard is had to the nature of the asset and its estimated service life. Examples of capitalisation thresholds applied during the year are given in Note 6. No capitalisation threshold is applied to the acquisition of land or interests in land.

5.3 Depreciation of Non-Current Assets

Other than land, all infrastructure, property, plant and equipment assets recognised are systematically depreciated over their useful lives on a straight-line basis which, in the opinion of the Authority, best reflects the consumption of the service potential embodied in those assets.

Depreciation methods, useful lives and residual values of classes of assets are reviewed annually.

Major depreciation periods for each class of asset are shown in Note 6. Depreciation periods for infrastructure assets have been estimated based on the best information available to the Authority, but appropriate records covering the entire life cycle of these assets are not available, and extreme care should be used in interpreting financial information based on these estimates.

5.4 Impairment

Assets whose future economic benefits are not dependent on the ability to generate cash flows, and where the future economic benefits would be replaced if the Authority were deprived thereof, are not subject to impairment testing.

Other assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is the higher of the present value of future cash inflows or value in use).

Where an asset that has been revalued is subsequently impaired, the impairment is first offset against such amount as stands to the credit of that class of assets in Asset Revaluation Reserve, any excess being recognised as an expense.

Victor Harbor Horse Tram Authority

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 1 - Material Accounting Policies

6 Payables

6.1 Goods & Services

Creditors are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received. Creditors are normally paid 30 days after the month of invoice. No interest is payable on these amounts.

6.2 Payments Received in Advance & Deposits

Amounts (other than grants) received from external parties in advance of service delivery, and security deposits held against possible damage to Authority assets, are recognised as liabilities until the service is delivered or damage reinstated, or the amount is refunded as the case may be.

7 Provisions

7.1 Employee Benefits

Liabilities for employees' entitlements to salaries, wages and compensated absences expected to be paid or settled within 12 months of reporting date are accrued at nominal amounts (including payroll based on costs) measured in accordance with AASB 119.

Liabilities for employee benefits not expected to be paid or settled within 12 months are measured as the present value of the estimated future cash outflows (including payroll based on-costs) to be made in respect of services provided by employees up to the reporting date. Present values are calculated using government guaranteed securities rates with similar maturity terms.

Weighted average discount rate	1.40% (2024, 4.11%)
Weighted average settlement period	1.60 years (2024, 2.61 years)

No accrual is made for sick leave as the Authority experience indicates that, on average, sick leave taken in each reporting period is less than the entitlement accruing in that period, and this experience is expected to recur in future reporting periods. The Authority does not make payment for untaken sick leave.

Superannuation:

The Authority makes employer superannuation contributions in respect of its employees to the Hostplus Superannuation Scheme. The Scheme has two types of membership, each of which is funded differently. Details of the accounting policies applied and Authority's involvement with the schemes are reported in Note 13.

8 Leases

The Authority assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Authority as a lessee

The Authority recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

i) Right-of-use assets

The Authority recognises right-of-use assets at the commencement date of the lease. Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, lease payments made at or before the commencement date less any lease incentives received and the estimate of costs to be incurred to restore the leased asset.

Right of use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

- Plant and equipment 3 to 10 years

Victor Harbor Horse Tram Authority

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 1 - Material Accounting Policies

The right-of-use assets are also subject to impairment. Refer to the accounting policies in section 5.4 - Impairment of non-financial assets above.

ii) Lease liabilities

At the commencement date of the lease, the Authority recognises lease liabilities measured at the present value of lease payments to be made over the lease term. In calculating the present value of lease payments, the Authority uses its incremental borrowing rate or the interest rate implicit in the lease.

9 Goods & Services Tax

In accordance with interpretation of Abstract 1031 "Accounting for the Goods & Services Tax"

- Receivables and Creditors include GST receivable and payable.
- Except in relation to input taxed activities, revenues and operating expenditures exclude GST receivable and payable.
- Non-current assets and capital expenditures include GST net of any recoupment.
- Amounts included in the Statement of Cash Flows are disclosed on a gross basis.

10 Economic Dependence

The Authority provides horse tram services to the City of Victor Harbor (the Council) and annually charges a fee to the council to fund the costs of operating the Authority. The Authority is economically dependent on the Council annually funding the cost of the Authority's operations given insufficient income is generated through other services provided to fund the costs of operating the Authority.
In addition, under Section 14 of Part 1 Schedule 2 of the Local Government Act 1999 (SA) the liabilities incurred or assumed by a subsidiary are guaranteed by the Council.

For the 2024/25 financial year, the Council's contributed income accounted for 26.26% (2023/24: 28.56%) of the total Operating income recorded by the Authority.

Victor Harbor Horse Tram Authority

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 2 - INCOME

	Notes	2025 $'000	2024 $'000
USER CHARGES			
Ticket Sales		**828**	739
Souvenir Sales		**140**	131
		968	870
OTHER INCOME			
Council Contributions		**365**	365
Department of Infrastructure & Transport Payments		**39**	39
Other		**18**	4
		422	408

Note 3 - EXPENSE

	Notes	2025 $'000	2024 $'000
EMPLOYEE COSTS			
Salaries and Wages		**763**	711
Employee leave expense		**65**	52
Superannuation - defined contribution plan contributions	13	**92**	78
Workers' Compensation Insurance		**15**	11
Other employment related costs		**32**	31
Total Operating Employee Costs		**967**	**883**
Total Number of Employees		**9**	**8**
(Full time equivalent at end of reporting period)			

Victor Harbor Horse Tram Authority

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 3 - EXPENSE

MATERIALS, CONTRACTS & OTHER EXPENSES			
Prescribed Expenses			
Auditor's Remuneration			
- Auditing the financial reports		**4**	3
Bad and Doubtful Debts		**1**	-
Board expenses		**12**	14
Lease Expenses - short term leases	12	**11**	10
Subtotal - Prescribed Expenses		**28**	27
Other Materials, Contracts & Expenses			
Advertising		**16**	21
Insurance		**52**	46
Maintenance		**174**	159
Office Expenses		**10**	11
Printing & Stationery		**4**	4
Professional services		**91**	89
Souvenirs		**53**	48
Utilities		**18**	20
Training and Development		**22**	22
Clothing and Safety		**12**	6
Vehicle Expenses		**17**	13
Subtotal - Other Materials, Contracts & Expenses		**469**	439
		497	466
DEPRECIATION, AMORTISATION & IMPAIRMENT			
Depreciation			
Plant & Equipment		**45**	34
Right of use assets	12	**33**	33
		78	67
FINANCE COSTS			
Bank Fees		**6**	6
Interest on Loans		**11**	4
Interest on Leases		**1**	2
		18	12

Victor Harbor Horse Tram Authority

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 4 - CURRENT ASSETS

	Notes	2025 $'000	2024 $'000
CASH & EQUIVALENT ASSETS			
Cash on Hand and at Bank		**14**	40
Short Term Deposits & Bills, etc		**2**	11
		16	51
TRADE & OTHER RECEIVABLES			
Debtors - general		**4**	27
GST Recoupment		**-**	5
Prepayments		**-**	3
Total		**4**	35
Less: Provision for expected credit losses		**(1)**	-
		3	35

Note 5 - NON-CURRENT ASSETS

	Notes	2025 $'000	2024 $'000
OTHER NON-CURRENT ASSETS			
Capital Works-in-Progress		**-**	4
		-	4

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Victor Harbor Horse Tram Authority

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 6 - INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT (IPP&E)

	2024 $'000				2025 $'000			
Fair Value Level	Fair Value	Cost	Acc' Dep'n	Carrying Amount	Fair Value	Cost	Acc' Dep'n	Carrying Amount
Plant & Equipment	-	320	(52)	268	-	405	(97)	308
Right of use assets	-	166	(113)	53	-	166	(146)	20
Total IPP&E	-	486	(165)	321	-	571	(243)	328
Comparatives	-	*308*	*(98)*	*210*	-	*486*	*(165)*	*321*

This Note continues on the following pages.

	2024 $'000	Carrying Amounts Movement During the Year $'000								2025 $'000
	Carrying Amount	Additions		Disposals	Dep'n	Impair't	Transfers		Net Reval'n	Carrying Amount
		New / Upgrade	Renewals				In	Out		
Plant & Equipment	268	63	22	-	(45)	-	-	-	-	308
Right of use assets	53	-	-	-	(33)	-	-	-	-	20
Total IPP&E	321	63	22	-	(78)	-	-	-	-	328
Comparatives	*210*	*178*	-	-	*(67)*	-	-	-	-	*321*

This note continues on the following pages.

Victor Harbor Horse Tram Authority

Notes to and forming part of the Financial Statements

for the year ended 30 June 2024

Note 6 (con't) – INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT

Valuation of Assets

General Valuation Principles

Accounting procedure: Upon revaluation, the current new replacement cost and accumulated depreciation are re-stated such that the difference represents the fair value of the asset determined in accordance with AASB 13 *Fair Value Measurement*: accumulated depreciation is taken to be the difference between current new replacement cost and fair value.

Capitalisation thresholds used by the Authority for a representative range of assets are shown below. No capitalisation threshold is applied to the acquisition of land or interests in land.

Software	50,000
Buildings	10,000
Infrastructure	10,000
Major Plant and Equipment	5,000
Minor Plant and Equipment	1,000
IT and Office Equipment	1,000
Furniture and Fittings	1,000
Other	1,000

Estimated Useful Lives: Useful lives are estimated for each individual asset. In estimating useful lives, regard is had to technical and commercial obsolescence, as well as legal and other limitations on continued use. The range of useful lives for a representative range of assets is shown below, although individual assets may have an estimated total useful life of greater or lesser amount:

Plant, Furniture & Equipment	
Café Equipment	5 to 8 years
Office Furniture	5 to 10 years
Vehicles and Road-making Equip	5 years
Other Plant & Equipment	5 to 10 years
Other Assets	
Right-of-use assets (refer Note 12)	5 to 7 years

All assets are recognised at cost.

Victor Harbor Horse Tram Authority

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 7 - LIABILITIES

		2025 $'000		2024 $'000	
TRADE & OTHER PAYABLES	**Notes**	**Current**	**Non-current**	Current	Non-current
Goods & Services		**38**	**-**	-	-
Accrued expenses - employee entitlements		**37**	**-**	24	-
Accrued expenses - other		**10**	**-**	16	-
GST Payable		**8**	**-**	-	-
		93	**-**	40	-
BORROWINGS					
Loans		**-**	**290**	-	200
Leases Liabilities	12	**19**	**-**	34	20
		19	**290**	34	220

All interest bearing liabilities are secured over the future revenues of the Authority.

PROVISIONS				
LSL Employee entitlements (including oncosts)	**42**	**30**	49	16
AL Employee entitlements (including oncosts)	**26**	**-**	35	-
	68	**30**	84	16

Movements in Provisions - 2025 year only *(current & non-current)*	*Insurance Losses*	*Future Reinstate-ment*	*Leave & Other Provision*
Opening Balance	-	-	*100*
Add Additional amounts recognised	-	-	*24*
(Less) Payments	-	-	*(26)*
Closing Balance	-	-	*98*

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Victor Harbor Horse Tram Authority

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 8 - RECONCILIATION TO CASH FLOW STATEMENT

(a) Reconciliation of Cash

Cash Assets comprise highly liquid investments with short periods to maturity subject to insignificant risk of changes of value. Cash at the end of the reporting period as shown in the Cash Flow Statement is reconciled to the related items in the Balance Sheet as follows:

	Notes	2025 $'000	2024 $'000
Total cash & equivalent assets	4	16	51
Balances per Cash Flow Statement		16	51

(b) Reconciliation of Change in Net Assets to Cash from Operating Activities

Net Surplus (Deficit)	(170)	(150)
Non-cash items in Income Statement		
Depreciation, amortisation & impairment	78	67
Net increase (decrease) in unpaid employee benefits	11	28
Change in allowances for under-recovery	1	-
	(80)	(55)
Add (Less): Changes in Net Current Assets		
Net (increase) decrease in receivables	39	(17)
Net increase (decrease) in trade & other payables	32	(23)
Net Cash provided by (or used in) operations	(9)	(95)

(c) Financing Arrangements

Unrestricted access was available at balance date to the following lines of credit:

Bank Overdrafts		
Corporate Credit Cards	3	3
LGFA Cash Advance Debenture facility	10	-

The bank overdraft facilities may be drawn at any time and may be terminated by the bank without notice.

Victor Harbor Horse Tram Authority

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 9 - FINANCIAL INSTRUMENTS

All financial instruments are categorised as *loans and receivables.*

Accounting Policies - Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits

Accounting Policy: initially recognised at fair value and subsequently measured at amortised cost, interest is recognised when earned

Terms & conditions: Short term deposits have average interest rates of 4.54% (2024: 4.52%).

Carrying amount: approximates fair value due to the short term to maturity.

Receivables - Fees & other charges

Accounting Policy: initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method

Terms & conditions: Unsecured, and do not bear interest. Although the Authority is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Authority's boundaries.

Carrying amount: approximates fair value (after deduction of any allowance).

Liabilities - Creditors and Accruals

Accounting Policy: Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Authority.

Terms & conditions: Liabilities are normally settled on 30 day terms.

Carrying amount: approximates fair value.

Liabilities - Finance Leases

Accounting Policy: accounted for in accordance with AASB 16 as stated in Note 12.

Liquidity Analysis

2025	Due < 1 year	Due > 1 year ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
Financial Assets	$'000	$'000	$'000	$'000	$'000
Cash & Equivalents	16	-	-	16	16
Receivables	3	-	-	3	3
Total	19	-	-	19	19
Financial Liabilities					
Payables	46	-	-	46	46
Lease Liabilities	19	-	-	19	19
Non-Current Borrowings	-	-	290	290	290
Total	65	-	290	355	355

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Victor Harbor Horse Tram Authority

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 9 - FINANCIAL INSTRUMENTS (con't)

2024	Due < 1 year	Due > 1 year; ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
Financial Assets	$'000	$'000	$'000	$'000	$'000
Cash & Equivalents	51	-	-	51	51
Receivables	35	-	-	35	35
Total	86	-	-	86	86
Financial Liabilities					
Payables	-	-	-	-	-
Lease Liabilities	35	20	-	55	54
Non-Current Borrowings	-	-	200	200	200
Total	35	20	200	255	254

Net Fair Value

All carrying values approximate fair value for all recognised financial instruments. There is no recognised market for the financial assets of the Authority.

Risk Exposures:

Credit Risk represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Authority is the carrying amount, net of any impairment. All Authority investments are made with the SA Local Government Finance Authority and are guaranteed by the SA Government. Except as detailed in Note 4 in relation to individual classes of receivables, exposure is concentrated within the Authority's boundaries, and there is no material exposure to any individual debtor.

Market Risk is the risk that fair values of financial assets will fluctuate as a result of changes in market prices. All of the Authority's financial assets are denominated in Australian dollars and are not traded on any market, and hence neither market risk nor currency risk apply.

Liquidity Risk is the risk that the Authority will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Management Policy (LGA Information Paper 15), liabilities have a range of maturity dates. The Authority also has available a range of bank overdraft and standby borrowing facilities that it can access.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. The Authority has a balance of both fixed and variable interest rate borrowings and investments. Cash flow fluctuations are managed holistically in seeking to minimise interest costs over the longer term in a risk averse manner.

Victor Harbor Horse Tram Authority

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 10 - FINANCIAL INDICATORS

These Financial Indicators have been calculated in accordance with *Information Paper 9 - Local Government Financial Indicators* prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia. Detailed methods of calculation are set out in the SA Model Statements.

	2025	2024	2023
Operating Surplus Ratio			
Operating Surplus / Total Operating Income	-12.2%	-11.7%	11.7%

This ratio expresses the operating surplus as a percentage of total operating revenue.

Net Financial Liabilities Ratio			
Net Financial Liabilities / Total Operating Income	35%	24%	3%

Net Financial Liabilities are defined as total liabilities less financial assets. These are expressed as a percentage of total operating revenue.

Adjusted Operating Surplus Ratio	-12.2%	-11.7%	11.7%
Adjusted Net Financial Liabilities Ratio	35%	24%	3%

Asset Renewal Funding Ratio			
Outlays on Existing Assets / Asset Renewals - IAMP	**80%**	0%	0%

Asset renewals expenditure is defined as capital expenditure on the renewal and replacement of existing assets relative to the optimal level planned, and excludes new capital expenditure on the acquisition of additional assets.

Victor Harbor Horse Tram Authority

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 11 - UNIFORM PRESENTATION OF FINANCES

The following is a detailed summary of both operating and capital investment activities of the Authority prepared on a modified Uniform Presentation Framework basis, adjusted for timing differences associated with prepaid Federal assistance Grants required to be recognised as revenue on receipt in accordance with Australian Accounting Standards.

All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.

The arrangements ensure that all local government organisations provide a common 'core' of financial information, which enables meaningful comparisons of their finances.

	2025 $'000	2024 $'000
Income		
User charges	968	870
Other income	422	408
	1,390	1,278
Expenses		
Employee costs	(967)	(883)
Materials, contracts and other expenses	(497)	(468)
Depreciation, amortisation and impairment	(78)	(67)
Finance costs	(18)	(12)
	(1,560)	(1,428)
Operating Surplus / (Deficit)	(170)	(150)
Net Outlays on Existing Assets		
Capital Expenditure on renewal and replacement of Existing Assets	(22)	-
Add back Depreciation, Amortisation and Impairment	78	67
	56	67
Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets *(including investment property & real estate developments)*	(59)	(182)
Finance Lease Payments for Right of Use Assets	(35)	(33)
	(94)	(215)
Adjusted Annual Net Impact to Financing Activities surplus/ (deficit)	(208)	(298)

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Victor Harbor Horse Tram Authority

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 12 - LEASES

Authority as a Lessee

Right of Use Assets

The Authority has entered into a hire agreement with the City of Victor Harbor for the use of plant and equipment used in the delivery of horse tram services.

Set out below are the carrying amounts (written down value) of right of use assets recognised within Infrastructure Propery, Plant & Equipment and the movements during the period:

Right of Use Assets *(Carrying Value)*	**Plant, Machinery & Equipment**	**Total**
At 1 July 2024	**53**	**53**
Depreciation Charge	**(33)**	**(33)**
At 30 June 2025	**20**	**20**

Set out below are the carrying amounts of lease liabilities (including under interest bearing loans and borrowings) and the movements during the period:

	2025
Opening Balance 1 July 2024	54
Payments	**(35)**
Closing Balance 30 June 2025	**19**
Current	19
Non Current	-

The maturity analysis of lease liabilities is included in Note 9.

The Authority had total cash outflows for leases of $35,000

The following are amounts recognised on profit or loss:

Depreciation expense right of use assets	33
Interest expense on lease liabilities	1
Expenses relating to short term leases	11
Total amount recognised in profit and loss	45

Victor Harbor Horse Tram Authority

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 13 – SUPERANNUATION

The Authority makes employer superannuation contributions in respect of its employees to Hostplus (formerly Local Government Superannuation Scheme and Statewide Super). There are two types of membership, each of which is funded differently. Permanent and contract employees of the South Australian Local Government sector with Salarylink benefits prior to 24 November 2009 have the option to contribute to the Accumulation section and/or Salarylink. All other employees (including casuals) have all contributions allocated to the Accumulation section.

Accumulation only Members

Accumulation only members receive both employer and employee contributions on a progressive basis. Employer contributions are based on a fixed percentage of ordinary time earnings in accordance with superannuation guarantee legislation (11.5% in 2024-25; 11% in 2023-24). No further liability accrues to the Authority as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

Salarylink (Defined Benefit Fund) Members

Salarylink is a defined benefit scheme where the benefit payable is based on a formula determined by the member's contribution rate, number of years and level of contribution and final average salary. The Authority makes employer contributions to Salarylink as determined by the Fund's Trustee based on advice from the appointed Actuary. The rate is currently 6.3% (6.3% in 2023-24) of "superannuation" salary.

In addition, the Authority makes a separate contribution of 3% of ordinary time earnings for Salarylink members to their Accumulation account. Employees also make member contributions to the Salarylink section of the Fund. As such, assets accumulate in the Salarylink section of the Fund to meet the member's benefits, as defined in the Trust Deed, as they accrue.

The Salarylink section is a multi-employer sponsored plan. As the Salarylink section's assets and liabilities are pooled and are not allocated by each employer, and employees may transfer to another employer within the local government sector and retain membership of the Fund, the Actuary is unable to allocate benefit liabilities, assets and costs between employers. As provided by AASB 119.34(a), the Authority does not use defined benefit accounting for these contributions.

The most recent actuarial investigation was conducted by the Fund's actuary, Louise Campbell, FIAA, of Willis Towers Watson as at 30 June 2023. The Trustee has determined that the current funding arrangements are adequate for the expected Salarylink liabilities. However, future financial and economic circumstances may require changes to Authority's contribution rates at some future time.

Contributions to Other Superannuation Schemes

The Authority also makes contributions to other superannuation schemes selected by employees under the "choice of fund" legislation. All such schemes are of the accumulation type, where the superannuation benefits accruing to the employee are represented by their share of the net assets of the scheme, and no further liability attaches to the Authority.

Victor Harbor Horse Tram Authority

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 14 - RELATED PARTY DISCLOSURES

KEY MANAGEMENT PERSONNEL

The Key Management Personnel of the Authority include the Members of the Board, CEO and certain prescribed officers under section 112 of the Local Government Act 1999.
In all, 5 persons were paid the following total compensation:

	2025	2024
	$	$
Salaries, allowances & other short term benefits	**150**	**145**
Post-employment benefits	**13**	**12**
Long term benefits	**3**	3
TOTAL	**166**	160

Allowances / benefits incurred in the ordinary course of performing the KMPs role, and amounts paid as direct reimbursement of expenses incurred on behalf of the Authority have not been included above.

PARTIES RELATED TO KEY MANAGEMENT PERSONNEL

No key management personnel or parties related to them had any transactions during the year on terms more favourable than those available to the general public.

Related Party Entities	**Sale of Goods & Services $'000**	**Amounts Outstanding from Related Parties $'000**	**Description of Services Provided to Related Parties**
City of Victor Harbor	365	-	Provision of Horse Tram Services to local community

The Related Parties disclosed is the 100% equity owner of the Authority and are referred to as the Member Council. The member Council has 100% control and influence on the financial and operating decisions of the Authority.

Galpins

Accountants, Auditors
& Business Consultants

CHARTERED ACCOUNTANTS™
AUSTRALIA + NEW ZEALAND

INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL REPORT

To the members of the Victor Harbor Horse Tram Authority

Report on the Audit of the Financial Report

Opinion

We have audited the accompanying financial report of the Victor Harbor Horse Tram Authority (the Authority), which comprises the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity and cash flow statement for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial report presents fairly, in all material aspects, the financial position of the Authority as at 30 June 2025, and its financial performance and its cash flows for the year then ended in accordance with the Australian Accounting Standards, Local Government Act 1999 and Local Government (Financial Management) Regulations 2011.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Authority in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter – Economic Dependence

We draw attention to note 1.10 of the financial report, which describes that the Authority is economically dependent on City of Victor Harbor contributed income to fund the cost of its operations. Our opinion is not modified in respect of this matter.

Authority's Responsibility for the Financial Report

The Authority is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations), the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 and for such internal control as the Authority determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Authority is responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Authority either intends to liquidate the Authority or to cease operations, or has no realistic alternative but to do so. Those charged with governance are responsible for overseeing the Authority's financial reporting process.

Mount Gambier
233 Commercial Street West
PO Box 246, Mount Gambier SA 5290
P: (08) 8725 3068
F: (08) 8724 9553
E: admin@galpins.com.au

Stirling
Unit 4, 3-5 Mount Barker Road
PO Box 727, Stirling SA 5152
P: (08) 8339 1255
F: (08) 8339 1266
E: stirling@galpins.com.au

Norwood
3 Kensington Road, Norwood SA 5067
PO Box 4067, Norwood South SA 5067
P: (08) 8332 3433
E: norwood@galpins.com.au

W: www.galpins.com.au

Galpins Trading Pty Ltd
ABN: 89 656 702 886

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Auditor's Responsibility for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit of the financial report in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit of the financial report in order to design audit procedures that are appropriate in the circumstances.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of the Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Authority's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Authority to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS

Tim Muhlhausler CA, Registered Company Auditor
Director

29 / 09 / 2025

Victor Harbor Horse Tram Authority
Annual Financial Statements
for the year ended 30 June 2025

CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of Victor Harbor Horse Tram Authority for the year ended 30 June 2025, the Authority's Auditor, Galpins, has maintained its independence in accordance with the requirements of the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.

Megan Whibley	John Morgan
General Manager	Audit Committee Chair

Date: 24.9.2025

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STATEMENT BY AUDITOR

I confirm that, for the audit of the financial statements of Victor Harbor Horse Tram Authority for year ended 30 June 2025, I have maintained my independence in accordance with the requirements of APES 110 – Code of Ethics for Professional Accountants (including Independence Standards), Part 4A, published by the Accounting Professional and Ethical Standards Board, in accordance with the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22 (5) Local Government (Financial Management) Regulations 2011

Tim Muhlhausler
Galpins

Dated this 29th day of September 2025.

Annual Report 2024 - 2025

Southern & Hills LGA

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This document is the Annual Report of the Southern and Hills Local Government Association for the period 1 July 2024 to 30 June 2025 and was prepared pursuant to the *Local Government Act 1999* to report to Constituent Councils on the work and operation of the Association for the preceding financial year.

Southern and Hills Local Government Association

The Southern and Hills Local Government Association (SHLGA) was first formed in July 1969 and is now established as a Regional Subsidiary under the *Local Government Act 1999*.

SHLGA operates under its Charter and exists to enable our Constituent Councils to work together to improve the quality of life for their communities, enhance the prosperity of the region and improve performance. We do this by:

Advocating:	**Influencing issues of significance to our region**
Sharing:	**Collaborating on mattes of common interest**
Delivering:	**Coordinating the delivery of services or projects that meet regional needs or advance regional priorities**

Our six councils are in the Adelaide Hills, Fleurieu Peninsula and Kangaroo Island and collectively comprise what is known as the 'Southern and Hills' region. Our region is incredibly diverse, from peri-urban foothills to fast-growing regional cities and centres, to high value primary production and pristine natural wilderness. The Southern and Hills region offers a great local lifestyle at all stages of life, and attracts domestic and international visitors to its renown wine regions, national parks, lakes, surf coasts, rivers, plains, mountains, and historic areas.

Southern and Hills Region Snapshot

Area of 8,656km²

Home to 145,351 people

21.2% of the population were born overseas

Median age of 47 years

Supporting 42,590 jobs

Annual economic output of $14 billion

Gross Regional Product of $7.15 billion

Regional exports of $3.6 billion

3.8 million annual day trips

1.1 million overnight stays

652km of ocean coastline

5,539km of local roads

Diverse primary production sector

2024 – 2025 SHLGA Highlights

$2.283M Special Local Road Program funding for the region

SHLGA Governance and Administration Review completed

Implementation and monitoring of SHLGA Regional Public Health and Wellbeing Plan

Review and update of regional roads database to support road funding grants and advocacy

Supported development of Resilient Hills and Coasts new Regional Climate Action Plan

Submission to SA Parliament Short Stay Accomodation Inquiry

President's Report

It is my pleasure to present the 2024–2025 Annual Report of the Southern and Hills Local Government Association (SHLGA). This report reflects a year of collaboration and shared achievement across our Member Councils as we continue to work together for the benefit of the communities we serve.

One of the Association's greatest strengths remains the ability to bring councils and stakeholders together to share knowledge, align priorities, and present a united position to state and federal governments. In 2024–2025, SHLGA facilitated constructive discussion on transport planning and road funding, community wellbeing, climate change, and strengthening local government. By leveraging our collective expertise we have achieved stronger outcomes than any one council could alone.

Our councils face diverse challenges, from the pressures of urban growth and increased infrastructure demand to the specific needs of smaller rural and hills communities. SHLGA has worked across these different contexts to support improved planning coordination and advocate for investment in local roads, transport links and public transport. The Association has also advanced initiatives in building resilience, recognising that bushfire risk, heatwaves, and changing rainfall patterns present ongoing challenges for the health, wellbeing and prosperity of our region.

This has also been a year of reflection and renewal, as our member councils considered the role, structure, and future direction of the Association.

Through this process SHLGA adopted a renewed purpose.

We exist to work together to improve the quality of life for our communities, enhance the prosperity of the region, and improve performance.

As we look to the year ahead, SHLGA remains committed to strengthening regional collaboration and delivering value to our member councils. Our priorities will focus on advocating, sharing, and delivering to ensure that local government remains a trusted and capable partner in addressing the challenges and opportunities facing our region's communities.

I wish to thank our Member Councils, Board Members, Committee Members and partner organisations for their commitment and contributions throughout the year. I also acknowledge the dedicated work of our former SHLGA Executive Officer, Graeme Martin, Interim Executive Officer, Alison Hancock and all support staff whose efforts ensure that the Association continues to deliver strong outcomes for our region.

Mayor Moira Jenkins
President, Southern and Hills Local Government Association

The SHLGA Board

The SHLGA Board comprises two nominated representatives from each of the Constituent Councils and is chaired by the SHLGA President. Each Constituent Council may also nominate a Deputy Board Member. The Board is responsible for the administration of the affairs of the Association.

The Board has appointed a Management Committee comprising the SHLGA President and Deputy President and the CEOs of their respective Councils. The Management Committee supports the work of the Association by working with the Executive Officer to review and monitor the progress of the Business Plan.

SHLGA Board Members

Board membership and Office Bearers as at 30 June 2025.

Council	Board Members	Deputy Board Members
Adelaide Hills Council	Acting Mayor Nathan Daniels[1] (SHLGA Deputy President) CEO Greg Georgopoulos (SHLGA Management Committee)	Councillor Kirsty Parkin
Alexandrina Council	Mayor Keith Parkes CEO Andrew MacDonald	Deputy Mayor Peter Oliver
Kangaroo Island Council	Mayor Michael Pengilly CEO Daryl Buckingham	Deputy Mayor Richard Cotterill
Mount Barker District Council	Mayor David Leach CEO Andrew Stuart	Councillor Rebecca Hewettt
City of Victor Harbor	Mayor Moira Jenkins (SHLGA President) CEO Victoria MacKirdy (SHLGA Management Committee)	
District Council of Yankalilla	Mayor Darryl Houston CEO Nathan Cunningham	Deputy Mayor David Olsson

SHLGA recognises and thanks all current and former Board Members and Deputy Board Members who served on the Board and as Office Bearers during 2024 – 2025.

[1] Mayor Jan-Claire Wisdom was an Adelaide Hills Council appointed Board Member until November 2024

Board Meetings

The Board met five during 2024 – 25 with meetings rotating between Constituent Councils.

23 August 2024 – Mt Barker District Council

18 October 2024 – District Council of Yankalilla

6 December 2024 – City of Victor Harbor

28 February 2025 – Kangaroo Island Council

11 April 2025 – Adelaide Hills Council

SAROC Committee

Two Board Members are elected to represent the Southern and Hills region on the South Australian Regional Organisation of Councils (SAROC) Committee of LGA South Australia. The SAROC Committee meets bi-monthly and provides an important opportunity to raise and progress matters of importance to SHLGA Members.

SAROC representatives as at 30 June 2025.

Council	SAROC Representation
City of Victor Harbor	Mayor Moira Jenkins
District Council of Yankalilla	Mayor Darryl Houston

South Australian Coastal Council Alliance (SACCA) Executive Committee

The South Australian Coastal Councils Alliance (SACCA) is a collaborative network formed in 2019 to advocate for coastal councils and address challenges related to coastal management in South Australia. SACCA is governed by an executive committee consisting of elected members from coastal Councils from across the State, including a member and proxy member elected by SHLGA.

SACCA representatives as at 30 June 2025.

Council	SACCA Representation
Alexandrina Council	Mayor Keith Parkes (SACCA Chairperson)
District Council of Yankalilla	Mayor Darryl Houston (Proxy)

SHLGA Committees and Working Groups

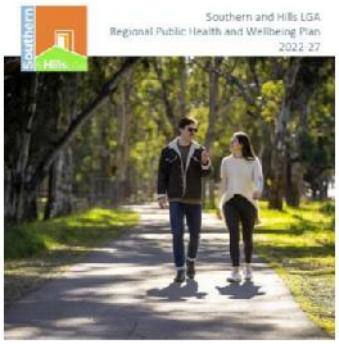
The SHLGA Board is supported by Committees and Working Groups established to progress regional priorities with input and oversight from subject matter experts from Member Councils and partner organisations.

The SHLGA Executive Officer manages liaison between the SGLGA Board and Committees by attending and contributing to meetings and reporting progress and outcomes through to the Board.

The following summaries provide an overview of the important work of SHLGA Committees and Working Groups throughout 2024-2025.

SHLGA Regional Public Health Plan Working Group

The six SHLGA Member Councils have jointly prepared a *Regional Public Health and Wellbeing Plan 2022 – 2027*. The Working Group is established to support the implementation, monitoring, and reporting of the Plan and to identify opportunities to build awareness of and advocate for the health and wellbeing needs of the region's communities.

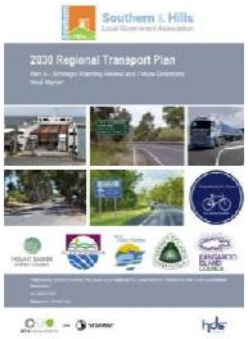


The Working Group met twice during 2024-2025 and key focus areas and outcomes included hoarding and squalor support, emerging public health issues, urban heat island mitigation and emergency management planning.

Regional Health Plan Working Group Membership as at 30 June 2025.

Council	SHLGA Regional Public Health Plan Working Group Members
Adelaide Hills Council	Rebecca Shepherd, Alexis Black, Stewart West
Alexandrina Council	Kylie Markow, Tony Pearson
Kangaroo Island Council	Elizabeth Trethewey
Mount Barker District Council	Jamie Tann, Anne Ross, Egon Loh
City of Victor Harbor	Leann Symonds (Chair)
District Council of Yankalilla	Tia Russell, Kim Vivian
LGA South Australia	Belinda Tassone, Charlie Sherridan

Southern and Hills Roads Working Party



SHLGA Member Councils work collaboratively, taking a regional approach to transport planning and coordinating funding applications based on the region's strategic road priorities. The Roads Working Party, comprising the principal roads manager from each Member Council and an external transport engineering advisor, is formed to provide a forum for networking, support and exchange of ideas around local government responding to transport needs.

The Roads Working Party met three times in 2024-25 and key focus areas and outcomes included:

- Monitoring the implementation of the SHLGA 2030 Regional Transport Plan
- Prioritising and recommending Special Local Road Program funding applications with a total value of $2.283 million for the region:
  - Finniss Vale Drive (District Council of Yankalilla) $ 533,000
  - Bollen Road (Mount Barker District Council) $1,500,000
  - South Coast Freight Corridor (City of Victor Harbor) $250,000
- Maintained the regional roads database, which is used to prioritise applications for regional road funding.

Roads Working Party Group Membership as at 30 June 2025.

Council	Roads Working Party Group Members
Alexandrina Council	Jonathon Smyth
Kangaroo Island Council	Yarran Iversen
Mount Barker District Council	Matthew Dawkins
City of Victor Harbor	Jodi Roberts
District Council of Yankalilla	Mark Gibson
HDS Australia	Tim Viner-Smith

Resilient Hills and Coasts Steering Committee

The Resilient Hills and Coast is a cross-sector climate resilience partnership aimed at strengthening the climate resilience of our communities, economies and natural and built environments. All SHLGA Member Councils are involved and the partnership was auspiced by SHLGA until October 2024. During 2024-2025 the Steering Committee, comprising representatives from each of the sector agreement partner organisations, finalised the development of a new Regional Climate Action Plan and Sector Agreement, which was signed in February 2025. SHLGA is not a signatory to the new Agreement due to resourcing constraints and other partners being better positioned to lead this important work for the region.

Resilient Hills and Coasts and the associated Steering Committee is now auspiced by RDA Adelaide Hills, Fleurieu and Kangaroo Island.

2024 – 2025 SHLGA Actions and Outcomes

Throughout the year SHLGA remained focussed on delivering the actions and outcomes set out in the 2021-2025 Business Plan and 2024-2025 Action Plan. This section of the Annual Report outlines the highlights under the six SHLGA priorities areas.

Funding and Sustainability

Focus areas of the 2024-2025 Action Plan included influencing Local Government reform, seeking external funding for projects and programs, and reviewing decision making and priority setting processes.

2024 – 2025 Highlights:

- Participating in sector-wide decision making through our nominated representatives to the SAROC Committee.
- Regular attendance of LGA Board Members and senior officers at SHLGA Board Meetings to discuss and influence sector-wide reform matters.
- Secured a $40,000 Regional Capacity Grant from the Local Government Research and Development Scheme to progress regional transport and climate change initiatives.
- Made a regional submission to the Legislative Council Select Committee on Short-Stay Accommodation about the impact on regional tourism areas.
- Sharing information with councils about opportunities to access external grant funding programs.

Natural Environment

Focus areas of the 2024-2025 Action Plan included continuing to implement actions from the regional Climate Adaptation Plan, developing a new Resilient Hills and Coast Plan, and maintaining a strong relationship with the region's two Landscape Boards.

2024 – 2025 Highlights:

- Supported the Resilient Hills and Coasts 2024 Back Cast Report prepared by the Resilient Hills and Coasts Coordinator to provide background, context and evidence to support a new regional Climate Adaptation Plan.
- Contributed Regional Capacity Building Funding to support engagement with Resilient Hills and Coasts partners on the development of the new regional Climate Adaptation Plan.
- Supported the transfer of auspicing arrangements for Resilient Hills and Coasts from SHLGA to RDA AHFKI.
- Regular attendance of Landscape Board representatives at SHLGA Board Meetings to discuss and influence common matters of interest.
- First local government region in South Australia to start advocating via SACCA and the LGA on behalf on communities and industries for support with the impact of the Harmful Algal Bloom.
- Received a presentation from the Campbelltown City Council about investigating a retail power purchase agreement with a renewable energy focus.

Built Environment

Focus areas of the 2024-2025 Action Plan included continuing to implement actions from the 2030 Regional Transport Plan, Special Local Roads Program submissions, joint advocacy with RDA on regional transport and infrastructure investment, and regional housing issues.

2024 – 2025 Highlights:

- Secured $2.283 million of Special Local Roads Funding for the region.
- Completed a review and update of the SHLGA Regional Roads Database to support regional prioritisation of future Special Local Roads Program funding applications.
- Supported the SHLGA Roads Working Party to deliver against its Terms of Reference.
- Engaged HDS Australia to provide transport planning expertise to support implementation of the 2030 Transport Plan and deliver valuable road funding outcomes to SHLGA councils.
- Continued a close working relationship with RDA AHFKI through the RDA Regional Roadmap and Regional Infrastructure Plan Technical Reference Group and SHLGA Board Meetings.
- Received a presentation from the Department of Transport and Infrastructure on the State Government's 30-Year Transport Strategy and advocated for the region's transport priorities, including the South Coast Freight Route.
- Received a presentation from Mount Barker District Council on investigation of a shared regional dog and cat impounding and rehoming facility and service.

Healthy Communities

Focus areas of the 2024-2025 Action Plan included continuing to implement and monitor the SHLGA Regional Public Health Plan, collect and collate data for Community Wellbeing Indicators, and have input to the sector-wide Hoarding and Squalor Strategy.

2024 – 2025 Highlights:

- Supported councils in completing comprehensive reports for the Regional Public Health Plan.
- Continued to facilitate coordinated approach to public health planning across the region through the Regional Public Health Plan Working Group. The Working Group:
  - Provided support to councils in addressing hoarding and squalor issues, including guidance on resolving severe domestic squalor situations and potential training options for staff to deal with these complex public health matters.
  - Identified and addressed emerging public health concerns including species loss through remnant vegetation decline
  - Assessed health impacts of increased urbanisation on community wellbeing and led initiatives to increase urban tree canopy cover to reduce heat island effects.
  - Implemented tree planting programs that simultaneously address climate adaptation and biodiversity enhancement
  - Developed and published a publicly available Key Hazards and Risks Summary Emergency Management Plan incorporating bushfire preparedness
  - Established clear protocols for council's support role to the Country Fire Service as the lead control agency
  - Implemented proactive bushfire preparedness through hazard reduction clearing and community education programs
  - Coordinated communications support with control agencies during emergency situations
  - Facilitated community engagement through the third annual Youth Climate Change Summit.
  - Supported active involvement of young people in local climate action and leadership development
  - Advanced the "Greenify" initiative through strategic native vegetation management
  - Expanded tree coverage through coordinated parks, gardens, revegetation and street tree programs and investigated establishment of native and community gardens
  - Maintained ongoing partnerships with community environmental groups

Profile and Relationships

Focus areas of the 2024-2025 Action Plan included building relationships with Members of Parliament, updating and maintaining the SHLGA website, formalising relationships with key stakeholders, and developing an Advocacy Framework.

2024 – 2025 Highlights:

- Attendance by key stakeholders at SHLGA Board Meetings and regional events to facilitate engagement.
- Completed a governance review to refocus the SHLGA purpose on advocating, sharing and delivering.
- Commenced work on a new Advocacy Framework, with further progress to be made in 2025-2026.
- Undertook regular website updates to ensure members and stakeholders have access to important information about SHLGA activities and finances.
- Participated in Regional LGA Executive Officer Management Group meetings to build relationships and enhance engagement across the sector.

Corporate Performance

Focus areas of the 2024-2025 Action Plan included ensuring compliance with statutory requirements, reviewing the SHLGA management and administration model and developing a new Strategic Plan and Business Plan.

2024 – 2025 Highlights:

- Completed a comprehensive governance and administration review of the Association (led by BRM Advisory) and adopted a new purpose statement and management model.
- Appointed an Interim Executive Officer and corporate support from the Mount Barker District Council to support the transition to a new management model.
- Commenced the recruitment of a 0.5FTE Executive Officer in a strategically focussed role and sought Expressions of Interest from organisations to provide corporate support services.
- Completed a tender process for SHLGA banking services.
- Complied with all reporting requirements under the *Local Government Act 1999* and the SHLGA Charter.

2024 – 2025

Financial Statements

Southern & Hills LGA

SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION

FINANCIAL STATEMENTS

Statement of Comprehensive Income for the Year Ended 30th June 2025

	Notes	2025 $	2024 $
Income			
Subscriptions	1.8	141,680	139,880
Operating Grants	2.2	40,000	40,000
Investment Income	1.7	6,766	10,108
Other		39,850	178,614
Total Income		228,296	368,602
Expenditure			
Employee Costs		42,391	162,893
Materials, Contracts and other expenses	3	167,992	187,628
Finance Charges		5,700	3,450
Total Expenditure		216,083	353,971
Surplus (Deficit) from Operations		**12,213**	**14,631**

The above Income Statement should be read in conjunction with the accompanying notes

SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION

Balance Sheet as at 30th June 2025

	Notes	2025 $	2024 $
Current Assets			
Investments		145,303	189,287
Accrued Income		402	
Prepayments		2,101	0
Total Current Assets		147,806	189,287
Current Liabilities			
Accounts Payable		15,813	16,500
Accrued Expenses		14,779	0
Deferred Income		0	11,000
GST		(11,768)	(8,012)
PAYG Payable		0	3,100
Employee provisions		0	46,358
Rounding		0	(15)
Superannuation payable		0	3,587
Total Current Liabilities		18,824	72,518
Net Current Assets		128,982	116,769
Net Assets		**128,982**	**116,769**
Equity			
Accumulated Surplus		128,982	116,769
Total Equity		**128,982**	**116,769**

The above Balance Sheet should be read in conjunction with the accompanying notes

SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION

Statement of Changes in Equity for the Year Ended 30th June 2025

	Notes	2025 $	2024 $
Accumulated Surplus			
Balance at beginning of period		116,769	108,702
Adjustments made to reconcile GST from prior years		0	(10,122)
Adjustments made to reconcile PAYG from prior years		0	2,300
Adjustments made to reconcile Wages Payable from prior years		0	1,258
Net Surplus / (Deficit)		12,213	14,631
Balance at end of period		128,982	116,769
Total Equity		**128,982**	**116,769**

The above Statement of Change in Equity should be read in conjunction with the accompanying notes

SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION

Statement of Cash Flows for the Year Ended 30th June 2025

	Notes	2025 $	2024 $
Cash Flows from Operating Activities			
Receipts		249,349	351,325
Payments		(300,099)	(327,438)
Interest Receipts		6,766	10,109
Net Cash Provided by (Used in) Operating Activities		(43,984)	33,996
Net increase/(decrease) in Cash Held		**(43,984)**	**33,996**
Cash at the beginning of the reporting period		**189,287**	**155,291**
Cash at the end of the reporting period		**145,303**	**189,287**

Reconciliation of Change in Net Assets to Cash from operating activities

	2025 $	2024 $
Net Surplus	12,213	14,631
Decrease / (Increase) in Provisions	(53,045)	10,189
Decrease / (Increase) in Debtors	(2,503)	8,835
(Decrease) / Increase in Accounts Payable	(687)	6,668
(Decrease) / Increase in Grants in Advance	0	(16,000)
Increase / (Decrease) in GST	(3,756)	0
Increase / (Decrease) in Trade and Other Payables	3,794	9,675
Net Cash provided by Operating Activities	**(43,984)**	**33,996**

The above Statement of cash Flows should be read in conjunction with the accompanying notes

SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

Note 1 - Significant Accounting Policies

The principal accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

The financial report was authorised for issue by certificate under regulation 14 of the *Local Government (Financial Management) Regulations 2011 dated 16 September 2025.*

1 Basis of Preparation

1.1 Compliance with Australian Accounting Standards

This general-purpose financial report has been prepared in accordance with Australian Accounting Standards as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board, interpretations and relevant South Australian legislation

The Southern & Hills Local Government Association is a Regional Subsidiary under Section 43 and Schedule 2 of the Local Government Act 1999. The Constituent Councils are the Adelaide Hills Council, Alexandrina Council, Kangaroo Island Council, Mt Barker District Council, City of Victor Harbor and District Council of Yankalilla.

All funds received and expended by the Association have been included in the financial statements forming part of this financial report.

1.2 Historical Cost Convention

Except where stated below, these financial statements have been prepared in accordance with the historical cost convention.

1.3 Critical Accounting Estimates

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates and requires management to exercise its judgement in applying the Authority's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of this note.

1.4 Rounding

All amounts in the financial statements have been rounded to the nearest dollar

1.5 Non-Current Assets and Non-Current Liabilities

The Association has nil non-current assets or non-current liabilities.

1.6 Employees

The Association has one employee having converted the CEO from contractor to employee in February 2019.

1.7 Investments

Investments are valued at cost. Interest revenues are recognised as they accrue.

SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

1.8 Subscriptions

Clause 6 of the Charter of the Association prescribes that subscriptions (not levies) by Constituent Councils are equal. The Charter has since been amended in January 2022 allowing flexible subscriptions.

Constituent Council Subscription 2025	$22,000
Constituent Council Subscription 2024	$21,700

1.9 Income recognition

The Association recognises revenue under AASB 1058 *Income of Not-for-Profit Entities* (AASB 1058) or AASB 15 *Revenue from Contracts with Customers* (AASB 15) when appropriate. In cases where there is an 'enforceable' contract with a customer with 'sufficiently specific' performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied (i.e. when it transfers control of a product or service to a customer). Revenue is measured based on the consideration to which the Association expects to be entitled in a contract with a customer. In other cases, AASB 1058 applies when the Association enters into transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives. The excess of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately, except in the case where a financial asset has been received to enable the council to acquire or construct a recognisable non-financial asset that is to be controlled by the Association.

1.10 Cash

For purposes of the statement of cash flows, cash includes cash deposits which are readily convertible to cash on hand and which are used in the cash management function on a day to day basis.

1.11 New accounting standards for application in future periods

The Australian Accounting Standards Board has issued new and amended Accounting Standards and interpretations that have mandatory application dates for future periods. The organisation has assessed that it is not expected to be materially impacted by those changes.

2 Functions / Activities of the Association

2.1 Revenues and expenses have been attributed to the following functions / activities, descriptions of which are set out in Note 2.2.

2.2 The activities of the Association are categorised into the following broad functions:

Administration:	The operation of the Office of the Association and its decision making forums.
Special projects:	The research into and implementation of projects prescribed by Acts or regulations or approved by Board decision.

SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Note 2.2 Functions / Activities of the Southern & Hills Local Government Association

Administration

Year	Revenue				Expenses		Surplus (Deficit)
	Grants	Other	Total Revenue	%	Expenses Total	%	
2025	0	188,446	188,446	82.5%	67,469	31.2%	120,977
2024	0	196,509	196,509	53.3%	202,870	57.3%	(6,361)
Projects							
2025	0	39,850	39,850	17.5%	148,614	68.8%	(108,764)
2024	78,500	93,593	172,093	46.7%	151,101	42.7%	20,992
Total							
2025	0	228,296	228,296	100%	216,083	100%	12,213
2024	78,500	290,102	368,602	100%	353,971	100%	14,631

SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

3. Contractual Services

Contractual Services involve payments or liabilities for the external provision of services and include (net of GST):

		2025	2024
Consultants:	HDS Australia Pty Ltd	$2,000	$11,200
	Jack Jensen	$16,995	$99,408
	BRM Advisory	$69,260	$15,000
	Jeff Tate Consulting	$0	$4,200
	Flux Visual	$0	$2,950
	Natalie Iglio	$0	$6,500
	David Bacon	$2,918	$0
	MBDC	$13,968	$0
	Total	$105,141	$139,258
Materials and other expenses		$62,851	$48,370
	Total	**$167,992**	**$187,628**

4. Comparison of Budget and Actual Results

	2025		2024	
	Budget $	Actual $	Budget $	Actual $
Revenue				
Administration	189,680	188,446	187,880	196,509
Projects	33,520	39,850	129,860	172,093
Total Revenue	223,200	228,296	317,740	368,602
Expenditure				
Administration	192,840	67,469	193,327	202,870
Projects	23,250	148,614	114,110	151,101
Total Expenditure	216,090	216,083	307,437	353,971
Surplus (Deficit)	7,110	12,213	10,303	14,631

Southern & Hills Local Government Association – Financial Statements Year Ended 30th June 2024

CERTIFICATION OF FINANCIAL STATEMENTS

We have been authorised by the Southern & Hills Local Government Association to certify the financial statements in their final form. In our opinion:

- the accompanying financial statements comply with the *Local Government Act 1999, Local Government (Financial Management) Regulations 2011* and Australian Accounting Standards.
- the financial statements present a true and fair view of the Association's financial position at 30 June 2025 and the results of its operations and cash flows for the financial year.
- internal controls implemented by the Authority provide a reasonable assurance that the Association's financial records are complete, accurate and reliable and were effective throughout the financial year.
- the financial statements accurately reflect the Association's accounting and other records.

Dated 16 September 2025

Lisa Teburea
EXECUTIVE OFFICER

Mayor Moira Jenkins
PRESIDENT

CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of the Southern & Hills Local Government Association for the year ended 30 June 2024, the Association's Auditor, Accru Harris Orchard, 172 Fullarton Rd, Adelaide, has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.

Dated 16 September 2025

Lisa Teburea
EXECUTIVE OFFICER

Mayor Moira Jenkins
PRESIDENT

Accru+
Harris Orchard

AUDITOR'S INDEPENDENCE DECLARATION

ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 30 JUNE 2025

To the Board Members of Southern & Hills Local Government Association

As lead auditor for the audit of Southern & Hills Local Government Association for the financial year ended 30 June 2025:

I confirm that, for the audit of the financial statements of Southern & Hills Local Government Association for the year ended 30 June 2025, I have maintained my independence in accordance with the requirements of APES 110 – Code of Ethics for Professional Accountants, Section 290, published by the Accounting Professional and Ethical Standards Board, in accordance with the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(5) Local Government (Financial Management) Regulations 2011.

AHO Audit Pty Ltd

AHO AUDIT PTY LTD

LUKE BOLLMEYER
DIRECTOR

Dulwich, 16 September 2025

172 Fullarton Road
Dulwich, South Australia 5065
Australia

Telephone +61 8 8431 1488
Facsimile +61 8 8431 1441
Email dulwich@accruadel.com.au
Web www.accruharrisorchard.com.au

Business + Personal + Financial Solutions
Adelaide + Sydney + Melbourne + Brisbane
Perth + Hobart

Adelaide Offices
Dulwich – Clare

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INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION

Opinion

We have audited the special purpose financial report of Southern & Hills Local Government Association (the "Association"), which comprises the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and director's declaration.

In our opinion, the accompanying financial report of the Association for the year ended 30 June 2025 is prepared, in all material respects, in accordance with Australian Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Association in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Report

Management is responsible for the preparation and fair presentation of the financial report in accordance with the financial reporting requirements of the Australian Accounting Standards and *Local Government Act 1999* and for such internal control as management determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

172 Fullarton Road
Dulwich, South Australia 5065
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Telephone +61 8 8431 1488
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As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.

- Conclude on the appropriateness of the Board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.

- Evaluate the overall presentation, structure, and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

AHO AUDIT PTY LTD

LUKE BOLLMEYER
DIRECTOR

Dulwich, 22 September 2025

Accru+
Harris Orchard

SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION

INDEPENDENT ASSURANCE REPORT

Opinion

We have undertaken a reasonable assurance engagement on the design and the operating effectiveness of controls established by Southern and Hills Local Government Association ('Association') in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities, throughout the period 1 July 2024 to 30 June 2025 relevant to ensuring such transactions have been conducted properly and in accordance with law.

In our opinion, except for the matter described in the Basis for Qualified Opinion paragraph, in all material respects:

(a) The controls established by the Association in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities were suitably designed to ensure such transactions have been conducted properly and in accordance with law; and
(b) The controls operated effectively as designed throughout the period from 1 July 2024 to 30 June 2025.

Basis for Opinion

The Association sought exemption from the requirement in clause 30 of Schedule 2 of the Local Government Act 1999. The Minister granted the exemption on the basis that the Association would periodically review and update its internal controls and encouraged the use of the practical and contemporary guidance material on internal controls issued by the Local Government Association's 'Better Practice Model – Internal Financial Controls'.

The Association's 'Operations Manual – Finance Policy' is available on the Association's website and was last updated in October 2014.

We conducted our engagement in accordance with applicable Australian Standards on Assurance Engagement ASAE 3000 Assurance Engagements Other than Audits or Reviews of Historical Financial Information and ASAE 3150 Assurance Engagement on Controls, issued by the Australian Auditing and Assurance Standards Board, in order to state whether, in all material respects. ASAE 3000 also requires us to comply with the relevant ethical requirements of the Australian professional accounting bodies.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

The Associations Responsibility for Internal Control

The Association is responsible for:

a) The receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities;
b) Identifying the control objectives
c) Identifying the risks that threaten achievement of the control objectives
d) Designing controls to mitigate those risks, so that those risks will not prevent achievement of the identified control objectives; and
e) Operating effectively the controls as designed throughout the period.

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Our Independence and Quality Control

We have complied with the independence and other relevant ethical requirements relating to assurance engagements, and applied Auditing Standard ASQC 1 Quality Control for Firms that Performs Audits and Reviews of Financial Reports and Other Financial Information, and Other Assurance Engagements in undertaking this assurance engagement.

Auditor's Responsibilities

Our responsibility is to express an opinion on the Authority's compliance with Section 125 of the Local Government Act 1999 in relation only to the internal controls established by the Authority to ensure that financial transactions relating to receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities, based on our procedures. Our engagement has been conducted in accordance with applicable Australian Standards on Assurance Engagements ASAE 3000 Assurance Engagements Other than Audits or Reviews of Historical Information and ASAE 3150 Assurance Engagements on Controls, issued by the Australian Auditing and Assurance Standards Board, in order to state whether, in all material respects, the Authority has complied with Section 125 of the Local Government Act 1999 in relation only to the internal controls specified above for the period 1 July 2020 to 30 June 2021. ASAE 3000 also requires us to comply with the relevant ethical requirements for the Australian professional accounting bodies.

Limitations of Controls

Because of the inherent limitations of any internal control structure it is possible that, even if the controls are suitably designed and operating effectively, the control objectives may not be achieved so that fraud, error, or non-compliance with laws and regulations may occur and not be detected. An assurance engagement on controls is not designed to detect all instances of controls operating ineffectively as it is not performed continuously throughout the period and the tests performed are on a sample basis. Any projection of the outcome of the evaluation of controls to future periods is subject to the risk that the controls may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.

Limitations of Use

This report has been prepared for the members of the Authority in Accordance with Section 129 of the Local Government Act 1999 in relation to the Internal Controls Specified above. We disclaim any assumption of responsibility for any reliance on this report to any persons or users other than the members of the Authority, or for any purpose other than which it was prepared.

AHO AUDIT PTY LTD

LUKE BOLLMEYER
DIRECTOR

Dulwich, 22 September 2025

Southern and Hills Local Government Association

Annual Financial Statements

For the Year ending 30 June 2025

CERTIFICATION OF AUDITOR INDEPENDENCE

To be best of our knowledge and belief, we confirm that for the purposes of the audit of the Southern and Hills Local Government Association for the year ended 30 June 2025, the Association's Auditor, Accru Harris Orchard, 172 Fullarton Rd, Adelaide, has maintained its independence in accordance with the requirements of *the Local Government Act 1999* and *Local Government (Financial Management) Regulations 2011* made under that Act.

This Statement is prepared in accordance with Regulation 22(3) of the *Local Government (Financial Management) Regulations 2011*.

Lisa Teburea
SHLGA Executive Officer

Mayor Moira Jenkins
SHLGA President

Greg Georgopoulos
CEO, Adelaide Hills Council

Andrew MacDonald
CEO, Alexandrina Council

Daryl Buckingham
CEO, Kangaroo Island Council

Andrew Stuart
CEO, Mount Barker District Council

Victoria MacKirdy
CEO, City of Victor Harbor

Nathan Cunningham
CEO, District Council of Yankalilla

Southern & Hills LGA

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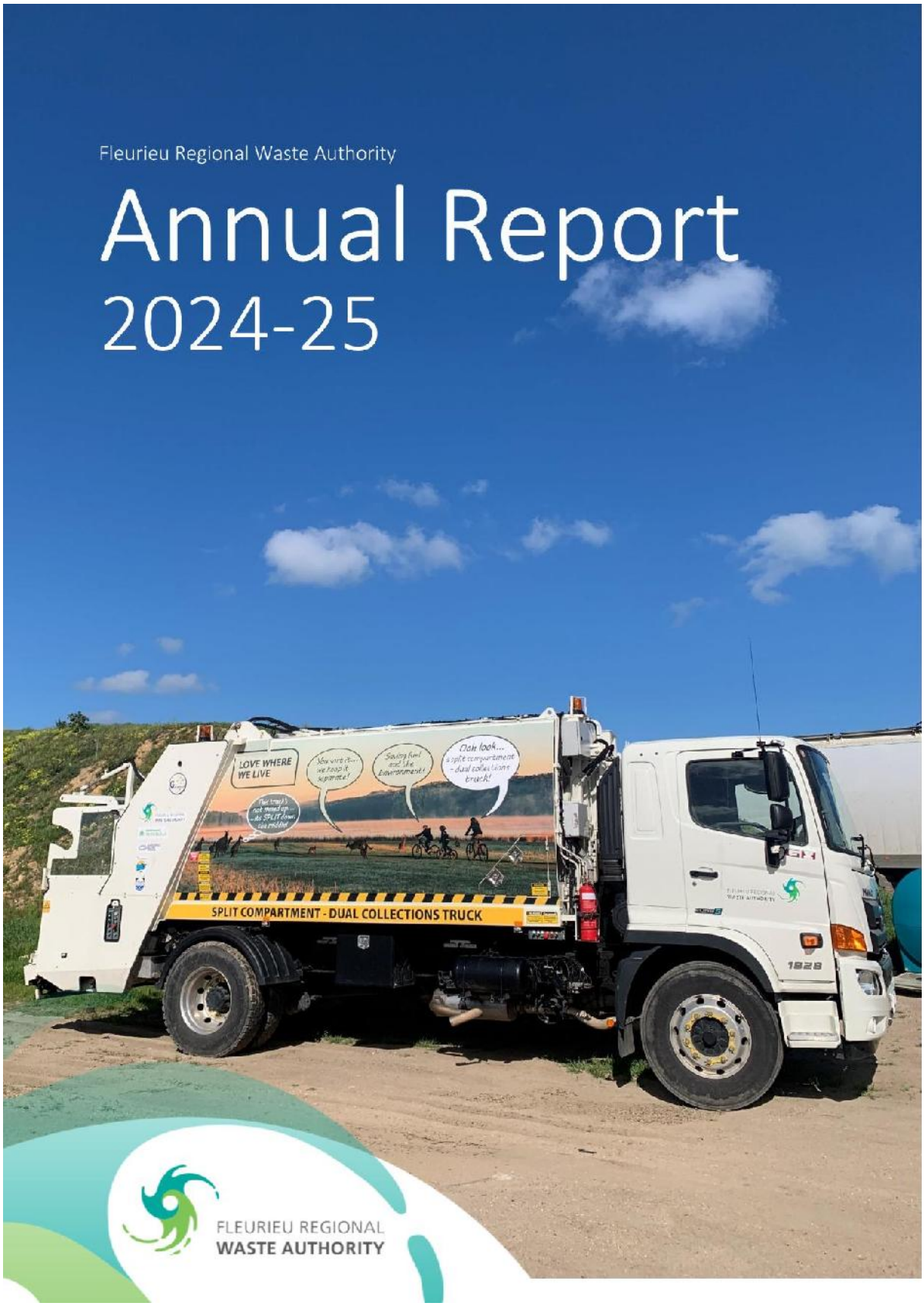
Fleurieu Regional Waste Authority

Annual Report 2024-25



FLEURIEU REGIONAL
WASTE AUTHORITY

FLEURIEU REGIONAL
WASTE AUTHORITY

ALEXANDRINA

city of
Victor Harbor

KANGAROO
ISLAND
COUNCIL

DISTRICT COUNCIL
YANKALILLA

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Message

From the Independent Chairperson

It is my pleasure, in my capacity as the Independent Chairperson of the Board, to present the Fleurieu Regional Waste Authority (FRWA) Annual Report for the 2024–25 financial year.

The waste sector is a dynamic and evolving industry, with new challenges and opportunities constantly emerging—whether through legislative changes, technological advancements, or shifting community expectations. This environment demands that FRWA remains forward-thinking and agile in both planning and operations, underpinned by a progressive risk management framework. I am pleased to observe that with the skills, ethics and commitment of the incredible Board Members and staff of FRWA, these demands are met.

Our Audit & Risk Committee (ARC), led by Peter Fairlie Jones, continues to provide rigorous oversight of our financial and risk management processes. This year, the Committee was strengthened by the addition of FRWA Board Member Jodie Summer from the District Council of Yankalilla. With support from FRWA administration and Local Government Risk Services, the ARC has led the development of Risk Appetite Statements. These statements were thoroughly discussed and debated during a joint meeting of the ARC and the Board. They now add depth to our Risk Management Framework Policy—enabling our approach to complex decisions to be both proactive and with a clear risk-based lens.

Despite our best efforts in risk planning, incidents can and do still occur. This year, we experienced two significant truck accidents and a battery fire at the Kangaroo Island Resource Recovery Centre. In response, our teams activated continuity plans, mobilised resources, and ensured minimal disruption to community services—demonstrating both resilience and professionalism under pressure.

I also had the opportunity to visit several of our member Councils this year. I was left inspired by the knowledge and passion shown by Council members for the circular economy and recycling. Together, we reviewed and updated our Charter—FRWA's constitutional document. With Council approval, minor amendments were made to better reflect current operations and enhance the Authority's effectiveness.

FRWA remains deeply aware of its role in the waste sector across the Fleurieu Peninsula and its responsibilities to our member Councils. We are continually seeking ways to improve services, reduce costs, and deliver better environmental outcomes for our communities. This year was no exception and key initiatives have included:

- supporting Councils in implementing new Public Waste Management Policies to improve waste and litter management in public spaces;
- transitioning to online-only kerbside collection calendars to reduce costs and paper waste;
- launching a bin delivery service (on the mainland) for residents who prefer to collect bins from our waste and recycling depots; and
- extending Food Organic Garden Organic (FOGO) collection service to areas of Emu Bay and Kingscote.

These initiatives reflect our commitment to achieving the objectives of our member Councils, advancing our shared vision:

To provide best-practice waste and resource management services that reduce the impact of our community on the environment.

Finally, I extend my sincere thanks to my fellow Board Members and to the Audit & Risk Committee Members for their vision, wise counsel, and support. I also acknowledge and thank the entire FRWA team—from waste collection drivers and site operators to our education, customer service, finance, and administration staff. Their dedication and high standards ensure we continue to deliver essential services to our communities.

Thank you, team.

Michael Kelledy
Independent Chairperson
Fleurieu Regional Waste Authority

FRWA Governance

A board administers FRWA in accordance with the requirements of the *Local Government Act 1999* and the Fleurieu Regional Waste Authority Charter, this year the FRWA Charter was reviewed by the Board and member councils with minor amendments made. A notice advising of the update was published in the Government Gazette on the31 July 2025.

FRWA conducts its business within a complex and constantly changing regulatory and business environment. The Board must review its performance from time to time, to achieve and maintain a high level of performance in this environment.

Each Board Member is expected to:

- Actively seek a full appreciation of the FRWA business, including key business drivers, the risks facing the FRWA, applicable risk management policies and the regulatory environment in which the FRWA operates.
- Actively participate in open and honest discussion, exercise discretion on decision matters and bring an independent focus on matters before the Board.

Board members completed an annual questionnaire as a form of self assessment of their ongoing performance. The questionnaire was positive with Board members consistently commenting on the positive working relationships among Board Members and the Chief Executive Officer. The work undertaken this year to enhance the Risk Management Framework—previously identified as an area for improvement—was also acknowledged.

Board Members: Jodi Roberts (inset), Alan Harvey, Vicki Tomlinson, Michael Kelledy (Independent Chairperson), Mayor Michael Pengilly, Alex Hammett, Simon Grenfell (CEO), Jodie Summer.

The Board held six meetings during the year in addition to several other matters being resolved by circular resolution outside of the meetings.

The list below details Board Member attendance:

Board Member	Meetings
Michael Kelledy (Independent Chairperson)	6 of 6
Jodie Summer	5 of 6
Vicki Tomlinson	6 of 6
Mayor Michael Pengilly	4 of 6
Jodi Roberts	5 of 6
Alex Hammett	5 of 6
Alan Harvey	5 of 6

Audit & Risk Committee Report

The FRWA Audit & Risk Committee is established in accordance with the requirements of the Local Government Act (1999). The achievements of the Committee for the year included:

- Reviewed the Authoritys budget development and budget reviews along with all financial reports.
- Reviewed the internal audit activities undertaken, including Cyber Security Penetration Testing.
- Provided input into the review of the FRWA's Risk Management Framework, Policy and Register and oversaw the review of a number of policies.
- Participated in the development of FRWA Risk Appetite Statements
- Reviewed the financial allocations and Fees and Charges for the FRWA operations.
- Monitored the Asbestos Contaminated Material Project.
- Reviewed the New Business System Specifications and procurement process.
- Considered a report on Artificial Intelligence.
- Reviewed Treasury Management Operations and Key Financial Indicators Ranges.
- Provided feedback to the administration and recommendations to the Board.

The Audit & Risk Committee held six meetings during the year and is led by Mr Peter Fairlie-Jones, and supported by Mr Gus Rankine, Mrs Vicki Tomlinson and Ms Karen Rokicinski. This year, the Committee membership was strengthened by the addition of Mrs Jodie Summer. Mrs Summer is the Director of Corporate Services at the District Council of Yankalilla and a FRWA Board Member. As part of its obligations, the Committee also undertook a self-evaluation and reported the outcomes to the FRWA Board.

Audit & Risk Committee Member	Meetings
Mr Peter Fairlie-Jones (Independent Chairperson)	6 of 6
Ms Karen Rokicinski (City of Victor Harbor)	6 of 6
Mrs Vicki Tomlinson (Independent Member)	6 of 6
Mr Gus Rankine (Alexandrina Council)	4 of 6
Mrs Jodie Summer (District Council of Yankalilla)	5 of 5

Audit & Risk Committee Members: Karen Rokicinski, Peter Fairlie-Jones, Vicki Tomlinson, Gus Rankine, (Jodie Summer absent).

Chief Executive Officer Report

FRWA continues to deliver high-quality waste management and resource recovery services, while actively pursuing innovative approaches to reduce the impact of our community on the environment. Working with our member Councils, we have enhanced the services the community receives while improving environmental outcomes, in the ever challenging waste sector.

Lithium-ion battery fires are impacting every waste management organisation across the country and FRWA are no exception. We have encountered small spot fires in our facilities and in our trucks previously but nothing significant. This year, on the eve of Christmas a lithium-ion battery fire caused significant damage to the Kangaroo Island Resource Recovery Centre. Thanks to the prompt action of our KIRRC Leading Hand no one was injured, and no significant plant and equipment was lost.

With the assistance of Kangaroo Island Council and our resourceful staff, the KIRRC continued to provide critical waste services to the community and was only closed to the general public for three days before temporary infrastructure was established. This incident highlighted the value of the Business Continuity Planning previously undertaken as well as the WHS systems we have in place.

Two major truck accidents that resulted in the loss of a prime-mover, trailer and kerbside collection truck also disrupted our operations and tested our organisation.

While these incidents dominated much of our time during the year, our staff still delivered improved services such as:

- New Point of Sale System at Kangaroo Island Resource Recovery Centre.
- Extended the Strathalbyn Waste and Recycling Depot opening hours.
- Provided councils with model policies for the management of waste in public places.
- Commenced the planning of the Strathalbyn Waste and Recycling Depot upgrade.
- Rolled out 110 FOGO Bins to Emu Bay and the area surrounding Kingscote.
- Developed and adopted Risk Appetite Statements.

And many more initiatives, as detailed within this report.

Revenue for the year exceeded forecasts, reflecting strong operational performance; however, this was offset by unanticipated costs associated with plant maintenance, and equipment hire to replace damaged assets. Consequently, a small operating loss was recorded.

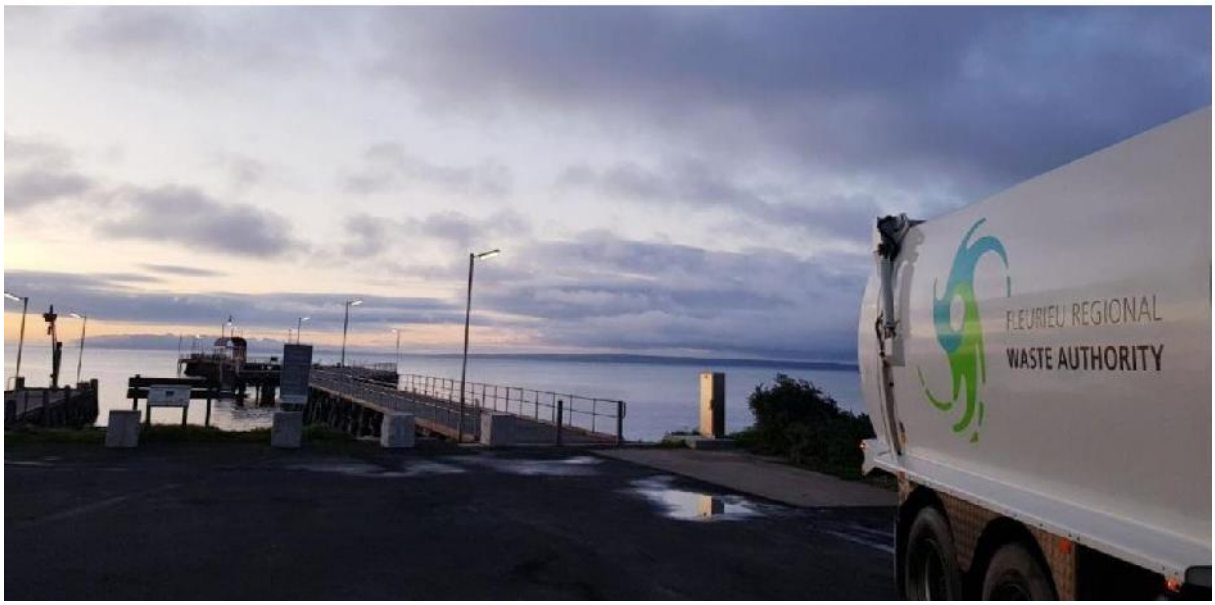
The Asbestos Contaminated Material project continued to progress, albeit slowly, with four properties remediated during 2024–25. The financial demands of this project remain a significant burden on both the Authority and its member Councils.

Despite these challenges, the FRWA team demonstrated resilience and commitment. In 2024, we conducted a Staff Insights Survey to better understand employee sentiment and engagement. The results were encouraging, with the majority of staff expressing satisfaction in their roles and describing the organisational culture positively. While opportunities for improvement were identified, the feedback affirmed FRWA as a positive and supportive workplace.

I remain grateful for the professionalism and dedication of our Board and Audit Committee members. Their preparedness and willingness to engage in robust discussion provide our administration with confidence and clarity. This is undertaken while maintaining genuine relationships with all our staff and stakeholders.

Overall the future is positive for FRWA as we continue to achieve the strategic objectives of the Authority and member Councils.

Simon Grenfell
Executive Officer
Fleurieu Regional Waste Authority



Our Services

The Fleurieu Peninsula and Kangaroo Island region cover 7,341 square kilometres with a resident population of 54,000, increasing by up to 50% in coastal areas during holiday periods.

FRWA is a fine example of local governments working together to achieve efficiencies across boundaries. We are implementing the best practices from the Councils: reducing waste going to landfill, increasing recycling, and promoting a cleaner and healthier environment for today and tomorrow.

We offer a range of services to the communities we serve, including:

- 3-bin fortnightly collection of kerbside waste
- Public Waste and Recycling Depots in Goolwa, Yankalilla, Strathalbyn and Kingscote
- Public litter bin collections
- Additional waste collection services, including event bins, weekly commercial FOGO collections and exceptional circumstances bins
- Community waste education
- Customer service
- Sale of composting equipment, kitchen caddies, bins and supplies
- Representation and advocacy on behalf of constituent Councils.

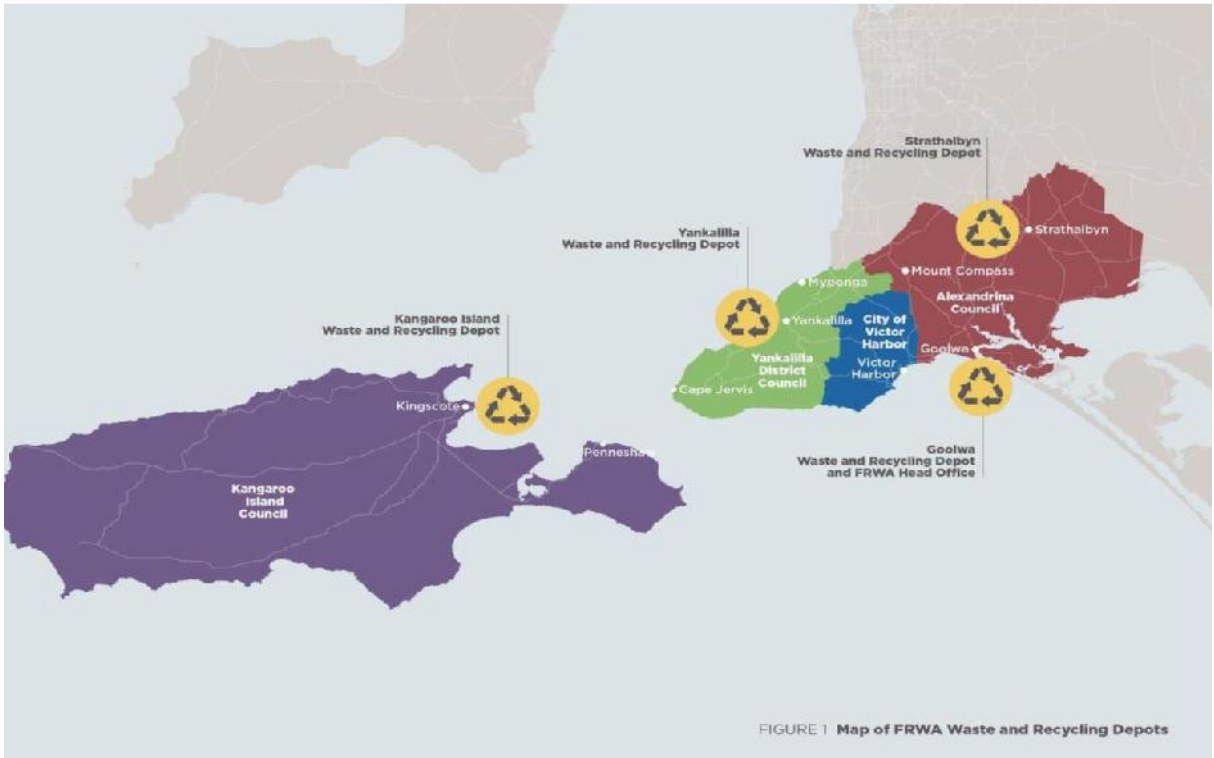


FIGURE 1 **Map of FRWA Waste and Recycling Depots**

Our Mission & Objectives

About FRWA

The Fleurieu Regional Waste Authority (FRWA) is a local government regional subsidiary of the Alexandrina Council, City of Victor Harbor, District Council of Yankalilla and Kangaroo Island Council.

Mission

To provide the best practice waste and resource management services that reduce the impact of our community on the environment.

Vision

FRWA will provide diverse and flexible resource management services that are affordable, improve environmental outcomes and promote a circular economy that our community are proud of.

FRWA adopted several objectives with corresponding key performance indicators to achieve FRWA's Strategic Plan and vision. Below is a summary of the Authority's progress in achieving its objectives:

Objective 1: Reduce the impact of the community on the environment through best practice waste management and diversion

Key performance indicators:

- Increase kerbside diversion rates from 50% to 70% by 2030
- Reduce the amount of organic waste in the blue bin from 44% to less than 15% by 2025
- Reduce contamination of the recycling bin to less than 8% by 2025
- Reduce greenhouse gas emissions of FRWA by 30% by 2030.

Objective 2: Advocate and facilitate a local circular economy

Key performance indicators:

- Value of recovered materials is increased by 10% by 2025
- Reduce freight kilometres by 5% by 2025
- Constituent Councils purchase recyclable materials equivalent to 30% of weight of material collected in the yellow bin.

Objective 3: Provide flexible services that meet the needs of Councils, residents and visitors

Key performance indicators:

- Reduce the number of bin banks in rural areas by 15% by 2025
- Increase the range of services provided to customers by 20% by 2025
- Increase the range of services provided to constituent Councils by 2025

Objective 4: Provide efficient and effective regional subsidiary

Key performance indicators:

- Reduce the cost of kerbside collection per property by 5% by 2025, excluding CPI and solid waste levy
- Reduce the cost to Councils of waste transfer station operations by 10% by 2025, excluding CPI and solid waste levy.

Our Performance

The Fleurieu Regional Waste Authority measures performance against the key performance indicators in the Strategic Plan and Business Plan.

FRWA continues to develop performance measurements to ensure the achievement of objectives. The table below is a qualitative description of our performance against KPIs.

Indicator	Target	2024-25 Budget	2024-25 Actual
Operating Surplus Ratio	0% to 1%		
- Including ACM Borrowings		4.9%	-12.9%
- Excluding ACM Borrowings		0.1%	-0.2%
Net Financial Liabilities Ratio	30% to 50%		
- Including ACM Borrowings		96%	143%
- Excluding ACM Borrowings		62%	96%
Asset Renewal Funding Ratio	80% to 100%	100%	120%
Own Source Revenue Ratio	28% to 33%	31%	36%

The following is a qualitative and quantitative report on the achievements of the Strategic Plan KPIs:

Objective 1: Reduce the impact of the community on the environment through best practice waste management and diversion

One of FRWA's main performance indicators is the kerbside waste diversion rate. This year the rate reduced to 61% from 62% due to a 7.8% reduction in FOGO tonnes collected. This can be attributed to a dryer than usual winter and spring that impacted organic growth.

Kangaroo Island Council continued to expand its FOGO collection areas to 160 rural living properties around Emu Bay and Kingscote. We also now collect organic waste from the Department of Primary Industries and Regions blowfly rearing facility on Kangaroo Island. The facility is a pilot project that the South Australian government is running to eradicate sheep blowfly from Kangaroo Island. The organic waste is added to FOGO material collected from the kerbside and processed into high quality mulch and compost.

Objective 2: Advocate and facilitate a local circular economy

FRWA continues to enable circular economy activities within the local economy. We were successful in receiving a $32,500 Circular Infrastructure Grant from Green Industries SA for a material screen. The material screen will be used at the Goolwa Waste and Recycling Depot to screen waste soil and mulch to produce a wider range of products for sale back to the community. The screen will reduce the costs of screening and increase the value of recycled products.

Mulch production and sales at our sites slightly decreased in 2024-25 due to drier climatic conditions. We continued to facilitate recycling of e-waste, paints, tyres, fluorescent globes, cardboard, soil and rock.

Items salvaged from landfill continue to increase in value and quantity with demand still strong for pre-loved goods.

FRWA is also part of the Business Victor Harbor Circular Economy working group.

Objective 3: Provide flexible services that meet the needs of Councils, residents and visitors.

FRWA continues to increase the range of services it provides to its member Councils, this year undertaking the Exceptional Circumstances Bin renewal process for the City of Victor Harbor. In a joint project, the council administration and FRWA's customer service team developed new procedures and updated websites to ensure the renewal process for EC Bin customers was simple easy and timely with over 430 customers successfully having their serviced renewed.

Given the success of the project, FRWA are now planning to undertake the EC Bin renewal process for Alexandrina Council in 2026.

During the year FRWA mapped and documented the location of all public litter bins across the region and provided councils with draft policy documents for the management of waste in public areas. The City of Victor Harbor and Alexandrina Council, subsequently adopted policies with the key principles being:

- Reduce waste and litter in public spaces
- The best recycling happens in the home
- The community are to be encouraged to take their waste material home with them for recycling
- Public litter bins are for waste created in public spaces not households or businesses.

They are now in the process of transitioning to the new policies.

FRWA also implemented a bin delivery service in 2025 which now allows customers to have bins delivered to their property. This has been a service that the community has been seeking, for some sectors of the community are unable to collect bins from the waste and recycling depots.

Objective 4: Provide efficient and effective regional subsidiary

Risk management and governance continues to be a focus for the FRWA. This year in conjunction with member councils the FRWA Charter was reviewed and amendments were made to better reflect current operations and enhance the Authority's effectiveness.

The FRWA, like many local governments is using outdated technology for its corporate system. During 2024-25, under the guidance of the Authority's Audit & Risk Committee, FRWA sought tenders and selected a new provider for it's corporate system. The corporate system will include finance, budgeting, payroll and human resources and is scheduled to be implemented early in 2026.

To reduce costs and improve environmental outcomes FRWA has moved away from sending out printed calendars to all households. Households can now access the same information across a wide range of other mediums. This includes the FRWA website, the Local Government My Local Services App or they can download a range of general and personalised calendars. Residents also contact our Customer Service team and request a calendar be sent out to them.

Kerbside Collection Services

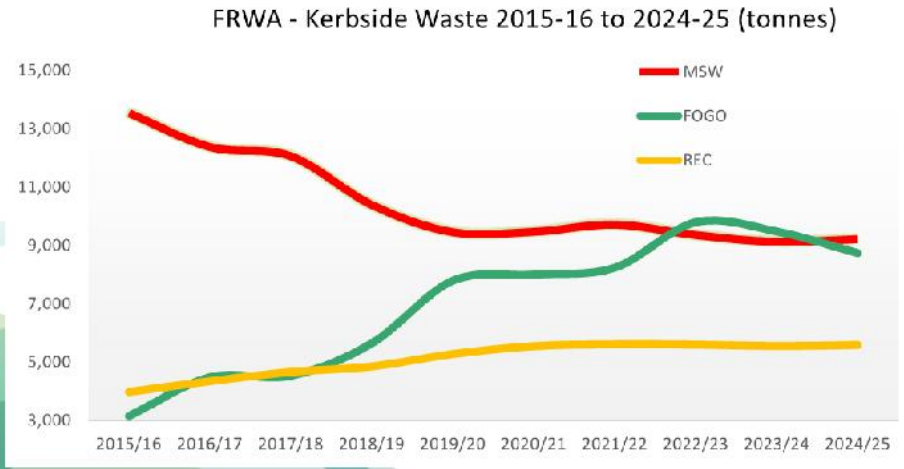
FRWA has a fleet of 14 collection vehicles and provides a fortnightly collection of waste, recycling and food organics garden organics (FOGO) to over 32,000 properties.

FRWA continues to seek efficiencies in its kerbside collections and this year procured a dual-compactor rear lift vehicle. This specialised truck is a single axel truck and has two compartments that allow it to collect two waste streams at the same time. This truck is ideal for accessing smaller car parks especially during busy periods when congestion is high and risks of incidents increases.

The FRWA Kerbside fleet is nearing the end of it's useful life with significant renewal of the fleet to occur in 2025/26 and 2026/27. This caused a higher than forecast cost in repairs and maintenance. This was further exacerbated by two significant truck accidents that resulted in over $600,000 in plant losses. These plant losses also impacted our operating costs due to increased costs to hire plant and equipment.

Kerbside diversion rates dropped to 61% in 2024/25 due to an 8% reduction in Food Organics Garden Organics collected across the region. This was due to a drier than usual winter and spring. Subsequently total tonnes collected was 2.5% lower than 2023/24 with General Waste 1% higher and Co-mingled Recycling 0.6% higher than 2024/25.

Households purchasing additional bin collections continues to increase with Additional Bin services up 18%. It is noteworthy that additional recycling bins (FOGO & Comingled) have increased 21% while General Waste have increased 16%. This growth is supported by our collection drivers who ensure only eligible bins are collected and our customer service team who promoted the service to customers who need additional waste removed.



Waste by numbers

Kerbside collections

COUNCIL	WASTE	FOGO	RECYCLING	DIVERSION from landfill
Kangaroo Island	811t -4%	394t -1%	522t +8%	53% +2%
Victor Harbor	2609t +6%	2790t -9%	1659t 0%	63% -3%
Yankalilla	1031t -4%	993t 0%	616t -1%	61% +1%
Alexandrina	4760t +1%	4556t -9%	2786t 0%	61% -1%
Total (tonnes)	9210t +1%	8735t -8%	5584t +1%	61% -1%

*Tonnes of kerbside waste collected between July 2024 to June 2025 compared to the same period last year.

32% reduction in kerbside general waste since 2015/16

278% increase in kerbside FOGO since 2015/16

6,319 paying customers at mainland Waste and Recycling Depots

8,610,542 bins collected

12,906m^3 of mulch produced

Waste and Recycling Depots

The FRWA Waste and Recycling Depots (WRD) continue to provide an important service to the community.

All waste and recycling depots reported a more stable year this year, with customer numbers stable but revenue increasing by 15%.

FRWA continued to renew its plant and equipment with three new loaders purchased for the Goolwa and Yankalilla Waste and Recycling Depots.

On the eve of Christmas 2024 a lithium-ion battery (LIB) fire in the Kangaroo Island Resource Recovery Centre Waste Transfer Shed resulted in over $800,000 of damage. The management of batteries within waste streams continues to present an ongoing risk for our operations. The number of batteries in devices from vapes, toys, e-scooters and tools is significant.

Australia currently produces about 3,300 tonnes of LIB waste a year, according to the CSIRO, with the federal government projecting Australia's annual wastage to soar to 137,000 tonnes by 2035.

FRWA constantly reviews its operations and activities to reduce the risk of fires but as was demonstrated this year it is inevitable that fires will occur.

Increased signage, additional recycling containers and education has been a focus this year and we have seen a instances of battery fires reduce. We are also managing our stockpiles to minimise the risk of fires as well.

Through these steps FRWA will ensure it can continue to provide uninterrupted waste services to the community.

Waste Education and Projects

FRWA serves a population of approximately 50,000, this can increase to over 100,000 over the summer period. Getting messages to them about waste and recycling and bin collections can be challenging and never ending.

Communicating with our residents and customers is always challenging, so we use a wide range of tools and channels to ensure our messages get through. Channels used included social media, web pages, temporary roadside signs, our Friends of FRWA newsletter, the My Local Services App, Council newsletters, on-hold phone messaging, Google, assorted banners, local newspapers and community presentations.

This year key topics have been, battery recycling and the danger of fires, changing over old green bin stickers, correct disposal of asbestos and how to access your kerbside collection calendar.

Our Waste Education and Projects team also get out to the community and have presented to the following groups:

- Kingscote Show,
- Victor Harbor Science Fair,
- Victor Harbor Garden Club
- Elliot Gardens Retirement Village
- Clayton Bay Community Association
- Encounter Bay Rotary Club
- Rosetta Village presentation

Further presentations are planned for Kangaroo Island in November.

Presentation to Elliot Gardens Retirement Village

Previously FRWA has printed 33,000 kerbside collection calendars to residents every year. Residents can also access this information through the FRWA webpage, they can download and print calendars or through the My Local Services App. In 2024/25 FRWA made the decision not to send out calendars to every property. This will reduce costs and reduce waste providing an improved environmental outcome. Residents can still get a printed calendar by contacting the FRWA Customer Service.

FLEURIEU REGIONAL WASTE AUTHORITY

Financial Statements

Fleurieu Regional Waste Authority

GENERAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2025

FLEURIEU REGIONAL
WASTE AUTHORITY

Fleurieu Regional Waste Authority

General Purpose Financial Statements

for the year ended 30 June 2025

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General Purpose Financial Statements

for the year ended 30 June 2025

Certification of Financial Statements

We have been authorised by the Authority to certify the financial statements in their final form.

In our opinion:

- the accompanying financial statements comply with the *Local Government Act 1999*, *Local Government (Financial Management) Regulations 2011* and Australian Accounting Standards,
- the financial statements present a true and fair view of the Authority's financial position at 30 June 2025 and the results of its operations and cash flows for the financial year,
- internal controls implemented by the Authority provide a reasonable assurance that the Authority's financial records are complete, accurate and reliable and were effective throughout the financial year,
- the financial statements accurately reflect the Authority's accounting and other records.

Simon Grenfell
Executive Officer

24 September 2025

Michael Kelledy
Chair of the Board

24 September 2025

Fleurieu Regional Waste Authority

Statement of Comprehensive Income

for the year ended 30 June 2025

$ '000	Notes	2025	2024
Income			
User charges	2a	13,990	12,826
Grants, subsidies and contributions - operating	2c	45	60
Investment income	2b	2	1
Reimbursements	2c	157	132
Other income	2d	31	16
Total income		14,225	13,035
Expenses			
Employee costs	3a	4,645	4,107
Materials, contracts and other expenses	3b	9,636	9,379
Depreciation and amortisation	3c	1,140	1,020
Finance costs	3d	634	588
Total expenses		16,055	15,094
Operating surplus / (deficit)		(1,830)	(2,059)
Asset disposal and fair value adjustments	4	126	13
Net surplus / (deficit)		(1,704)	(2,046)
Total comprehensive income		(1,704)	(2,046)

Fleurieu Regional Waste Authority

Statement of Financial Position
as at 30 June 2025

$ '000	Notes	2025	2024
ASSETS			
Current assets			
Cash and cash equivalent assets	5a	255	801
Trade and other receivables	5b	1,088	251
Inventories	5c	85	65
Total current assets		1,428	1,117
Non-current assets			
Infrastructure, property, plant and equipment	6	7,683	6,598
Total non-current assets		7,683	6,598
TOTAL ASSETS		9,111	7,715
LIABILITIES			
Current liabilities			
Trade and other payables	7a	2,170	1,638
Borrowings	7b	551	648
Provisions	7c	4,900	4,677
Total current liabilities		7,621	6,963
Non-current liabilities			
Borrowings	7b	13,996	11,600
Provisions	7c	93	47
Total non-current liabilities		14,089	11,647
TOTAL LIABILITIES		21,710	18,610
Net assets		(12,599)	(10,895)
EQUITY			
Accumulated surplus		(12,599)	(10,895)
Total equity		(12,599)	(10,895)

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Fleurieu Regional Waste Authority

Statement of Changes in Equity

for the year ended 30 June 2025

$ '000	Accumulated surplus	Total equity
2025		
Balance as at 1 July	(10,895)	(10,895)
Net surplus / (deficit) for year	(1,704)	(1,704)
Balance at the end of period	(12,599)	(12,599)
2024		
Balance as at 1 July	(8,849)	(8,849)
Net surplus / (deficit) for year	(2,046)	(2,046)
Balance at the end of period	(10,895)	(10,895)

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

for the year ended 30 June 2025

$ '000	Notes	2025	2024
Cash flows from operating activities			
Receipts			
User charges		14,394	13,062
Grants, subsidies and contributions		49	60
Investment receipts		2	1
Reimbursements		157	132
Other receipts		834	542
Payments			
Payments to employees		(4,622)	(4,025)
Payments for materials, contracts and other expenses		(10,749)	(10,061)
Finance payments		(604)	(640)
Net cash provided by (or used in) operating activities	8b	(539)	(929)
Cash flows from investing activities			
Receipts			
Sale of replaced assets		186	38
Payments			
Expenditure on renewal/replacement of assets		(1,868)	(75)
Expenditure on new/upgraded assets		(432)	(449)
Net cash provided (or used in) investing activities		(2,114)	(486)
Cash flows from financing activities			
Receipts			
Proceeds from loans		2,778	1,500
Payments			
Repayments of loans		(522)	(562)
Repayment of lease liabilities		(149)	(100)
Net cash provided by (or used in) financing activities		2,107	838
Net increase (decrease) in cash held		(546)	(577)
plus: cash & cash equivalents at beginning of period		801	1,378
Cash and cash equivalents held at end of period	8a	255	801

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

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Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 1. Summary of Material Accounting Policies

The principal accounting policies adopted in the preparation of these consolidated financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

(1) Basis of preparation

1.1 Compliance with Australian Accounting Standards
This general purpose financial report has been prepared on a going concern basis using the historical cost convention in accordance with Australian Accounting Standards as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board, Interpretations and relevant South Australian legislation.

The financial report was authorised for issue by certificate under regulation 14 of the *Local Government (Financial Management) Regulations 2011* dated 24 September 2025

1.2 Historical cost convention
Except as stated below, these financial statements have been prepared in accordance with the historical cost convention.

1.3 Critical accounting estimates
The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates and requires management to exercise its judgement in applying the Authority's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of these Notes.

1.4 Rounding
All amounts in the financial statements have been rounded to the nearest thousand dollars ($'000).

(2) The local government reporting entity

The Fleurieu Regional Waste Authority is incorporated under the SA Local Government Act 1999 and has its principal place of business at 1226 Port Elliot Road, Goolwa, South Australia. These consolidated financial statements include the Authority's direct operations and all entities through which the Authority controls resources to carry on its functions. In the process of reporting on the Authority as a single unit, all transactions and balances between activity areas and controlled entities have been eliminated.

(3) Income recognition

The Authority recognises revenue under AASB 1058 Income of Not-for-Profit Entities (AASB 1058) or AASB 15 Revenue from Contracts with Customers (AASB 15) when appropriate.

In cases where there is an 'enforceable' contract with a customer with 'sufficiently specific' performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied (i.e. when it transfers control of a product or service to a customer). Revenue is measured based on the consideration to which the Authority expects to be entitled in a contract with a customer.

In other cases, AASB 1058 applies when the Authority enters into transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives. The excess of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately, except in the case where a financial asset has been received to enable the Authority to acquire or construct a recognisable non-financial asset that is to be controlled by the Authority. In this case, the Authority recognises the excess as a liability that is recognised over time in profit and loss when (or as) the entity satisfies its obligations under the transfer.

Council Contributions
Revenue from Council contributions is recognised as the services are performed over the financial year.

Waste Disposal Operations
Revenue from waste disposal operations is recognised at the point in time the service is provided to the customer.

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Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 1. Summary of Material Accounting Policies (continued)

(4) Cash, cash equivalents and other financial instruments

Cash assets include all amounts readily convertible to cash on hand at the Authority's option with an insignificant risk of changes in value with a maturity of three months or less from the date of acquisition.

Other Financial Instruments
All receivables are reviewed as at the reporting date and adequate allowance made for amounts the receipt of which is considered doubtful.

All financial instruments are recognised at fair value at the date of recognition, except for trade receivables from a contract with a customer, which are measured at the transaction price. A detailed statement of the accounting policies applied to financial instruments also form part of Note 9.

(5) Inventories

Inventories held in respect of stores have been valued by using the weighted average cost on a continual basis, after adjustment for loss of service potential. Inventories held in respect of business undertakings have been valued at the lower of cost and net realisable value.

(6) Infrastructure, property, plant and equipment

6.1 Initial recognition
All assets are initially recognised at cost. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition.

All non-current assets purchased or constructed are capitalised as the expenditure is incurred and depreciated as soon as the asset is held "ready for use". Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees and engineering design fees and all other costs incurred. The cost of non-current assets constructed by the Authority includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overhead.

6.2 Materiality
Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by the Authority for each type of asset. In determining (and in annually reviewing) such thresholds, regard is had to the nature of the asset and its estimated service life. No capitalisation threshold is applied to the acquisition of land or interests in land.

6.3 Subsequent recognition
All material asset classes are revalued on a regular basis such that the carrying values are not materially different from fair value. Significant uncertainties exist in the estimation of fair value of a number of asset classes including land, buildings and associated structures and infrastructure.

6.4 Depreciation of non-current assets
Other than land, all infrastructure, property, plant and equipment assets recognised are systematically depreciated over their useful lives on a straight-line basis which, in the opinion of the Authority, best reflects the consumption of the service potential embodied in those assets.

Depreciation methods, useful lives and residual values of classes of assets are reviewed annually.

Depreciation periods for infrastructure assets have been estimated based on the best information available to the Authority, but appropriate records covering the entire life cycle of these assets are not available, and extreme care should be used in interpreting financial information based on these estimates.

6.5 Impairment
Assets whose future economic benefits are not dependent on the ability to generate cash flows, and where the future economic benefits would be replaced if the Authority were deprived thereof, are not subject to impairment testing.

Other assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is the higher of the present value of future cash inflows or value in use).

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Where an asset that has been revalued is subsequently impaired, the impairment is first offset against such amount as stands to the credit of that class of assets in Asset Revaluation Reserve, any excess being recognised as an expense.

(7) Payables

7.1 Goods and services

Creditors are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received. Creditors are normally paid 30 days after the month of invoice. No interest is payable on these amounts.

7.2 Payments received in advance and deposits

Amounts other than grants received from external parties in advance of service delivery, and security deposits held against possible damage to the Authority assets, are recognised as liabilities until the service is delivered or damage reinstated, or the amount is refunded as the case may be.

7.3 Contract liabilities

Contract liabilities represent the Authority's obligation to transfer goods and services to a customer and are recognised when a customer pays consideration, or when the Authority recognises a receivable to reflect its unconditional right to consideration (whichever is earlier) before the Authority has transferred the goods or services to the customer.

(8) Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred and are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the income statement over the period of the borrowings using the effective interest method.

Borrowings are carried at their principal amounts which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period to which it relates, and is recorded as part of "Payables". Interest free loans are initially recognised at fair value with any difference between fair value and proceeds recognised in the profit and loss. The loan is subsequently measured at amortised cost with interest being recognised using the effective interest rate method.

(9) Provisions

9.1 Salaries, wages and compensated absences

Liabilities for employees' entitlements to salaries, wages and compensated absences expected to be paid or settled within 12 months of reporting date are accrued at nominal amounts (including payroll based oncosts) measured in accordance with *AASB 119 Employee Benefits*.

Liabilities for employee benefits not expected to be paid or settled within 12 months are measured as the present value of the estimated future cash outflows (including payroll based oncosts) to be made in respect of services provided by employees up to the reporting date. Present values are calculated using government guaranteed securities rates with similar maturity terms.

Weighted avg. discount rate 1.27% (2024, 0.77%)
Weighted avg. settlement period 2.0 years (2024, 1.7 years)

No accrual is made for sick leave as the Authority experience indicates that, on average, sick leave taken in each reporting period is less than the entitlement accruing in that period, and this experience is expected to recur in future reporting periods. The Authority does not make payment for untaken sick leave.

9.2 Superannuation

The Authority makes employer superannuation contributions in respect of its employees to the Hostplus Superannuation Scheme. The Scheme has two types of membership, each of which is funded differently. Details of the accounting policies applied and the Authority's involvement with the schemes are reported in Note 14.

continued on next page ...

Note 1. Summary of Material Accounting Policies (continued)

(10) Leases

The Authority assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Authority as a lessee

The Authority recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

i) Right-of-Use-Assets

The Authority recognises right-of-use assets at the commencement date of the lease. Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, lease payments made at or before the commencement date less any lease incentives received and the estimate of costs to be incurred to restore the leased asset. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

- Building and Structures: 15 years

The right-of-use assets are also subject to impairment. Refer to the accounting policies above - Impairment of non-financial assets.

ii) Lease Liabilities

At the commencement date of the lease, the Authority recognises lease liabilities measured at the present value of lease payments to be made over the lease term. In calculating the present value of lease payments, the Authority uses its incremental borrowing rate or the interest rate implicit in the lease.

iii) Short-term leases and leases of low-value assets

The Authority applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date). It also applies the low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as an expense on a straight-line basis over the lease term.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 2. Income

$ '000	2025	2024
(a) User charges		
Council contributions	9,457	8,949
Waste disposal operations	4,533	3,877
Total user charges	13,990	12,826
(b) Investment income		
Interest on investments		
- Local Government Finance Authority	2	1
Total investment income	2	1
(c) Reimbursements		
Other	157	132
Total reimbursements	157	132
(d) Other income		
Sundry	31	16
Total other income	31	16
(e) Grants, subsidies and contributions		
Other grants, subsidies and contributions	45	60
Other grants, subsidies and contributions - operating		
Total other grants, subsidies and contributions - operating	45	60
Total grants, subsidies and contributions	45	60
(i) Sources of grants		
State Government	45	60
Total	45	60

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 3. Expenses

$ '000	Notes	2025	2024
(a) Employee costs			
Salaries and wages		3,662	3,251
Employee leave expense		346	304
Superannuation - defined contribution plan contributions	14	390	324
Superannuation - defined benefit plan contributions	14	19	19
Workers' compensation insurance		136	136
Other employee related costs		92	73
Total operating employee costs		4,645	4,107
Total number of employees (full time equivalent at end of reporting period)		37	35
(b) Materials, contracts and other expenses			
(i) Prescribed expenses			
Auditor's remuneration			
- Auditing the financial reports		22	18
Bad and doubtful debts		4	1
Board members' expenses		51	44
Subtotal - prescribed expenses		77	63
(ii) Other materials, contracts and expenses			
Contractors		2,177	1,783
Energy		812	875
Maintenance		1,072	814
Legal expenses		10	2
Parts, accessories and consumables		161	180
Professional services		104	147
Sundry		550	458
Waste disposal		2,332	2,389
Provision for remediation costs		2,341	2,668
Subtotal - Other material, contracts and expenses		9,559	9,316
Total materials, contracts and other expenses		9,636	9,379
(c) Depreciation and amortisation			
Buildings and other structures		3	2
Plant, machinery and equipment		894	845
Office equipment, furniture and fittings		52	19
Right-of-use assets		191	154
Total depreciation and amortisation		1,140	1,020

continued on next page ...

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 3. Expenses (continued)

$ '000	2025	2024
(d) Finance costs		
Interest on loans	486	446
Interest on leases	148	142
Total finance costs	634	588

Note 4. Asset disposal and fair value adjustments

$ '000	2025	2024
Infrastructure, property, plant and equipment		
(i) Assets renewed or directly replaced		
Proceeds from disposal	184	38
Less: carrying amount of assets sold	(58)	(25)
Gain (loss) on disposal	126	13
Net gain (loss) on disposal or revaluation of assets	126	13

Note 5. Current assets

$ '000	2025	2024
(a) Cash and cash equivalent assets		
Cash on hand at bank	254	766
Deposits at call	1	35
Total cash and cash equivalent assets	255	801
(b) Trade and other receivables		
Debtors - general	371	226
Debtors - member Councils	703	22
Prepayments	17	4
Less: provision for expected credit losses	(3)	(1)
Total trade and other receivables	1,088	251
(c) Inventories		
Stores and materials	85	65
Total inventories	85	65

Aggregate write-downs and other losses recognised as an expense, and reversals of these, were not material in amount in either year. All such reversals occurred principally as a result of clerical inaccuracies during stores operations.

Fleurieu Regional Waste Authority

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 6. Infrastructure, property, plant & equipment and investment property

Infrastructure, property, plant and equipment

	as at 30/06/24			Asset movements during the reporting period					as at 30/06/25		
$ '000	At Cost	Accumulated Depreciation	Carrying amount	Transition adjustment - AASB 16	Asset Additions New / Upgrade	Asset Additions Renewals	WDV of Asset Disposals	Depreciation Expense (Note 3c)	At Cost	Accumulated Depreciation	Carrying amount
Buildings and other structures	122	(2)	120	–	–	–	–	(3)	122	(5)	117
Plant, machinery and equipment	8,584	(4,946)	3,638	–	393	1,698	58	(894)	10,028	(5,251)	4,777
Office equipment, furniture and fittings	209	(66)	143	–	–	–	–	(52)	209	(118)	91
Right-of-use assets	2,851	(154)	2,697	192	–	–	–	(191)	3,043	(345)	2,698
Total infrastructure, property, plant and equipment	11,766	(5,168)	6,598	192	393	1,698	58	(1,140)	13,402	(5,719)	7,683
Comparatives	8,473	(4,205)	4,268	2,851	449	77	(25)	(1,020)	11,766	(5,168)	6,598

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 7. Liabilities

$ '000		2025 Current	2025 Non Current	2024 Current	2024 Non Current
(a) Trade and other payables					
Goods and services		791	–	1,102	–
Payments received in advance		812	–	106	–
Accrued expenses - employee entitlements		107	–	40	–
Accrued expenses - finance costs		152	–	122	–
Accrued expenses - other		168	–	228	–
GST payable		140	–	40	–
Total trade and other payables		2,170	–	1,638	–
(b) Borrowings					
Loans		402	11,351	522	8,975
Lease liabilities	13b	149	2,645	126	2,625
Total Borrowings		551	13,996	648	11,600

All interest bearing liabilities are secured over the future revenues of the Authority

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Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 7. Liabilities (continued)

$ '000	2025 Current	2025 Non Current	2024 Current	2024 Non Current
(c) Provisions				
Employee entitlements (including oncosts)	412	93	488	47
Rock crushing	230	–	542	–
Remediation costs	4,258	–	3,647	–
Total provisions	4,900	93	4,677	47
Amounts included in trade and other payables that are not expected to be settled within 12 months of reporting date	93	–	47	–

In March 2021, the Authority undertook testing of its recycled road base material at the Goolwa Waste and Recycling Depot and found that the stockpile contained asbestos. The Authority notified the South Australian Environment Protection Authority in March 2021 and engaged a consultant to assist in the coordination and removal of asbestos containing material from identified properties in South Australia, in accordance with specific remediation plans.

A provision for remediation costs was recognised at 30 June 2021 and represents the Board's best estimate of the costs that may be incurred in relation to the coordination and removal of asbestos containing material from identified properties. Further provisions were made in 2022/23, 2023/24 and 2024/25 as more detailed information becomes available and as costs increase.

Remediation works commenced in July 2021 and have continued during the financial year ended 30 June 2025. The Board estimates that the remediation works will be completed in the next 12 months.

The Authority's Board approved the retention of Surplus the Authority Contributions for each constituent the Authority to fund the asbestos contaminated material remediation project, until net Equity returns to positive values.

Movements in provisions

2025 (current and non-current) $ '000	Provision for rock crushing 2025	Provision for remediation costs 2025	Leave and other provision 2025
Opening balance	542	3,647	535
Add: additional amounts recognised	68	1,828	292
(Less): payments	(380)	(1,217)	(322)
Closing balance	230	4,258	505

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 8. Reconciliation to Statement of Cash Flows

$ '000	Notes	2025	2024
(a) Reconciliation of cash			
Cash assets comprise highly liquid investments with short periods to maturity subject to insignificant risk of changes of value. Cash at the end of the reporting period as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:			
Total cash and equivalent assets	5	255	801
Balances per Statement of Cash Flows		255	801
(b) Reconciliation of Operating Result			
Net surplus/(deficit)		(1,704)	(2,046)
Non-cash items in income statements			
Depreciation, amortisation and impairment		1,140	1,020
Net (gain)/loss on disposals		(126)	(13)
Right of Use Interest (non-cash)		147	–
		(543)	(1,039)
Add (less): changes in net current assets			
Net (increase)/decrease in receivables		(839)	(94)
Change in allowances for under-recovery of receivables		2	1
Net (increase)/decrease in inventories		(20)	–
Net increase/(decrease) in trade and other payables		532	(990)
Net increase/(decrease) in unpaid employee benefits		(30)	271
Net increase/(decrease) in other provisions		359	922
Net cash provided by (or used in) operations		(539)	(929)
(c) Financing arrangements			
Unrestricted access was available at balance date to the following lines of credit:			
Corporate credit cards		10	10
Cash advance facilities		2,201	2,256

Note 9. Financial instruments

Recognised financial instruments

Bank, deposits at call, short term deposits

Accounting policy:
Initially recognised at fair value and subsequently measured at amortised cost; interest is recognised when earned.

Terms and conditions:
Deposits are returning fixed interest rates between 0.09% and 4.65% (2024: 0.01% and 4.55%).

Carrying amount:
Approximates fair value due to the short term to maturity.

Receivables - fees and other charges

Accounting policy:
Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms and conditions:
Unsecured, and do not bear interest. The Authority is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Authority's boundaries.

Carrying amount:
Approximates fair value (after deduction of any allowance).

Liabilities - creditors and accruals

Accounting policy:
Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Authority.

Terms and conditions:
Liabilities are normally settled on 30 day terms.

Carrying amount:
Approximates fair value.

Liabilities - interest bearing borrowings

Accounting policy:
Initially recognised at fair value and subsequently at amortised cost using the effective interest rate.

Terms and conditions:
Secured over future revenues, borrowings are repayable in six-monthly instalments; interest is charged at fixed rates between 1.8% and 4.0% (2024: 1.8% and 4.0%) and cash advanced debentures require interest only at variable rates between 5.50% and 6.15% (2024: 6.05% and 6.15%).

Carrying amount:
Approximates fair value.

Liabilities - leases

Accounting policy:
Accounted for in accordance with AASB 16 as stated in Note 13.

continued on next page ...

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 9. Financial instruments (continued)

$ '000	Due < 1 year	Due > 1 year and ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
Financial assets and liabilities					
2025					
Financial assets					
Cash and cash equivalents	255	–	–	255	255
Receivables	1,071	–	–	1,071	1,074
Total financial assets	1,326	–	–	1,326	1,329
Financial liabilities					
Payables	1,230	–	–	1,230	1,230
Current borrowings	561	–	–	561	402
Non-current borrowings	–	4,180	8,072	12,252	11,351
Lease liabilities	299	1,197	2,434	3,930	2,794
Total financial liabilities	2,090	5,377	10,506	17,973	15,777
Total financial assets and liabilities	3,416	5,377	10,506	19,299	17,106
2024					
Financial assets					
Cash and cash equivalents	801	–	–	801	801
Receivables	247	–	–	247	247
Total financial assets	1,048	–	–	1,048	1,048
Financial liabilities					
Payables	1,363	–	–	1,363	1,363
Current borrowings	697	–	–	697	522
Non-current borrowings	–	2,660	7,375	10,035	8,975
Lease liabilities	290	1,160	2,658	4,108	2,751
Total financial liabilities	2,350	3,820	10,033	16,203	13,611
Total financial assets and liabilities	3,398	3,820	10,033	17,251	14,659

The following interest rates were applicable to the Authority's borrowings at balance date:

	2025		2024	
$ '000	Weighted Avg Interest Rate	Carrying Value	Weighted Avg Interest Rate	Carrying Value
Other variable rates	4.97%	10,195	6.15%	4,623
Fixed interest rates	3.79%	4,352	3.69%	7,625
		14,547		12,248

Net fair value

All carrying values approximate fair value for all recognised financial instruments. There is no recognised market for the financial assets of the Authority.

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Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 9. Financial instruments (continued)

Risk exposures

Credit Risk represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Authority is the carrying amount, net of any impairment. All Authority investments are made with the SA Local Government Finance Authority and are guaranteed by the SA Government. Except as detailed in Notes 5 and 6 in relation to individual classes of receivables, exposure is concentrated within the Authority's boundaries, and there is no material exposure to any individual debtor.

Market Risk is the risk that fair values of financial assets will fluctuate as a result of changes in market prices. All of the Authority's financial assets are denominated in Australian dollars and are not traded on any market, and hence neither market risk nor **currency risk** apply.

Liquidity Risk is the risk that the Authority will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Management Policy (LGA Information Paper 15), liabilities have a range of maturity dates. The Authority also has available a range of bank overdraft and standby borrowing facilities that it can access.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. The Authority has a balance of both fixed and variable interest rate borrowings and investments. Cash flow fluctuations are managed holistically in seeking to minimise interest costs over the longer term in a risk averse manner.

Expected credit losses (ECL)

The Authority uses an allowance matrix to measure expected credit losses ('ECLs') for receivables from individual customers, which comprise a large number of small balances. The following table provides information about the Authority's ECLs from receivables (excluding GST and other amounts held in trust). Impairment analysis is performed each reporting date. ECLS are based on credit history adjusted for forward looking estimates and economic conditions.

$ '000	ECL Rate	Gross carrying amount	Expected Loss
2025			
Current (not past due)	0.0%	283	–
Past due 1-30 days	0.0%	213	–
Past due 31-60 days	0.0%	11	–
Past due 61 days +	14.5%	22	3
		529	3
2024			
Current (not past due)	0.0%	121	–
Past due 1-30 days	0.0%	59	–
Past due 31-60 days	0.0%	5	–
Past due 61 days +	24.0%	2	1
		187	1

Set out below is the movement in the allowance for expected credit losses:

$ '000	2025	2024
As at 1 July	1	–
Provisions	3	1
Write-off	(1)	–
As at 30 June	3	1

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 10. Capital expenditure and investment property commitments

$ '000	2025	2024
Capital commitments		
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Plant and equipment	2,444	2,972
	2,444	2,972
These expenditures are payable:		
Not later than one year	2,444	882
Later than one year and not later than 5 years	–	2,090
	2,444	2,972

Note 11. Financial indicators

$ '000	Amounts 2025	Indicator 2025	Indicators 2024	Indicators 2023
Financial Indicators overview *These Financial Indicators have been calculated in accordance with Information paper 9 - Local Government Financial Indicators prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia.*				
1. Operating Surplus Ratio				
Operating surplus	(1,830)	(12.9)%	(15.8)%	(4.1)%
Total operating income	14,225			
This ratio expresses the operating surplus as a percentage of total operating revenue.				
2. Net Financial Liabilities Ratio				
Net financial liabilities	20,367	143%	135%	119%
Total operating income	14,225			
Net Financial Liabilities are defined as total liabilities less financial assets. These are expressed as a percentage of total operating revenue.				
3. Asset Renewal Funding Ratio				
Asset renewals	1,868	118%	11%	100%
Infrastructure and Asset Management Plan required expenditure	1,579			
Asset renewals expenditure is defined as capital expenditure on the renewal and replacement of existing assets relative to the optimal level planned, and excludes new capital expenditure on the acquisition of additional assets.				

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 12. Uniform presentation of finances

The following is a high level summary of both operating and capital investment activities of the Authority prepared on a simplified Uniform Presentation Framework basis.

All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.

The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances.

$ '000	2025	2024
Income		
User charges	13,990	12,828
Grants, subsidies and contributions - operating	45	60
Investment income	2	1
Reimbursements	157	132
Other income	31	16
Total Income	14,225	13,035
Expenses		
Employee costs	(4,645)	(4,107)
Materials, contracts and other expenses	(9,636)	(9,379)
Depreciation, amortisation and impairment	(1,140)	(1,020)
Finance costs	(634)	(588)
Total Expenses	(16,055)	(15,094)
Operating surplus / (deficit)	(1,830)	(2,059)
Adjusted Operating surplus / (deficit)	(1,830)	(2,059)
Net outlays on existing assets		
Capital expenditure on renewal and replacement of existing assets	(1,868)	(77)
Finance lease principal payments for right of use assets on existing assets	(149)	(100)
Add back depreciation, amortisation and impairment	1,140	1,020
Add back proceeds from sale of replaced assets	186	38
	(691)	881
Net outlays on new and upgraded assets		
Capital expenditure on new and upgraded assets (including investment property and real estate developments)	(432)	(449)
	(432)	(449)
Annual net impact to financing activities (surplus/(deficit))	(2,953)	(1,627)

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 13. Leases

(i) The Authority as a lessee

Terms and conditions of leases

Buildings & Other Structures

The Authority entered in to leases starting on 01/09/2023 for Waste and Recycling Depot premises located at Goolwa and Strathalbyn. The leases are for an initial term of five years, with two rights of renewal of five years each. Both leases have an annual increase in payment, based on the Australian Consumer Price Index ('CPI').

Set out below are the carrying amounts of right-of-use assets recognised within Infrastructure, Property, Plant and Equipment and the movements during the period:

(a) Right of use assets

$ '000	Buildings & Other Structures	Total
2025		
Opening balance	2,697	2,697
Adjustments to right-of-use assets due to re-measurement of lease liability	192	192
Depreciation charge	(191)	(191)
Balance at 30 June	2,698	2,698
2024		
Opening balance	–	–
Additions to right-of-use assets	2,851	2,851
Depreciation charge	(154)	(154)
Balance at 30 June	2,697	2,697

(b) Lease liabilities

Set out below are the carrying amounts of lease liabilities (included under interest-bearing loans and borrowings) and the movements during the period:

$ '000	2025	2024
Balance at 1 July	2,751	–
Additions	–	2,851
Accretion of interest	149	142
Payments	(298)	(242)
Adjustments to right-of-use liabilities due to re-measurement	192	–
Balance at 30 June	2,794	2,751
Classified as:		
Current	149	126
Non-current	2,645	2,625

The maturity analysis of lease liabilities is included in Note 9.
The Group had total cash outflows for leases of $298k (2023/24: $242k).
The following are the amounts recognised in profit or loss:

Depreciation expense of right-of-use assets	191	154
Interest expense on lease liabilities	148	142
Total amount recognised in profit or loss	339	296

Note 14. Superannuation

The Authority makes employer superannuation contributions in respect of its employees to Hostplus (formerly Local Government Superannuation Scheme and Statewide Super). There are two types of membership, each of which is funded differently. Permanent and contract employees of the South Australian Local Government sector with Salarylink benefits prior to 24 November 2009 have the option to contribute to the Accumulation section and/or Salarylink. All other employees (including casuals) have all contributions allocated to the Accumulation section.

Accumulation only members
Accumulation only members receive both employer and employee contributions on a progressive basis. Employer contributions are based on a fixed percentage of ordinary time earnings in accordance with superannuation guarantee legislation (11.50% in 2024/25; 11.00% in 2023/24). No further liability accrues to the Authority as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

Salarylink (Defined Benefit Fund) members
Salarylink is a defined benefit scheme where the benefit payable is based on a formula determined by the member's contribution rate, number of years and level of contribution and final average salary. The Authority makes employer contributions to Salarylink as determined by the Fund's Trustee based on advice from the appointed Actuary. The rate is currently 6.3% (6.3% in 2023/24) of "superannuation" salary.

In addition, the Authority makes a separate contribution of 3% of ordinary time earnings for Salarylink members to their Accumulation account. Employees also make member contributions to the Salarylink section of the Fund. As such, assets accumulate in the Salarylink section of the Fund to meet the member's benefits, as defined in the Trust Deed, as they accrue.

The Salarylink section is a multi-employer sponsored plan. As the Salarylink section's assets and liabilities are pooled and are not allocated by each employer, and employees may transfer to another employer within the local government sector and retain membership of the Fund, the Actuary is unable to allocate benefit liabilities, assets and costs between employers. As provided by AASB 119.34(a), The Authority does not use defined benefit accounting for these contributions.

The most recent actuarial investigation was conducted by the Fund's actuary, Louise Campbell, FIAA, of Willis Towers Watson as at 30 June 2024. The Trustee has determined that the current funding arrangements are adequate for the expected Salarylink liabilities. However, future financial and economic circumstances may require changes to the Authority's contribution rates at some future time.

Contributions to other superannuation schemes
The Authority also makes contributions to other superannuation schemes selected by employees under the "choice of fund" legislation. All such schemes are of the accumulation type, where the superannuation benefits accruing to the employee are represented by their share of the net assets of the scheme, and no further liability attaches to the Authority.

Note 15. Contingent Assets & Contingent Liabilities

At times there are contingencies, assets and liabilities that do not qualify for recognition in the Balance Sheet but knowledge of those items is considered relevant to the user of the financial report in making and evaluating decisions about the allocation of scarce resources. From our knowledge there are no known contingencies, assets or liabilities that should be disclosed that have not been included in the Balance Sheet.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 16. Related party transactions

Key management personnel

Transactions with key management personnel

The Key Management Personnel of the Authority include the Independent Board Chair, Independent Board Members, Independent Members of the Audit and Risk Committee, Executive Officer and certain prescribed officers under Section 112 of the Local Government Act 1999. In all, 8 persons (2024: 7 persons) were paid the following total compensation:

$ '000	2025	2024
The compensation paid to key management personnel comprises:		
Short-term employee benefits	508	483
Post-employment benefits	46	42
Long-term benefits	6	5
Total	560	530

Note 17. Economic dependence

A provision for remediation costs of $4,258k has been recognised at 30 June 2025 (2024: $3,647k) (refer to Notes 1.3, 3 and 7). As a result, the Authority's current liabilities exceed its current assets at 30 June 2025 by $6,193k (2024: $5,846k) and the Authority has a net deficiency of $12,599k (2024: $10,895k).

The financial statements of the Authority have been prepared on a going concern basis as its Charter includes a requirement for additional financial contributions to be made by the Constituent Councils due to the insufficient working capital available to meet the Authority's estimated financial obligations, and in accordance with Section 31 of Part 2 of Schedule 2 of the Local Government Act 1999, the liabilities incurred by a regional subsidiary are guaranteed by the Constituent Councils.

Bentleys
THINKING AHEAD

Bentleys SA Audit Partnership
Level 5
63 Pirie Street
Adelaide SA 5000

GPO Box 939
Adelaide SA 5001

ABN 43 877 091 903

T +61 8 8372 7900
F +61 8 8372 7999

admin@adel.bentleys.com.au
bentleys.com.au

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE FLEURIEU REGIONAL WASTE AUTHORITY

Opinion

We have audited the accompanying financial report of the Fleurieu Regional Waste Authority, which comprises the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of material accounting policies and the Certification of the Financial Statements.

In our opinion, the financial report gives a true and fair view of the financial position of the Fleurieu Regional Waste Authority as of 30 June 2025, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards and the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Report

Management is responsible for the preparation of the financial report, which gives a true and fair view in accordance with Australian Accounting Standards and the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*, and for such internal control as the committee and management determines is necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, management is responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the entity's financial reporting process.

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Advisors
Accountants
Auditors

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf.
This description forms part of our auditor's report.

BENTLEYS SA AUDIT PARTNERSHIP

DAVID FRANCIS
PARTNER

Dated at Adelaide this 26th day of September 2025

Bentleys
THINKING AHEAD

Bentleys SA Audit Partnership
Level 5
63 Pirie Street
Adelaide SA 5000

GPO Box 939
Adelaide SA 5001

ABN 43 877 091 903

T +61 8 8372 7900
F +61 8 8372 7999

admin@adel.bentleys.com.au
bentleys.com.au

INDEPENDENT ASSURANCE REPORT ON INTERNAL CONTROLS OF FLEURIEU REGIONAL WASTE AUTHORITY

Opinion

We have audited the compliance of the Fleurieu Regional Waste Authority (the Authority) with the requirements of *Section 125 of the Local Government Act 1999* in relation to the Internal Controls established by the Authority to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities for the period 1 July 2024 to 30 June 2025 are in accordance with legislative provisions.

In our opinion, the Authority has complied, in all material respects, with *Section 125 of the Local Government Act 1999* in relation to Internal Controls, established by the Authority in relation to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities so as to provide reasonable assurance that the financial transactions of the Authority have been conducted properly and in accordance with legislative provisions for the period 1 July 2024 to 30 June 2025.

Limitation on Use

This report has been prepared for the members of the Authority in accordance with *Section 129 of the Local Government Act 1999* in relation to Internal Controls specified above. We disclaim any assumption of responsibility for any reliance on this report to any persons or users other than the members of the Authority, or for any purpose other than that for which it was prepared.

Limitations of Controls

Because of the inherent limitations of any internal control structure it is possible that, even if the controls are suitably designed and operating effectively, the control objectives may not be achieved so that fraud, error, or non-compliance with laws and regulations may occur and not be detected.

An assurance engagement on internal controls is not designed to detect all instances of controls operating ineffectively as it is not performed continuously throughout the period and the tests performed are on a sample basis. Any projection of the outcome of the evaluation of controls to future periods is subject to the risk that the controls may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.

Independence

In conducting our engagement, we have complied with the independence requirements of the Australian professional accounting bodies.

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Accountants
Auditors

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The Authority's Responsibility for the Internal Controls

The Authority is responsible for implementing and maintaining an adequate system of internal controls, in accordance with *Section 125 of the Local Government Act 1999* in relation to Internal Controls, to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and incurring of liabilities are in accordance with legislative provisions.

Our Responsibility

Our responsibility is to express an opinion on the Authority's compliance with *Section 125 of the Local Government Act 1999* in relation only to the Internal Controls established by the Authority to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities, based on our procedures. Our engagement has been conducted in accordance with applicable Australian Standards on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* and ASAE 3150 *Assurance Engagement on Controls*, issued by the Australian Auditing and Assurance Standards Board, in order to state whether, in all material respects, the Authority has complied with *Section 125 of the Local Government Act 1999* in relation only to the Internal Controls specified above for the period 1 July 2024 to 30 June 2025. ASAE 3000 also requires us to comply with the relevant ethical requirements of the Australian professional accounting bodies.

Our procedures included obtaining an understanding of internal controls in relation to the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities, evaluating management's assessment of these internal controls, assessing the risk that a material weakness exists, and testing and evaluating the design and implementation of controls on a sample basis on the assessed risks.

BENTLEYS SA AUDIT PARTNERSHIP

DAVID FRANCIS
PARTNER

Dated at Adelaide this 26th day of September 2025

FLEURIEU REGIONAL WASTE AUTHORITY

ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 June 2025

CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of Fleurieu Regional Waste Authority for the year ended 30 June 2025, the Authority's Auditor, Bentleys SA Audit Partnership, has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.

.....
Michael Kelledy
Chair of the Board
Fleurieu Regional Waste Authority

Date:

FLEURIEU REGIONAL WASTE AUTHORITY

ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 June 2025

CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of Fleurieu Regional Waste Authority for the year ended 30 June 2025, the Authority's Auditor, Bentleys SA Audit Partnership, has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.

.....
Simon Grenfell
EXECUTIVE OFFICER
Fleurieu Regional Waste Authority

Date: 4 June 2025

FLEURIEU REGIONAL WASTE AUTHORITY

ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 June 2025

CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of Fleurieu Regional Waste Authority for the year ended 30 June 2025, the Authority's Auditor, Bentleys SA Audit Partnership, has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.

.....

Peter Fairlie-Jones
Presiding Member Audit & Risk Committee
Fleurieu Regional Waste Authority

Date:

FLEURIEU REGIONAL WASTE AUTHORITY

ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 June 2025

CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of Fleurieu Regional Waste Authority for the year ended 30 June 2025, the Authority's Auditor, Bentleys SA Audit Partnership, has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.

.....
Andrew MacDonald
CHIEF EXECUTIVE OFFICER
Alexandrina Council

Date: 5 August 2025

FLEURIEU REGIONAL WASTE AUTHORITY

ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 June 2025

CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of Fleurieu Regional Waste Authority for the year ended 30 June 2025, the Authority's Auditor, Bentleys SA Audit Partnership, has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.

.....
Victoria MacKirdy
CHIEF EXECUTIVE OFFICER
City of Victor Harbor

Date: 15/07/2025

FLEURIEU REGIONAL WASTE AUTHORITY

ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 June 2025

CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of Fleurieu Regional Waste Authority for the year ended 30 June 2025, the Authority's Auditor, Bentleys SA Audit Partnership, has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.

.....
Daryl Buckingham
CHIEF EXECUTIVE OFFICER
Kangaroo Island Council

Date:

FLEURIEU REGIONAL WASTE AUTHORITY

ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 June 2025

CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of Fleurieu Regional Waste Authority for the year ended 30 June 2025, the Authority's Auditor, Bentleys SA Audit Partnership, has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.

.....

Nathan Cunningham
CHIEF EXECUTIVE OFFICER
District Council of Yankalilla

Date: 15 July 2025

Bentleys
THINKING AHEAD

Bentleys SA Audit Partnership
Level 5
63 Pirie Street
Adelaide SA 5000

GPO Box 939
Adelaide SA 5001

ABN 43 877 091 903

T +61 8 8372 7900
F +61 8 8372 7999

admin@adel.bentleys.com.au
bentleys.com.au

Certification of Auditor Independence

I confirm that, for the audit of the financial statements of Fleurieu Regional Waste Authority for the year ended 30 June 2025, I have maintained my independence in accordance with the requirements of APES 110 – Code of Ethics for Professional Accountants, Section 290, published by the Accounting Professional and Ethical Standards Board, in accordance with the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of *Regulation 22 (5) Local Government (Financial Management) Regulations 2011*.

Bentleys SA Audit Partnership

David Francis
Partner

Dated at Adelaide this 1st September 2025

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Advisors
Accountants
Auditors

PO Box 2375, Goolwa SA 5214
1226 Port Elliot Road, Goolwa
Phone: (08) 8555 2467
www.frwa.com.au

12.3 Attachment Under Separate Cover - Draft Environmental Management Plan Community Engagement Report

city of Victor Harbor

Attachment Under Separate Cover

Ordinary Council Meeting – 24 November 2025

Agenda Item – Draft Environmental Management Plan Community Engagement Report

www.victor.sa.gov.au

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city of Victor Harbor

Community Engagement Report

Draft Environmental Management Plan 2025 - 2030

Thursday, 25 September 2025 – Friday, 17 October 2025

Community Engagement Summary: Draft Environmental Management Plan 2025 - 2030

Introduction

The purpose of this report is to provide details of the community consultation undertaken in relation to the Draft Environmental Management Plan. It outlines a summary of consultation activities and feedback gathered during the engagement period.

Background

The City of Victor Harbor engaged consultants Climate Cavalry to review and update the Environmental Management Plan. The Draft Environmental Management Plan 2025-2030 seeks to guide the Council's efforts in protecting and enhancing the local environment in the way we manage operations, services and public land. It identifies objectives with key actions that Council could undertake over a five-year period.

Previous stakeholder engagement (internal and external) has allowed for the gathering of ideas, inspiration and information to shape the development of the draft Environmental Management Plan. This includes:

- Internal stakeholder workshop with relevant staff from various departments (April 2025)
- External stakeholder workshop with community groups and key stakeholders, including FRWA, Landscapes H&F, Resilient Hills & Coast (May 2025)
- Meetings with relevant internal staff (May/June 2025)
- Council briefing (July 2025)

The purpose of this stage of engagement was to seek broad community views in relation to the Draft Environmental Management Plan.

Consultation Methodology

The community consultation period for the Draft Environmental Management Plan ran from Thursday 25 September 2025 until Friday 17 October 2025. The opportunity for residents and ratepayers to have their say was promoted in the following ways:

- **Public notice** in Fleurieu Sun newspaper, 25 September 2025 edition
- **Posters** displayed in Civic Centre foyer for duration of consultation
- **Information on Council's websites:**
  - Article published on victor.sa.gov.au (39 page views)
  - Information on yoursay.victor.sa.gov.au (179 page views, 103 document downloads)
- **Facebook posts** published on:
  - 25 September 2025 (605 views, 4 link clicks)
  - 8 October 2025 (462 views, 3 link clicks)
  - 17 October 2025 (652 views, 2 link clicks)
- **Your Say newsletter** sent on 30 September (676 recipients, 65 clicks)
- **City Activation newsletter** sent on 30 September (2,124 recipients, 3 article clicks)
- **Victor Viewpoint newsletter** sent on 10 October (2,453 recipients, 38 article clicks)

Community Feedback

Drop-In Sessions

Two drop-in sessions were held at the Civic Centre (1 Bay Road, Victor Harbor) during the consultation period:

- Thursday, 9 October 2025 from 10am – 12pm
- Wednesday, 15 October 2025 from 4pm – 6pm

3 conversations were had with attendees at the drop-in sessions. Topics of discussion included:

- Concerns regarding large scale developments within Victor Harbor Council area
- Removal of paddock trees from developers
- Support for tree canopy mapping

Generally, attendees were supportive that the City of Victor Harbor had an Environmental Management Plan with clear actions over 5 years.

Written submissions

Twenty-one written submissions were received during the consultation:

- **Conservation Council of SA**
  A detailed submission outlining 13 suggestions for Council to consider when finalising objectives and actions within the plan.
- **Biodiversity Victor Harbor**
  A detailed submission outlining 17 suggestions for Council to consider when finalising objectives and actions within the plan.
- **Coastcare Victor Harbor**
  Expressing support of Biodiversity Victor Harbor submission, with additional feedback regarding diverting stormwater away from rivers.
- **Community member (1)**
  Expressing support of Biodiversity Victor Harbor submission, with additional feedback regarding evidence-based decisions and measurable targets.
- **Community members (2)**
  Feedback for Council to consider when finalising objectives and actions within the plan.
  Community member (3)
  Expressing support of Biodiversity Victor Harbor submission, with additional feedback regarding concerns for river pollution.
- **Community member (4)**
  Expressing support of Biodiversity Victor Harbor submission, with additional feedback regarding WSUD in new developments and planting greater number of native trees
- **Community member (5)**
  Expressing support of Biodiversity Victor Harbor submission.
- **Community members (6)**
  Expressing support of Biodiversity Victor Harbor submission, with additional feedback regarding soil erosion in the Hindmarsh River.
  Community members (7)

Expressing support of Biodiversity Victor Harbor submission, with additional feedback regarding concern for the health of the Hindmarsh and Inman rivers..

- **Community members (8)**
  Expressing support of Biodiversity Victor Harbor submission, some with additional feedback regarding improving canopy and vegetation cover in Victor Harbor.
- **Community members (9)**
  Expressing support of Biodiversity Victor Harbor submission, with additional feedback regarding retaining all existing trees at development sites and with support for the tree canopy cover objective and .
  Community members (10)
  Expressing support of Biodiversity Victor Harbor submission, with additional feedback regarding increasing urban green space, setting canopy cover targets, stronger waste management targets and enhancing the health of the rivers.
- **Community members (11)**
  Expressing support of Biodiversity Victor Harbor submission.
  Community members (12)
  Expressing support of Biodiversity Victor Harbor submission.
- **Community members (13)**
  Expressing support of Biodiversity Victor Harbor submission.
- **Community members (14)**
  Expressing support of Biodiversity Victor Harbor submission, with some additional feedback regarding enhancing the Hindmarsh and Inman River for Black-chinned Honeyeater conservation and care for several small reserves (McNamara and Finnish Reserve).
  Community members (15)
- Expressing support of Biodiversity Victor Harbor submission, with some additional feedback regarding setting targets for canopy cover.
- **Community member (16)**
  Requesting that rubbish from builders be considered.
- **Community members (17)**
  Expressing support of Biodiversity Victor Harbor submission, with some additional feedback aligning with Biodiversity Victor Harbor's submission.
- **Community members (18)**
  Expressing concerns regarding compliance with development within Victor Harbor.

A copy of these written submissions is provided at Appendix 1.

The following table outlines the recommendations in the submission by Biodiversity Victor Harbor. A response has been provided for Council Members consideration.

Biodiversity Victor Harbor Submission	
Recommendations	Response
Recommendation 1: Consistent with the approach endorsed by the Conservation Council SA and the national strategy for nature, the Plan should adopt a consistent and 'SMART' (as above) approach to	Agree in wanting SMART goals, limited in baseline data information, hence actions relating to setting baseline data

monitoring and evaluation to create genuine accountability of the City of Victor Habor's progress against the Plan.	
Recommendation 2: The Plan omits reference to Australia's Strategy for Nature 2024-2031 in its summary of the national context, despite this Strategy being Australia's key and overarching environmental policy document. The six national targets and three 'enablers' are designed to halt and reverse biodiversity loss in Australia and put nature on a path to recovery, as per the 2030 mission of the Global Biodiversity Framework ('GBF') under the United Nations Convention on Biological Diversity ('CBD'	Agreed, good pick up.
Recommendation 3: The Goals of the Plan should be strengthened and aligned with the Objectives, Targets and Actions within "Principle 4: Our environment is protected and enhanced" of the recently approved Victor Habor Urban Growth Management Strategy 2050, noting that despite asserting that there is such alignment in the draft Plan's introduction, there are stark inconsistencies and gaps between the Growth Management Strategy and the Plan. Specifically, the Goals of the Plan need to be updated if they are to adopt the approach set out in the Growth Management Strategy	The goals and objectives align with the Community Plan 2030.
Recommendation 4: In accordance with the Green Adelaide Strategy and the national 30 by 30 target, the tree canopy Goal in the Plan should be amended as follows (amendments in bold): "Increase tree canopy cover **and green space** within township **urban areas** in line with a target. Biodiversity VH recommends 30% canopy as a cover target in the urban area to be consistent with the Green Adelaide strategic plan.	Council is committed to increasing canopy cover, the extent and targets set once baseline is determined in action **5.3**. 30% goal is an average for the whole greater Adelaide area, including parts of the hill face. Coastal areas typically have a lower tree canopy cover due to factors like high winds, salt spray, poor soil quality, and sandy terrain.
Recommendation 5: The Plan should commit to measurable biodiversity loss being halted and reversed by 2030, consistent with Australia's Strategy for Nature.	Noted, agree, plan already commits to this intent within operation means.
Recommendation 6: The biodiversity reserves and roadside vegetation site's goal should be expanded to cover the entire Council area. "Increase the Council area's Total Biodiversity Score."	Out of scope
Recommendation 7: The recycled water Goal should be reworded to emphasise expansion and innovation in water reuse systems. (amendments in bold): "**Maintain or** Increase the recycled water used by Council. Progress will be tracked through the number and scale of new water-sensitive urban design systems installed, and their total capture capacity."	Agree, changed.

Recommendation 8: All new urban developments should integrate water-sensitive urban design (WSUD) principles as a mandatory requirement as part of the design planning and approvals. This may include the creation of wetlands to filter runoff before it enters the waterways for example.	Out of scope. Council currently does not have the capacity to enforce specific requirements related to Water Sensitive Urban Design (WSUD). However, Council actively seek opportunities to advocate for the integration of WSUD principles during the design phase of projects. This includes consideration of water quality management and discharge volumes to ensure downstream networks are not adversely impacted.
Recommendation 9: Create a dedicated "VHC Climate Change Resilience and Adaptation Policy4 " ensuring that climate considerations are integrated into all operations, planning and policy frameworks.	Agree, refer to Action **1.6.**
Recommendation 10: The goal of Roadside and Council Land Weed Control should be described.	Noted. This is referring to details in associated plans and strategies.
Recommendation 11: The goal of deer, cat, fox and rabbit populations should be described.	Noted. This is referring to details in associated plans and strategies.
Recommendation 7: That Objective area 1.2 be clarified to provide enough context to assess the worth.	Noted. Actions prioritised in RH&C adaptation plan (https://www.resilienthillscoasts.com/s/2529-RHC-ReCAP-FINAL-DIGITAL.pdf)
Recommendation 8: That Objective area 8 be reworded to be specific and measurable – for example: "Make significant contributions to relevant actions within the South Australian Government Climate Change Resilience and Adaptation Actions4 policy (especially actions 2.6, 4.3, and 5.1)".	Staff currently 1.4 FTE to cover plan, whilst advocating for state policy reform is important and we provide feedback in reforms, we prioritise on-groundwork within CVH over making significant contributions to policy reforms.
Recommendation 9: That, in alignment with the Victor Harbor Urban Growth Management Strategy 2050 (specifically, Objective 4.5), an Objective area and associated KPIs (etc.) be added for helping to achieve net zero emissions, as follows: "Work towards achieving net zero emissions by 2050 in line with South Australia's Net Zero Strategy.	Agree, clarification footnote added to action 5.1
Recommendation 10: That the following Objective area (and associated KPIs, etc.) be added to more explicitly align with the Growth Management Strategy: "Identify opportunities for Native Vegetation Heritage Agreements to protect biodiversity on Council Land" [as per Action 4.1E in the Growth Management Strategy].	Agreed, See UGMS. This will be an important action when updating BNAMP (3.5)
Recommendation 11: Create a significant tree register for the urban region of Victor Harbor	Outside of scope.

Recommendation 12: Collaborate with Biodiversity Victor Harbor to help the Community Biodiversity Nursery / Hub reach its full potential.	Noted. This is an action in BNAMP (5.7)
Recommendation 13: Develop and implement strategies that encourage biodiversity protection and enhancement on private properties (rural and domestic). This may be in the form of creating or updating the indigenous plant species guides to support biodiversity-friendly landscaping for existing rate payers or for urban developers.	Agreed. See action **3.2.**
Recommendation 14: That the following Objective area (and associated KPIs, etc.) be added to more explicitly align with the Growth Management Strategy: "**Identify privately owned land among the Inman and Hindmarsh Rivers and investigate options for protecting vegetation and securing public access to privately owned areas along the rivers**" [as per Action 4.7B in the Growth Management Strategy]. Biodiversity suggests that "public access" should be separated from the initiative, and yet still be encouraged. The initiative and support of increasing and protecting native vegetation on private land is the main goal. This may involve the application of Biodiversity Agreements under the new Biodiversity Act in SA.	Out of scope.
Recommendation 15: That the following Objective area (and associated KPIs, etc.) be added to more explicitly align with the Growth Management Strategy: "Capture baseline open space data and set targets to prioritise open (green) space in urban Victor Harbor" [as per Action 4.7B in the Growth Management Strategy]	Out of scope.
Recommendation 16: Collaborate with Biodiversity VH to educate the Community of VH. An example may be the monthly educational movie sessions at Victa Cinema followed by educational Q and A with scientific experts.	Agree, this aligns with the intent of existing action **6.2** Expand volunteer support and deliver more community education projects.
Recommendation 17: The community satisfaction Goal should be removed and instead captured through aggregated measures of satisfaction with Council service provision that sit above the Plan.	Community satisfaction goal is a set indicator by council's community plan that we must report on. We agree there are many ways to monitor the success and outcomes of the EMP, but we are prioritising resources.

Climate Council SA Submission	
Recommendations	Response
Recommendation 1: That the Plan adopt a consistent and 'SMART' (as above) approach to monitoring and evaluation to create genuine accountability of the City of Victor Habor's progress against the Plan.	Agree in wanting SMART goals, limited in baseline data information, hence actions relating to setting baseline data
Recommendation 2: The Plan fails to refer to Australia's Strategy for Nature 2024-20301 in	Agreed, good pick up.

its summary of the national context, despite this Strategy being Australia's key and overarching environmental policy document. The six national targets and three 'enablers' are designed to halt and reverse biodiversity loss in Australia and put nature on a path to recovery, as per the 2030 mission of the Global Biodiversity Framework ('GBF') under the United Nations Convention on Biological Diversity ('CBD').	
Recommendation 3: The Goals of the Plan need to align with the Objectives, Targets and Actions within "Principle 4: Our environment is protected and enhanced" of the recently approved Victor Habor Urban Growth Management Strategy 2050, noting that despite asserting that there is such alignment in the draft Plan's introduction, there are stark inconsistencies and gaps between the Growth Management Strategy and the Plan.	The goals and objectives align with the Community Plan 2030.
Recommendation 4: The tree canopy Goal in the Plan should be amended as follows (amendments in **bold**): "Increase tree canopy cover and green space within township urban **areas in line with targets** (need to establish baseline)"	Noted. Council is committed to increasing canopy cover, the extent and targets set once baseline is determined in action **5.3**.
Recommendation 5: The biodiversity reserves and roadside vegetation sites Goal in the Plan should be broadened, and amended as follows (amendments in **bold**): "Increase the Council area's Total Biodiversity Score." Or, if the existing approach in the draft Plan is ultimately retained: "**Maintain or** Increase the number of biodiversity reserves and roadside vegetation sites rated High or Very High (compared to 2022 BNAMP audit)"	Out of scope.
Recommendation 6: The recycled water Goal in the Plan should be amended as follows (amendments in **bold**): "**~~Maintain or~~** Increase recycled water used by Council. Progress will be tracked through the number and scale of new water sensitive	Agree, changed.

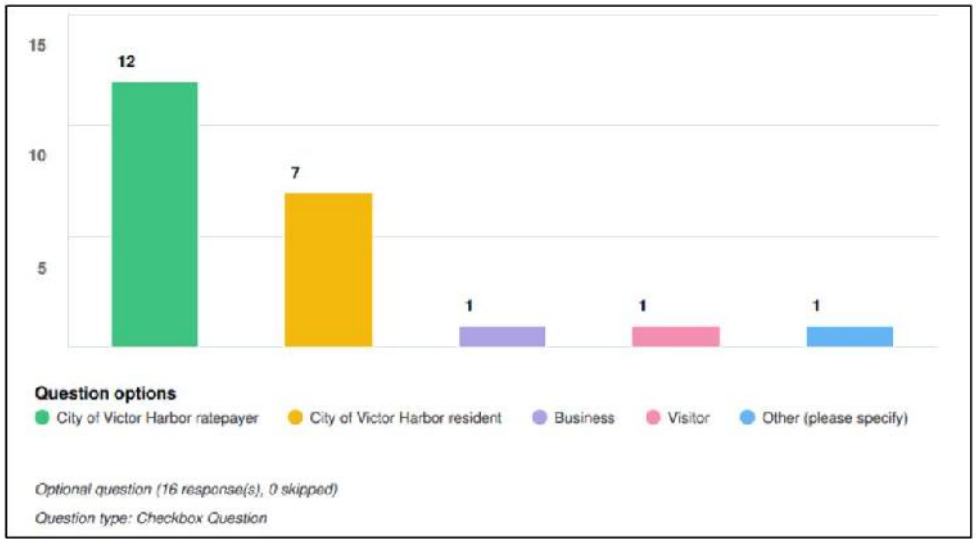
urban design systems installed, and their total capture capacity."	
Recommendation 7: The community satisfaction Goal should be removed and instead captured through aggregated measures of satisfaction with Council service provision that sit above the Plan.	Noted. Satisfaction goal aligns with Community Plan 2030.
Recommendation 7: That Objective area 1.2 be clarified to provide enough context to judge whether '1 to 2' prioritised actions per year is a reasonable ambition or not.	Noted. Actions prioritised in RH&C adaptation plan (https://www.resilienthillscoasts.com/s/2529-RHC-ReCAP-FINAL-DIGITAL.pdf)
Recommendation 8: That Objective area 8 be reworded to be specific and measurable – for example: "Make significant contributions to relevant actions within the South Australian Government Climate Change Resilience and Adaptation Actions.	Staff currently 1.4 FTE to cover plan, whilst advocating for state policy reform is important and we provide feedback in reforms, we prioritise on-groundwork within CVH over making significant contributions to policy reforms.
Recommendation 9: That, in alignment with the Victor Harbor Urban Growth Management Strategy 2050 (specifically, Objective 4.5), an Objective area and associated KPIs (etc.) be added for helping to achieve net zero emissions, as follows: "Work towards achieving net zero emissions by 2050 in line with South Australia's Net Zero Strategy 2024 – 2030"	Agree, clarification footnote added to action 5.1
Recommendation 10: Special consideration for incorporating climate considerations in Council procurement should be incorporated into the above Objective area and its implementation.	Noted.
Recommendation 11: That the following Objective area (and associated KPIs, etc.) are added to more explicitly align with the Growth Management Strategy: "Identify opportunities for Native Vegetation Heritage Agreements to protect biodiversity on Council Land" [as per Action 4.1E in the Growth Management Strategy]	Noted. Objective
Recommendation 12: That the following Objective area (and associated KPIs, etc.) are added to more explicitly align with the Growth Management Strategy: "Identify privately owned land among the Inman and Hindmarsh Rivers and investigate options for protecting vegetation and securing	Agreed, See UGMS. This will be an important action when updating BNAMP (3.5)

public access to privately owned areas along the rivers" [as per Action 4.7B in the Growth Management Strategy]	
Recommendation 13: That the following Objective area (and associated KPIs, etc.) are added to more explicitly align with the Growth Management Strategy: "Capture baseline open space data and set targets to prioritise open (green) space in urban Victor Harbor" [as per Action 4.7B in the Growth Management Strategy]	Out of scope.

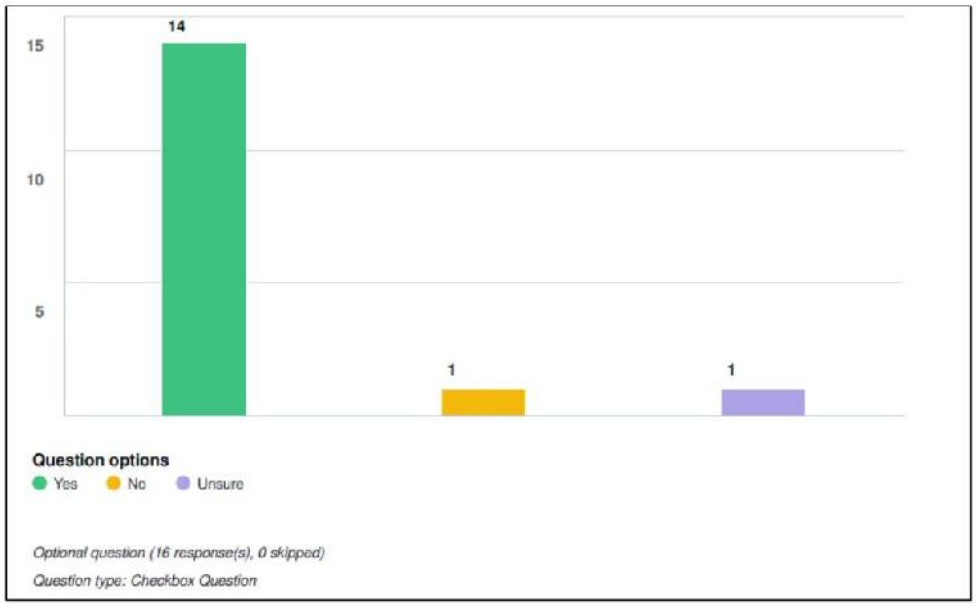
Survey responses

Sixteen surveys were formally completed and submitted online via Council's Your Say website. All responses are presented in Appendix 2. The following provides an overview of the responses.

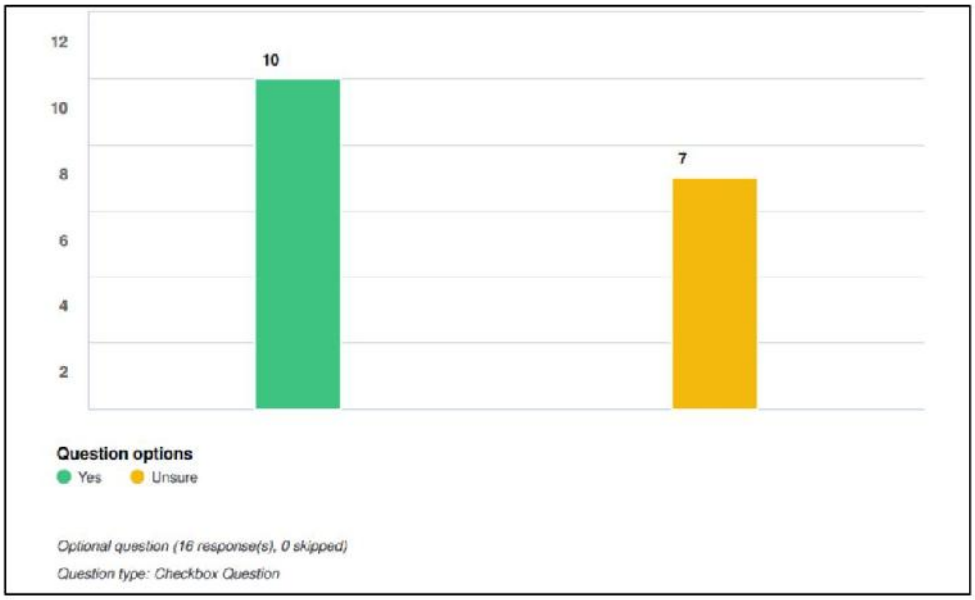
Q. What best describes you?



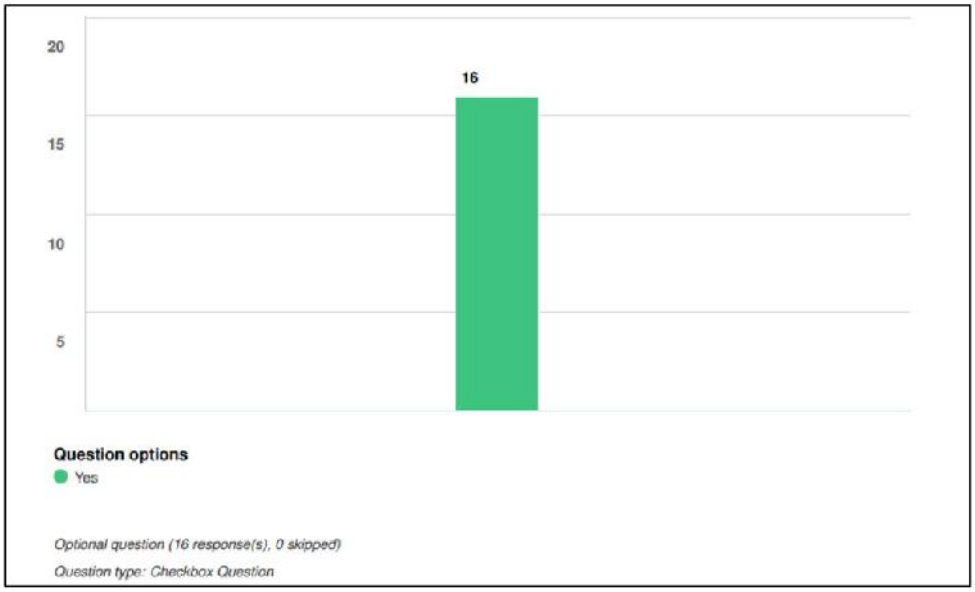
Q. Have you read the draft Environmental Management Plan 2025 - 2030?



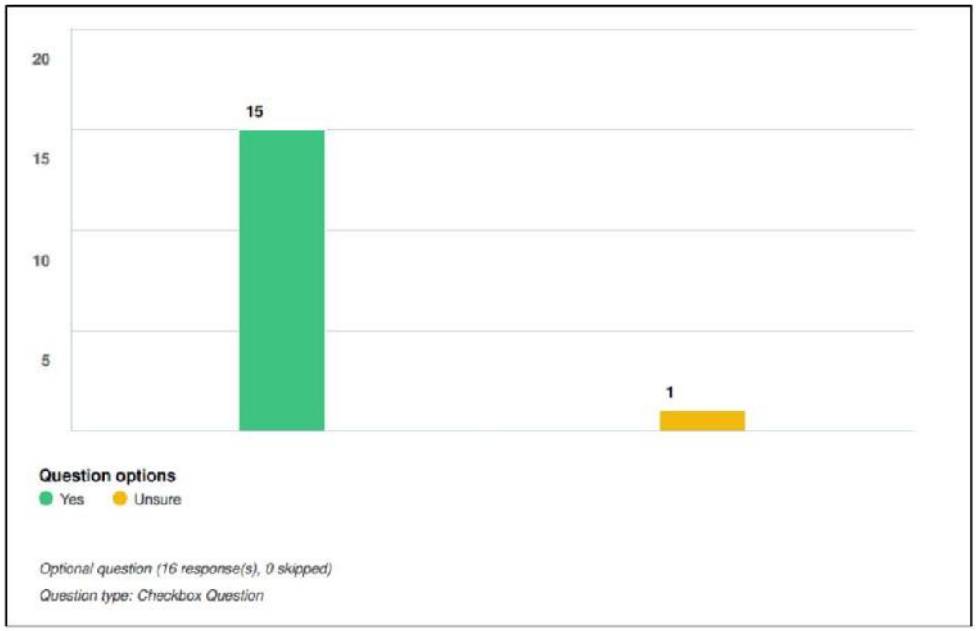
Q. Do you support the draft Environmental Management Plan 2025 - 2030?



Q. Do you support the draft Environmental Management Plan's vision? ***'We protect and restore our environment to make Victor Harbor a sustainable place of choice to live, visit and enjoy.'***



Q. Do you support the draft Environmental Management Plan's objectives?



Q. Why or why not?

- *Because they should be objectives for the council*
- *Endorse with qualifications - it sounds terrific on paper, but has to be supported by robust and intentional action to deliver the outcomes proposed.*
- *We have to look out for future generations*
- *Because of rapid, perhaps too rapid development, Council needs to put skates on and thrust these priorities forth. The matters are urgent.*
- *The city is growing and we need sustainability within the region. Managing this growth is extremely important and we need to minimise the impact on our environment.*
- *Adapting to climate change and protecting our environment is critical to the sustainability of the overall community*
- *All of the objectives are excellent, but I feel the actions listed don't go far enough to achieve them.*

- *It covers lots of areas/ issues that I think are important. It looks like a sensible and achievable plan.*

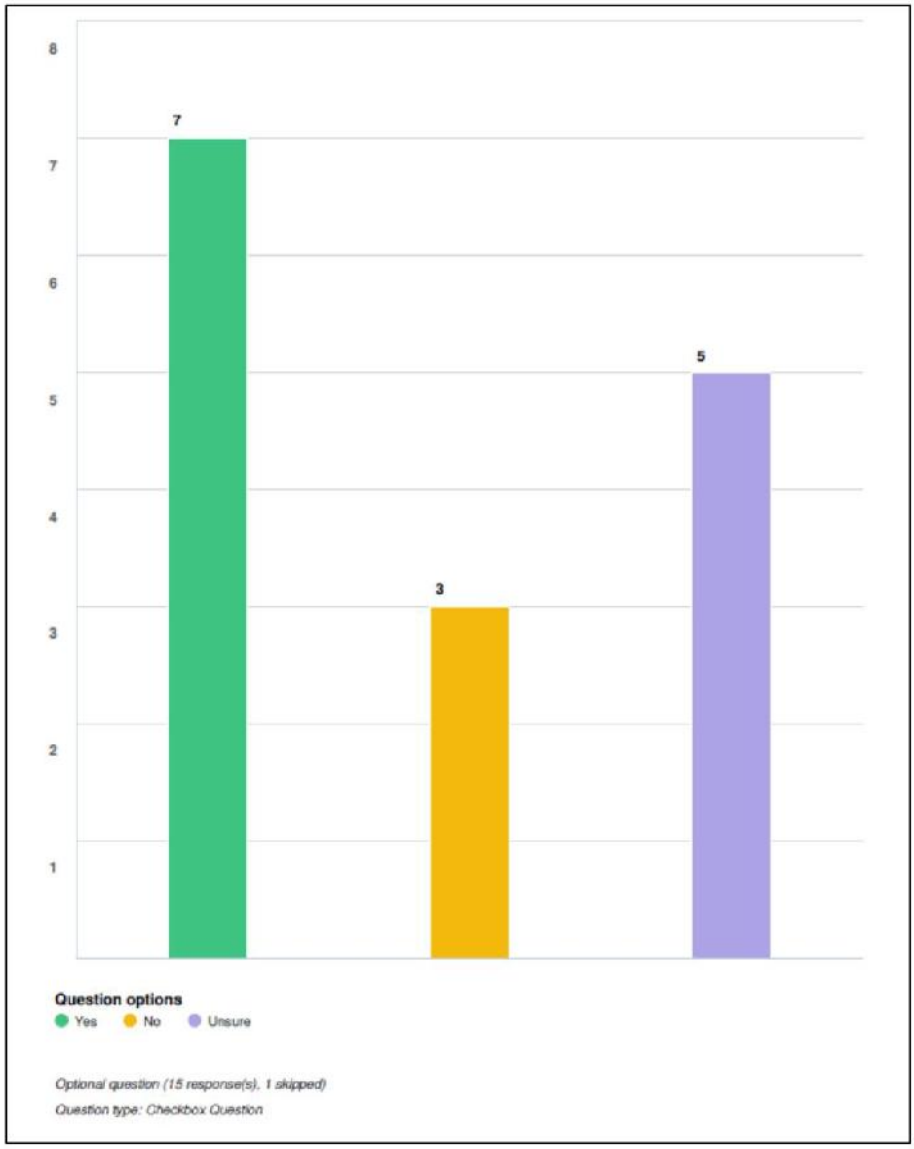
- *The plan isn't very comprehensive and misses vital elements relevant to Victor Harbor such as protecting Granite Island Fairy Penguins and the rare species of orchids (e.g; Hindmarsh Valley Greenhood Orchid) and the many birds, bandicoots etc.*

Q. Rank these six objectives in terms of what you'd like to see Council prioritise resources towards? (from 1 being the highest priority, to 6 being the lowest priority)

OPTIONS	AVG. RANK
Enhance the health and biodiversity of our nature	2.06
Sustainably manage waste	3.13
Adapt to the changing climate	3.20
Protect our coastline and waterways	3.38
Educate our community	4.19
Create a sustainable, energy efficient city	4.88

Optional question (16 response(s), 0 skipped)
Question type: Ranking Question

Q. Do you agree with how actions have been prioritised within the draft Environmental Management Plan 2025-2030? (see page 3 of this summary document or pages 14-19 of the draft plan)



Q. Why or why not?

- *It's a step in the right direction*

- *Corridors and tree planting programs have been given priority along with stormwater improvements thus protecting our river system*
- *My first reaction was that everything is high priority, but I realise that is an impossible target. The plan shows that everything has been carefully considered and the actions have been given a realistic priority.*

- *I don't think it's terribly important how objectives are ordered. I think there needs to be more focus on parallel action and flexibility as circumstances change.*

- *Mostly they are good. Specific feedback:*
  - *For 2.4 - Shift to zero waste for Council run events. - I don't see why this can't happen sooner than year 3-5. Yankalilla Council require that all their events are Zero Waste. Why can't the City of Victor Harbor have a Zero Waste Event Policy and implement it sooner than 3-5yrs? And this should not just be a requirement of Council run events, but for all events, particularly outdoor ones, like the Rock and Roll Festival and the Red Hot Summer Tour and Schoolies (and have some sort of education stall at the event about it!).*
  - *2.3 Review public litter bin locations and service levels. - I am surprised that several public bins are now flagged for removal. Wouldn't it be better to replace them with at least a dual-bin option of a recycling bin and a rubbish bin at current bin locations? Removing bins is only going to lead to more litter in the reserves and streets. People are lazy and won't take their rubbish home with them, but if you give them a bin to put it in, at least the rubbish won't end up in the ocean, as people are more likely to put rubbish in the bin, if given the option.*
  - *Not enough is being done to deter illegal dumping on our rural roads. We get so much rubbish dumped on our roads, because it's just out of town. My neighbours have lost cattle because the rubbish that has been dumped, blows into their farmland and the cows eat it. Mount Barker Council has run investigations using trail cameras to capture offenders dumping in areas that are frequently used as dumping grounds. Could this be trialled on Depledge Road? Offenders need to be charged and publicly shamed, or they will keep doing it.*

- *I do wish biodiversity was rated a little higher considering the wealth of natural assets found within Victor Harbor*

- *Not sure what it all means*

- *both of our rivers need priority reclamation, with the original sea mouths returned to allow natural movement of sand along the adjacent shores*

- *The actions need to be much more far-reaching and ambitious. In the draft, they described that actions would be insufficient to adequately address the significant challenges that the Victor Harbor area faces regarding the environment. The environment id likely the most important asset that Victor Harbor has - it must be protected and enhanced!*

Q. Are there any specific environmental initiatives not currently included in the plan that you think should be considered?

- *Connectivity between areas of wildlife habitat (both coastal and inland); capacity for residents in urban areas to build and sustain effective wildlife habitat; controls over urban commercial and light industrial development that prioritize sustaining habitat and biodiversity as part of any development initiative. Greater emphasis on restoration.*
- *Consult with First Nations people*
- *There are too many new housing developments being built in this area. Roads are being congested now. So moving forward it's only going to get worse. Medical facilities, like general practices are required, the existing ones are not taking on new patients. Another shopping precinct on the west side of Victor would be a good start, this would stop centralisation of traffic. Stop allowing foreign ownership of land . Rosetta village is owned by an American company. It was owned by Australian family when we moved in 10 years ago.*
- *above re rivers*
- *They're there. I'd emphasise the stormwater, though. And envouraging developers to minimise concreting and ecourage garden space where water may recharge the aquifers.*
- *No*
- *Not really*
- *I think the City of Victor Harbor should adopt a Significant Tree by-law. I have witnessed so many large, established, mature trees be cut down for new developments, mostly on private property, in the last 5-10yrs and it makes me so sad. Particularly the Bartel Boulevard Salvation Army development. There were about 15-20 mature trees there that many birds called home and they were allowed to cut them down because the City of Victor Harbor does not have a Significant Tree by-law. I used to love driving down Bartel Bld and listening to the rosellas chirp in those tress. I am concerned that with the new subdivisions going in on previously rural/farming land (ie Seascape and Oceane) that they will cut down any existing trees if they are in the way of anything. If the Council is serious about increasing tree canopy cover to reduce temperatures within the City, why allow developers to cut down large, established trees that already provide plenty of canopy cover? Not to mention all the habitat they provide for birds and other wildlife. Why doesn't the City of Victor Harbor have a significant tree by-law?!*
- *It could be nice to have a rewilding project which connects the lower Hindmarsh River Estuary to the Morgan Park section of the river*
- *Yes! Focus on enhancing biodiversity and minimising the impacts of climate change upon nature. Protect the Fairy Penguins and all of the other native birds and animals in the region. Protect and enhance the remnant vegetation - eradicate weeds, eliminate erosion.*
- *I would like to see more higher density living in the city centre as this would help reduce urban sprawl*

Q. Do you have any other feedback?

- *Valuable strategy and needs to be acted on immediately. Nurturing our precious environment is foundational to a healthy culture and community.*
- *Make housing developments put in adequate footpaths. Rosetta village has inadequate, infrequent and dangerous footpaths. Not sure if you have by-laws to protect pedestrians living in retirement villages. Come and walk around here and see for yourself.*
- *coastal protection must be carried out with understanding of beach sand movements*
- *I would like to suggest some serious encouragement to urban landowners to save and protect trees on their land. Maybe awards from council and biodiversity. Maybe a rates incentive. .*
- *A change to the local government regulations regarding Developers and their immunity to the usual requirements for a development would be great, being accountable for tiny blocks that you can't even put a tree on with little or no yard for children or animals, as well as dwellings having black roofs....there is still a long way to go regarding this, as it all contributes to our warming planet.*
- *Education is key. I suggest you start with the children in schools and they can take the message home to their parents, who are too busy to attend an information session. We need to start change in the younger generation.*
- *The idea of connecting the Inman and Hindmarsh River Estuaries through wildlife corridors sounds like and amazing idea. If you need anyone to survey and produce a species inventory for the Hindmarsh River Estuary I would be more than happy to do so. I believe the estuary is a biodiversity hotspot within the Southern Fleurieu and holds many more species than currently logged. It would be particularly good to survey the moss and lichen species which are generally overlooked in biodiversity species*
- *Strengthen environmental protection laws. Climate action now. The South Coast has no tree canopy protection I have witnessed continuous significant tree felling over the years. Developers vandalising the country. Across the entire South Coast Developers and private landowners have had no barriers to this. The penalties are non existent and I don't feel that Victor council has been across this the horse has bolted and now council comes up with a plan? I hear community talk alot about destruction of habitat not only your council Alexandrina too. It just keeps happening so councils can keep spruiking that they have a plan I have seen no evidence so far for tree canopy protection.*
- *Thank you for enabling this input. The environment is an essential component of a healthy future for Victor Harbor for businesses, tourists and residents. I strongly support the submission by Biodiversity Victor Harbor.*
- *Well done, and thank you to the people who prepared the document*

Conclusion

There was a high level of engagement during the consultation period, demonstrating the community's interest in the local environment.

Some of the common themes to emerge through the consultation include:

- Desire for Greater Action: Strong support for the Draft Plan was paired with calls to accelerate timelines, expand scope (especially on private land), and strengthen outcomes. This reflects a community eager for Council to lead bold environmental initiatives. The community is passionate about preserving our local environment and oppose excessive development that threatens it.

- Focus on Measurable Outcomes: Feedback emphasized the need for clear, data-driven goals and transparent progress reporting, particularly for initiatives like solar infrastructure and tree cover. The community wants clear, actionable, data-backed goals with accelerated timelines and immediate, measurable outcomes.

- Canopy Cover Target: While there was strong support for a specific canopy target, Council has yet to establish baseline data. A tailored 2035 interim target will be developed once mapping is complete, ensuring targets are evidence-based and locally appropriate.

- Development Impacts: Many concerns related to vegetation loss and growth pace. While broader planning controls fall outside the Plan's scope, feedback reinforces the importance of existing sustainability actions in the Urban Growth Strategy.

These themes and all other suggestions received through consultation have been considered in the development of the final Environmental Management Plan 2025 - 2030. The next step for the Environmental Management Plan is for Council to review and endorse the final document.

This engagement process has been beneficial as it has provided community members an opportunity to get involved in Council planning, and for Council to fine tune the Environmental Management Plan in line with community desires.

The consultation period was also an opportunity to increase awareness of Council's environmental initiatives and educate community members on how Council plans to management its environment over the next five years.

Appendix 1

Conservation Council SA

Conservation Council SA
55 Exchange Place
Adelaide SA 5000

Victoria MacKirdy
CEO
City of Victor Harbor
Victor Harbor SA 5211
Via email: localgov@victor.sa.gov.au; [redacted]
Cc: moira.jenkins@victor.sa.gov.au

17 October 2025

Dear Ms MacKirdy,

RE: Submission on City of Victor Harbor's draft Environmental Management Plan 2025 – 2030

Conservation Council SA welcomes the opportunity to provide a submission on the City of Victor Habor's draft *Environmental Management Plan 2025 – 2030* ('the Plan').

Conservation Council SA is South Australia's independent, non-profit, and strictly non-partisan peak body for the environment. We represent over 50 of South Australia's environment and conservation organisations and their approximate 90,000 members.

Recommendations

The Plan does not consistently adopt goals, targets and KPIs that are SMART (Specific, Measurable, Achievable, Relevant, and Time-bound), currently leaving a range of gaps in clarifying how genuine the Plan's ambition is.

Recommendation 1: That the Plan adopt a consistent and 'SMART' (as above) approach to monitoring and evaluation to create genuine accountability of the City of Victor Habor's progress against the Plan.

Strategic Context and Alignment

Recommendation 2: The Plan fails to refer to *Australia's Strategy for Nature 2024-2030*[1] in its summary of the national context, despite this Strategy being Australia's key and overarching environmental policy document. The six national targets and three 'enablers' are designed to halt and reverse biodiversity loss in Australia and put nature on a path to recovery, as per the 2030 mission of the Global Biodiversity Framework ('GBF') under the United Nations Convention on Biological Diversity ('CBD').

Visions, Goals and Objectives

Recommendation 3: The Goals of the Plan need to align with the Objectives, Targets and Actions within "*Principle 4: Our environment is protected and enhanced*" of the recently approved *Victor Habor Urban Growth Management Strategy 2050*, noting that despite asserting that there is such alignment in the

[1] https://www.dcceew.gov.au/environment/biodiversity/conservation/publications/australias-strategy-for-nature

conservationsa.org.au

Conservation Council SA

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Adelaide SA 5000

draft Plan's introduction, there are stark inconsistencies and gaps between the Growth Management Strategy and the Plan.

Specifically, the Goals of the Plan need to be updated if they are to adopt the approach set out in the Growth Management Strategy.

Tree canopy / green space

The Growth Management Strategy has an action to set targets for canopy and green space[2], and these targets should guide the increase in the Plan, not that there should merely 'be an increase' (which could be achieved by a minor or insignificant improvement). A minor issue is that the Strategy refers to the term 'urban area' (defined by the urban growth boundary) rather than 'township', as used in the Plan.

Recommendation 4: The tree canopy Goal in the Plan should be amended as follows (amendments in **bold**):

> "Increase tree canopy cover **and green space** within ~~**township**~~ **urban** areas **in line with targets** (need to establish baseline)"

Biodiversity reserves and roadside vegetation sites

Whilst not unsupportive of the goal, the Growth Management Strategy refers instead to a Target to "*Increase the Council area's Total Biodiversity Score and the Unit Biodiversity Score*" – i.e. a unitised approach, and not qualitative categories for site ratings for only council-owned land. The Council should consider how best to align the approaches and be ambitious for the council area rather than only for council-owned land. Further, merely 'maintaining' site ratings – 'business as usual' – does not reflect the ambition of the Growth Management Strategy in either letter, or in spirit.

Recommendation 5: The biodiversity reserves and roadside vegetation sites Goal in the Plan should be broadened, and amended as follows (amendments in **bold**):

> "**Increase the Council area's Total Biodiversity Score.**"
>
> Or, if the existing approach in the draft Plan is ultimately retained:
>
> "~~**Maintain or**~~ Increase the number of biodiversity reserves and roadside vegetation sites rated High or Very High (compared to 2022 BNAMP audit)"

Recycled water

Whilst not strictly an alignment issue, this Goal should similarly have ambition rather than be content with business as usual.

Recommendation 6: The recycled water Goal in the Plan should be amended as follows (amendments in **bold**):

[2] Action 4.1C, p55, https://www.victor.sa.gov.au/__data/assets/pdf_file/0035/1874735/Victor-Harbor-Urban-Growth-Management-Strategy-2025_Final.pdf

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55 Exchange Place
Adelaide SA 5000

"~~**Maintain or**~~ Increase recycled water used by Council. Progress will be tracked through the number and scale of new water sensitive urban design systems installed, and their total capture capacity."

Community satisfaction

Whilst a community satisfied by Council efforts should be captured in general assessments of Council effectiveness, it is much more useful to measure actual environmental outcomes in an environmental management plan, and the dominant purpose of the Plan should be to deliver environmental outcomes rather than to keep people happy with the Council.

Recommendation 7: The community satisfaction Goal should be removed and instead captured through aggregated measures of satisfaction with Council service provision that sit above the Plan.

Adapt to the changing climate

Objective area 1.2 refers to undertaking 1 to 2 'prioritised actions' under the regional climate plan[3] and yet there is nothing contained within that regional plan as to what prioritised actions are or might be, nor any context as to whether '1 to 2' actions would be a reasonable ambition or not – for example, if the regional plan has 50 actions, 1 to 2 would not be expected to be sufficient ambition. More context is thus required in the summary text to this section to describe (or provide examples of) the scope of potential actions under this regional plan.

Recommendation 7: That Objective area 1.2 be clarified to provide enough context to judge whether '1 to 2' prioritised actions per year is a reasonable ambition or not.

Objective area 8 is to "*Support State Government policy reforms that encourage climate change adaptation*" – but it is entirely vague as to what constitutes support, or what reforms will be supported. The associated KPI of "*Participation in state reforms*" is similarly non-specific. In short, this is a tick-box objective that needs revision to have any meaning.

Recommendation 8: That Objective area 8 be reworded to be specific and measurable – for example: "Make significant contributions to relevant actions within the South Australian Government *Climate Change Resilience and Adaptation Actions*[4] policy (especially actions 2.6, 4.3, and 5.1)"

In addition to adaptation – and whilst noting the supplementary requirement to develop a corporate emissions reduction plan under Objective 5 ('Create a sustainable, energy efficient city') – the most critically important objective related to climate change for an environmental management plan is to work

[3] Resilient Hills and Coasts, *Regional Climate Action Plan 2025-2030*; https://static1.squarespace.com/static/64870e1188ee1719da74760b/t/67ac9a1a470dd90c65ac3fba/1739364903484/2529+RHC+RcCAP+FINAL+DIGITAL.pdf
[4] South Australian Government, *Climate Change Resilience and Adaptation Actions*; https://cdn.environment.sa.gov.au/environment/docs/South-Australian-Government-Resilience-and-Adaptation-Actions.pdf

Conservation Council SA

Conservation Council SA
55 Exchange Place
Adelaide SA 5000

to help achieve the relevant net zero target, which the Growth Management Strategy identifies as being the South Australian Government target (net zero by 2050)[5].

Recommendation 9: That, in alignment with the *Victor Harbor Urban Growth Management Strategy 2050* (specifically, Objective 4.5), an Objective area and associated KPIs (etc.) be added for helping to achieve net zero emissions, as follows:

> "Work towards achieving net zero emissions by 2050 in line with South Australia's *Net Zero Strategy 2024 – 2030*"

Recommendation 10: Special consideration for incorporating climate considerations in Council procurement should be incorporated into the above Objective area and its implementation.

Sustainably manage waste and resources

Conservation Council SA has no comments under this Objective at this time.

Enhance the health and biodiversity of our nature

Recommendation 11: That the following Objective area (and associated KPIs, etc.) are added to more explicitly align with the Growth Management Strategy:

> "Identify opportunities for Native Vegetation Heritage Agreements to protect biodiversity on Council Land" [as per Action 4.1E in the Growth Management Strategy]

Protect our coastline and waterways

Recommendation 12: That the following Objective area (and associated KPIs, etc.) are added to more explicitly align with the Growth Management Strategy:

> "Identify privately owned land among the Inman and Hindmarsh Rivers and investigate options for protecting vegetation and securing public access to privately owned areas along the rivers" [as per Action 4.7B in the Growth Management Strategy]

Create a sustainable, energy efficient city

In furtherance of Recommendation 4 above:

Recommendation 13: That the following Objective area (and associated KPIs, etc.) are added to more explicitly align with the Growth Management Strategy:

> "Capture baseline open space data and set targets to prioritise open (green) space in urban Victor Harbor" [as per Action 4.7B in the Growth Management Strategy]

Educate our community

Conservation Council SA has no comments under this Objective at this time

[5] Objective 4.5, p56; https://www.victor.sa.gov.au/__data/assets/pdf_file/0035/1874735/Victor-Harbor-Urban-Growth-Management-Strategy-2025_Final.pdf

conservationsa.org.au

Conservation Council SA

Conservation Council SA
55 Exchange Place
Adelaide SA 5000

Thank you again for the opportunity to provide feedback on the City of Victor Harbor's draft Environmental Management Plan. The Conservation Council SA is happy to discuss this submission further with City of Victor Harbor; if you require further information, do not hesitate to contact our organisation at [redacted]

Yours sincerely,

Kirsty Bevan
Chief Executive Officer

conservationsa.org.au

17th October, 2025

Submission to the City of Victor Harbor.

"Draft Environmental Plan 2025-2030".

Victoria MacKirdy
CEO
City of Victor Harbor
Victor Harbor SA 5211
Via email: localgov@victor.sa.gov.au; [redacted]

Biodiversity Victor Harbor welcomes the opportunity to have input into this draft City of Victor Harbor (CVH) plan.

Introduction

Strategic goals should be clearly defined, measurable, and long-term in nature, serving as overarching objectives that align with the Council's vision and mission, providing direction for the Council's overall strategy and requiring coordinated efforts over the five-year timeframe. They function as a bridge between the Council's long-term vision and its day-to-day operations, guiding resource allocation and prioritising efforts to drive fundamental, company-wide transformation rather than incremental improvements. Unfortunately, the draft plan includes several operational activities without an overall measurable target. The CVH Plan also does not consistently adopt goals, targets and KPIs that are SMART (Specific, Measurable, Achievable, Relevant, and Time-bound), currently leaving a range of significant gaps.

There are many existing relevant and excellent National, State and Regional plans that CVH should at least partially incorporate into their environmental strategic plan. CVH may see others as primarily responsible, but this should not release CVH from strategically aligning with these other well-researched strategic plans. It should actually provide a basis for a much higher standard of document.

Recommendation 1: Consistent with the approach endorsed by the Conservation Council SA and the national strategy for nature, the Plan should adopt a consistent and 'SMART' (as above) approach to monitoring and evaluation to create genuine accountability of the City of Victor Habor's progress against the Plan.

Biodiversity Victor Harbor Incorporated ABN 65117505283

Strategic Context and Alignment

Recommendation 2: The Plan omits reference to *Australia's Strategy for Nature 2024-2030*[1] in its summary of the national context, despite this Strategy being Australia's key and overarching environmental policy document. The six national targets and three 'enablers' are designed to halt and reverse biodiversity loss in Australia and put nature on a path to recovery, as per the 2030 mission of the Global Biodiversity Framework ('GBF') under the United Nations Convention on Biological Diversity ('CBD').

Visions, Goals and Objectives

Recommendation 3: The Goals of the Plan should be strengthened and aligned with the Objectives, Targets and Actions within "*Principle 4: Our environment is protected and enhanced*" of the recently approved *Victor Habor Urban Growth Management Strategy 2050*, noting that despite asserting that there is such alignment in the draft Plan's introduction, there are stark inconsistencies and gaps between the Growth Management Strategy and the Plan.

Specifically, the Goals of the Plan need to be updated if they are to adopt the approach set out in the Growth Management Strategy.

Tree canopy / green space

The Growth Management Strategy has an action to set targets for canopy and green space[2], and these targets should guide the increase in the Plan, not that there should merely 'be an increase'.

The goal is to have Biodiversity loss reversed by 2030. To measure this, one must measure the current levels. Satellite mapping is currently available to measure vegetation biodiversity in urban and rural areas. However, the creation of ecosystem monitoring programs would be of additional benefit. (e.g. macroinvertebrates, birds, fish) This can be achieved in collaboration with other relevant bodies. The "Rebirding the Ranges Strategy" is an excellent example.

Recommendation 4: In accordance with the Green Adelaide Strategy and the national 30 by 30 target, the tree canopy Goal in the Plan should be amended as follows (amendments in **bold**):

> "Increase tree canopy cover **and green space** within ~~township~~ **urban** areas **in line with a target.** Biodiversity VH recommends 30% canopy as a cover target in the urban area to be consistent with the Green Adelaide strategic plan.

Recommendation 5: The Plan should commit to measurable biodiversity loss being halted and reversed by 2030, consistent with Australia's Strategy for Nature.

[1] https://www.dcceew.gov.au/environment/biodiversity/conservation/publications/australias-strategy-for-nature
[2] Action 4.1C, p55, https://www.victor.sa.gov.au/__data/assets/pdf_file/0035/1874735/Victor-Harbor-Urban-Growth-Management-Strategy-2025_Final.pdf

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The international, national and state targets are to protect and conserve 30% of land mass by 2030.

Biodiversity reserves and roadside vegetation sites

The Growth Management Strategy refers to a Target to "*Increase the Council area's Total Biodiversity Score and the Unit Biodiversity Score*". The Council should consider the council area rather than just for council-owned land.

Recommendation 6: The biodiversity reserves and roadside vegetation sites goal should be expanded to cover the entire Council area.

> "Increase the Council area's Total Biodiversity Score."

Recycled and Storm water

Maintaining the level of use of recycled water is a stagnant policy.

Recommendation 7: The recycled water Goal should be reworded to emphasise expansion and innovation in water reuse systems. (amendments in **bold**):

> "~~**Maintain or**~~ **I**ncrease the recycled water used by Council. Progress will be tracked through the number and scale of new water-sensitive urban design systems installed, and their total capture capacity."

Recommendation 8: All new urban developments should integrate water-sensitive urban design (WSUD) principles as a mandatory requirement as part of the design planning and approvals. This may include the creation of wetlands to filter runoff before it enters the waterways for example.

Adapt to the changing climate

Biodiversity is vulnerable to climate change, as demonstrated by the increased frequency of fires, floods and mass deaths of flora and fauna.

The scale, rate and nature of projected climate change, and the unpredictable interactions between climate change and other drivers of decline that cause stress to ecosystems, have the potential to overwhelm the capacity of current ecosystems to adapt.

We need strategies that will minimise the impact of climate change and promote adaptation to it. Examples include protecting natural ecosystems that provide carbon storage services, particularly primary forests, marine seagrass communities, wetlands and peatlands, and increasing carbon stores through revegetation. Embedding considerations of adaptation and ecological transformation into decision-making and supporting actions that build resilience, is key to helping natural systems retain their capacity to store carbon and adapt to shifting climatic conditions.

There are physical limits to the capacity of nature to adapt to the impacts of climate change without help. Climate change, particularly rising temperatures, will continue to significantly affect biodiversity and ecosystems. Scientists expect climate change to cause changes to the abundance and geographic range of many species, restrict or alter the movement of species, and interfere with

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their life cycles and interactions with other species. The Fleurieu Peninsula is a "Climate Change Refuge" for biodiversity and VHC carries that additional responsibility. We have many rare and threatened flora and fauna that will become extinct if action is not taken. The penguins will be gone if steps are not taken immediately as an example. Climate change also presents a biosecurity risk for Australia's ecosystems by altering the distribution of pest and weed species.

Recommendation 9: Create a dedicated "VHC Climate Change Resilience and Adaptation Policy[4]" ensuring that climate considerations are integrated into all operations, planning and policy frameworks.

Recommendation 10: The goal of Roadside and Council Land Weed Control should be described.

Recommendation 11: The goal of deer, cat, fox and rabbit populations should be described.

Objective area 1.2 refers to undertaking 1 to 2 'prioritised actions' under the regional climate plan[3]. This is inadequate and needs to be more specific to be measured.

Recommendation 7: That Objective area 1.2 be clarified to provide enough context to assess the worth.

Objective area 8 is to *"Support State Government policy reforms that encourage climate change adaptation"*–is entirely vague as to what constitutes the support, or what reforms will be supported. The associated KPI of *"Participation in state reforms"* is similarly non-specific and is inadequate.

Recommendation 8: That Objective area 8 be reworded to be specific and measurable – for example: "Make significant contributions to relevant actions within the South Australian Government *Climate Change Resilience and Adaptation Actions*[4] policy (especially actions 2.6, 4.3, and 5.1)".

In addition to adaptation – and whilst noting the supplementary requirement to develop a corporate emissions reduction plan under Objective 5 ('Create a sustainable, energy efficient city') – the most critically important objective related to climate change for an environmental management plan is to work to help achieve the relevant net zero target, which the Growth Management Strategy identifies as being the South Australian Government target (net zero by 2050)[5].

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[3] Resilient Hills and Coasts, *Regional Climate Action Plan 2025-2030*; https://static1.squarespace.com/static/64870e1188ee1719da74760b/t/67ac9a1a470dd90c65ac3fba/1739364903484/2529+RHC+ReCAP+FINAL+DIGITAL.pdf

[4] South Australian Government, *Climate Change Resilience and Adaptation Actions*; https://cdn.environment.sa.gov.au/environment/docs/South_Australian_Government_Resilience_and_Adaptation_Actions.pdf

[5] Objective 4.5, p56; https://www.victor.sa.gov.au/__data/assets/pdf_file/0035/1874735/Victor-Harbor-Urban-Growth-Management-Strategy-2025_Final.pdf

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Recommendation 9: That, in alignment with the *Victor Harbor Urban Growth Management Strategy 2050* (specifically, Objective 4.5), an Objective area and associated KPIs (etc.) be added for helping to achieve net zero emissions, as follows:

"Work towards achieving net zero emissions by 2050 in line with South Australia's *Net Zero Strategy*.

Sustainably manage waste and resources

The increase in the "circular economy" is supported. However, having an increase of 4% waste diverted from kerbside landfill lacks ambition.

Enhance the health and biodiversity of our nature

Recommendation 10: That the following Objective area (and associated KPIs, etc.) be added to more explicitly align with the Growth Management Strategy:

"Identify opportunities for Native Vegetation Heritage Agreements to protect biodiversity on Council Land" [as per Action 4.1E in the Growth Management Strategy].

Recommendation 11: Create a significant tree register for the urban region of Victor Harbor.

Recommendation 12: Collaborate with Biodiversity Victor Harbor to help the Community Biodiversity Nursery / Hub reach its full potential.

Recommendation 13: Develop and implement strategies that encourage biodiversity protection and enhancement on private properties (rural and domestic). This may be in the form of creating or updating the indigenous plant species guides to support biodiversity-friendly landscaping for existing rate payers or for urban developers.

Protect our coastline and waterways

As previously stated, the importance of the health of the Hindmarsh and Inman Rivers biodiversity corridors can not be overstated and must be given top priority.

Recommendation 14: That the following Objective area (and associated KPIs, etc.) be added to more explicitly align with the Growth Management Strategy:

"Identify privately owned land among the Inman and Hindmarsh Rivers and investigate options for protecting vegetation and securing public access to privately owned areas along the rivers" [as per Action 4.7B in the Growth Management Strategy]. Biodiversity suggests that "public access" should be separated from the initiative, and yet still be encouraged. The initiative and support of increasing and protecting native vegetation on private land is the main goal. This may involve the application of Biodiversity Agreements under the new Biodiversity Act in SA.

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Create a sustainable, energy-efficient city.

As follows on from Recommendation 4 above:

Recommendation 15: That the following Objective area (and associated KPIs, etc.) be added to more explicitly align with the Growth Management Strategy:

> "Capture baseline open space data and set targets to prioritise open (green) space in urban Victor Harbor" [as per Action 4.7B in the Growth Management Strategy]

Educate our community

Recommendation 16: Collaborate with Biodiversity VH to educate the Community of VH. An example may be the monthly educational movie sessions at Victa Cinema followed by educational Q and A with scientific experts.

Community satisfaction

Whilst a community satisfied by Council efforts should be captured as a marker of Council effectiveness, it is much more useful to measure actual environmental outcomes in an environmental management plan. The dominant purpose of the Plan should be to deliver environmental outcomes.

Recommendation 17: The community satisfaction Goal should be removed and instead captured through aggregated measures of satisfaction with Council service provision that sit above the Plan.

Thank you again for the opportunity to provide feedback on the City of Victor Harbor's draft Environmental Management Plan. Biodiversity Victor Harbor is happy to discuss this submission further with the City of Victor Harbor at any time.

Dr. Peter Sharley OAM
Deputy Chair, Biodiversity Victor Harbor

Biodiversity Victor Harbor Contacts

[redacted]

Biodiversity Victor Harbor is a community-driven, not-for-profit organisation established in 2023. Incorporated and registered as a charity, Biodiversity Victor Harbor unites individuals and groups from diverse backgrounds who share a deep commitment to our region's natural environment

Biodiversity Victor Harbor Incorporated ABN 65117505283

From: [redacted]
Sent: Fri, 17 Oct 2025 10:21:58 +1030
To: "City of Victor Harbor" <localgov@victor.sa.gov.au>
Subject: Submission - Environmental Management Plan 2025 - 2030

Victoria MacKirdy
CEO
City of Victor Harbor

Dear Victoria,

Regarding the above submission, I wish to support the submission and recommendations of Biodiversity Victor Harbor, and I further wish to add my recommendations regarding stormwater.

Diverting stormwater away from rivers..... We want clean stormwater entering our rivers, in other words we want stormwater to infiltrate ***within the residential development*** (biofilters, swales, kerb inlets to trees, raingardens, permeable asphalt etc) and then be captured in ecologically functional constructed wetlands/floodplains and bioswales before entering the rivers. Our rivers need more clean freshwater, and stormwater is an excellent source of environmental and irrigation water, provided it is treated before it reaches the river and doesn't carry sediment.

This is all part of building cooler, greener and wilder suburbs for all, humans and non-humans.

It is a big ask I know, but the benefits at the end will be worth it.

Kind regards
Loreto Cameron
Chair
Victor Harbor Coastcare

Document Set ID: 6617155
Version: 1, Version Date: 21/10/2025

From: [redacted]
Sent: Friday, 17 October 2025 1:59 PM
To: City of Victor Harbor <localgov@victor.sa.gov.au>; Victoria MacKirdy [redacted]
Subject: Submissions - Environmental Managaement Plan 2025-2030

Victoria MacKirdy
CEO
City of Victor Harbor
Victor Harbor SA 5211

17 October 2025

Dear Ms MacKirdy,

I support the submission and recommendations of Biodiversity Victor Harbor.

To locals, Victor Harbor is quickly losing its character and appeal as a green, rural and coastal gem. Anything that can be done to retain its panoramic beauty looking north, south, east and west and protect its biodiversity should be at the forefront of development.

Regards, [redacted]

From: [redacted]
Sent: Fri, 17 Oct 2025 09:31:29 +1030
To: "City of Victor Harbor" <localgov@victor.sa.gov.au>
Subject: Submission - Environmental Management Plan 2025-2030

To: Victoria MacKirdy, CEO
City of Victor Harbor

I support the submission and recommendations of Biodiversity Victor Harbor.
I believe there are substantive improvements to be made to the draft Plan, including incorporating measurable targets to enable evidence-based decisions and actions.
Thanks for the opportunity to comment.

[redacted]

Document Set ID: 6616996
Version: 1, Version Date: 21/10/2025

From: [redacted]
Sent: Fri, 17 Oct 2025 09:59:39 +1030
To: "City of Victor Harbor" <localgov@victor.sa.gov.au>
Subject: Submission - Environmental Strategy Plan 2025-2030
Attachments: image0.jpeg, image1.jpeg, image2.jpeg

Victoria McKirdy,
CEO of Victor Harbor Council,

I support the submission and recommendations of Biodiversity Victor Harbor.
I would like to add the tree canopy needs to be of Native plants to create the environment needed for or native fauna.
But attracting Native fauna, insects and birds is of No use, if these creatures are unsafe to go about their daily routines.
The cat laws are appallingly inadequate and way behind other states. Of course laws are fine but, without the enforcement of same, they are useless.
An example of how slack the control of cats here is:

The new housing developments that are happening will only bring more irresponsible cat owners.
Council absolutely needs to be proactive not reactive.

Sent from my iPhone
Regards,
[redacted]

Document Set ID: 6616389
Version: 1, Version Date: 21/10/2025

Document Set ID: 8616989
Version: 1, Version Date: 21/10/2025

Document Set ID: 8616989
Version: 1, Version Date: 21/10/2025

Document Set ID: 8616989
Version: 1, Version Date: 21/10/2025

From: [redacted]
Sent: Fri, 17 Oct 2025 14:11:15 +1030
To: "City of Victor Harbor" <localgov@victor.sa.gov.au>
Subject: Biodiversity

I support the submission and recommendations of Biodiversity Victor Harbor. Please let's stop destroying habitats & polluting our creeks, rivers & sea & protect the wild native species, animal, vegetation, waters & minerals of our beautiful area for not only ourselves but future generations to come. Everything in balance equals a healthy eco system, healthy, happy humans too.

Document Set ID: 6616970
Version: 1, Version Date: 20/10/2025

From: [redacted]
Sent: Fri, 17 Oct 2025 14:56:05 +1030
To: "City of Victor Harbor" <localgov@victor.sa.gov.au>
Subject: Submission-Environmental Management Plan 2025-2030

To Victoria Mackirdy,
I support the submission and recommendations made by Biodiversity Victor Harbor.
I should like to also add my recommendations that :
1/. There is a need to establish a specific target for urban tree canopy cover for this region.This gives a measurable and specific target.
As a rate payer and concerned citizen. I am interested in knowing that there is a target amount of area or number of trees to be planted each year. I should also like to know what species are being planted and especially if they are indigenous trees, which will provide habitat for our declining populations of indigenous flora and fauna.
2/.That all new urban developments have as a mandatory requirement that the urban design principles incorporate a water sensitive design that would create wetland run off filtered areas, with the multiple benefits of more above ground water ponds, therefore with local cooling and accessible to localized flora and fauna also. Mt Barker wet land project is not only achieving this but is a tourist attraction.
As a reference also consider the Mt Burr swamp-revival-wetlands-conservation area restoration.
3/.Create an Environmental-Climate Change focused sub committee within the Council which could consist of 2 Councillors, 2-3 ratepayers with skills or interest in this area, a member of the Outdoor Works Team and a CVH team member, with perhaps interest from or with the local secondary schools, to make recommendations and investigations for this very important aspect of all our lives.
Yours sincerely,
[redacted]

Document Set ID: 6616964
Version: 1, Version Date: 20/10/2025

From: [redacted]
Sent: Fri, 17 Oct 2025 15:10:39 +1030
To: "City of Victor Harbor" <localgov@victor.sa.gov.au>
Subject: Submission – Environmental Management Plan 2025–2030

Att: Victoria MacKirdy, CEO – City of Victor Harbor

Re The Environmental Management Plan 2025 2030 - I support the submission and recommendations of Biodiversity Victor Harbor.

Regards
[redacted]

Document Set ID: 6616061
Version: 1, Version Date: 20/10/2025

From: [redacted]
Sent: Fri, 17 Oct 2025 16:35:38 +1030
To: "City of Victor Harbor" <localgov@victor.sa.gov.au>
Subject: Submission – Environmental Management Plan 2025–2030

Attn: Victoria MacKirdy, CEO, City of Victor Harbor.

Dear Ms MacKirdy,

I strongly support the submission and recommendations of Biodiversity Victor Harbor.

In addition, I would like to see greater expertise in Council pertaining to soil erosion and housing developments.
As a resident of Victor Harbor, this year we have witnessed atrocious damage to the Hindmarsh River ecosystems from rainfall on development sites adjoining the river. With stronger soil erosion plans in place, this could have been avoided.

regards,
[redacted]

[redacted]

Document Set ID: 6616958
Version: 1, Version Date: 20/10/2025

From: [redacted]
Sent: Sat, 18 Oct 2025 07:29:20 +1030
To: "City of Victor Harbor" <localgov@victor.sa.gov.au>
Subject: Submission - Environmental Management Plan 2025-2030

Hi Victoria

I would like to record that I support the submission and recommendations of Biodiversity Victor Harbor.

For too long the council have not paid attention to our environment with the consequential bad state of both the Inman and Hindmarsh rivers, particularly in not ensuring that developers are keeping to the EPA regulations before floods occur, instead of trying to mitigate events after the fact.

The new urban strategy that allows development north of Welsh Road desperately needs to have an overlay that developers have to have mitigation in place before they are allowed to start the development.

Kind Regards

[redacted]

Virus-free. www.avg.com

Document Set ID: 6616952
Version: 1, Version Date: 20/10/2025

From: [redacted]
Sent: Sat, 18 Oct 2025 17:54:50 +1030
To: [redacted]
Cc: "City of Victor Harbor" <localgov@victor.sa.gov.au>
Subject: Re: Environmental Management Plan 2025-2030

Well done!

On Fri, 17 Oct 2025 at 09:16, [redacted] wrote:

Attention: Victoria MacKirdy, CEO – City of Victor Harbor

I support the submission and recommendations of Biodiversity Victor Harbor.

In relation to canopy management I also submit that:

1. Assessment of existing canopy presence be undertaken immediately – using satellite or other survey information readily available. This may not be 100% accurate, but is a necessary first step and provides a benchmark for future canopy development that can evolve as electronic survey capacity improves.
2. Assessment of canopy content/makeup be identified (including identification of vegetation type). This at best will be a loose description of canopy but will provide a benchmark of important data (for example, mix of native and exotic, species type) for future development.
3. The definition of canopy explicitly include different strata of cover that functionally contributes to shade, cooling of environment, species habitat and amenity.
4. Identification of suitable species to enhance canopy for future resilience be undertaken, publicised, adopted for council tree plantings, and available to residents to refer to for private plantings.
5. Evaluation of the connectivity of habitats be incorporated into canopy plan with mapping of desired connectivity corridors over exiting urban and peri urban geography to enhance the impact of canopy development and enable community to contribute to that goal.
6. Council engage with community groups to produce and make available for sale various preferred species for canopy/vegetation cover.
7. An ambitious proposal for canopy cover goals be developed, including a broader definition of canopy
8. An expectation that any commercial scale development (retail, light industrial, housing estate) be encouraged or required to integrate in situ retention/restoration of canopy as part of any development proposal.
9. That the goals of the Biodiversity Act SA 2025 be explicitly integrated into the Environmental Management Plan with particular emphasis on restoration of biodiversity and habitat.

I appreciate that setting ambitious goals that are not met can result in criticism – I submit that at this time of climate change threat, aspirational goals should nonetheless be adopted. There

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Version: 1, Version Date: 20/10/2025

may be reasons why they cannot be implemented, but aiming high is a better response to existential threats to the environment and community to aspire to.

Victor Harbor is a growing and evolving community. As a peak tourist area, and a popular region for residents and businesses. It will continue to experience pressure from rising population as people move south from Adelaide urban area and surrounds. Robust evidence based planning for biodiversity environment and climate change benefits provides the opportunity to become a recognised showcase of best practices for the benefit of a healthy and engaged community and visitors.

[redacted]

I respectfully acknowledge the culture history and connection to country of the Kaurna people on whose stolen land the University of Adelaide stands.

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Document Set ID: 6616949
Version: 1, Version Date: 20/10/2025

From: [redacted]
Sent: Sun, 19 Oct 2025 15:35:06 +1030
To: "City of Victor Harbor" <localgov@victor.sa.gov.au>
Subject: Submission – Environmental Management Plan 2025–2030

to :: Victoria MacKirdy, CEO – City of Victor Harbor

I support the submission and recommendations of Biodiversity Victor Harbor.

I further add my recommendations, being: retention and expansion of existing green spaces.
The requirement to developers to retain all existing trees and wildlife habitat.
Increase tree canopy cover throughout the region. Support bio-diversity landscaping.
Retain existing green spaces around the rivers and refrain from building on any further areas abounding the Hindmarsh and Inman rivers.

yours truly

[redacted]

[redacted]

Document Set ID: 6616943
Version: 1, Version Date: 20/10/2025

From: [redacted]
Sent: Sun, 19 Oct 2025 16:08:41 +1030
To: "City of Victor Harbor" <localgov@victor.sa.gov.au>
Subject: Submission - Environmental Management Plan 2025 - 2030

To: Victoria MacKirdy, CEO – City of Victor Harbor

Dear Ms MacKirdy,

I would like it noted that I fully support the submission and recommendations of Biodiversity Victor Harbor. I especially agree that the Environmental Management Plan requires stronger, more measurable goals, targets and KPI's that are Specific, Measurable, Achievable, Relevant, and Time-bound (SMART), so that our environment and biodiversity is able to adapt and thrive in a changing climate.

I further add my recommendations, being:
- a measured increase in weed and pest eradication and increase in biodiverse native plantings in urban green space;
- a specific target set for increased tree canopy and green space to aid cooling of urban areas within the City of Victor Harbor;
- a stronger waste diversion target from landfill; for instance, raising it to at least 80% instead of the proposed 70%. This can be achieved by a range of initiatives like using pink bins along the foreshore for 10c deposit containers, as is done by the Port Adelaide Council, and including compostable 'green waste' bins at events, as well as recycling and general waste;
- monitor and improve the water quality of our Inman and Hindmarsh rivers by introducing measures that stop run off from nearby developments and filter/clean stormwater before it reaches these rivers, with a goal to increase aquatic life in the rivers.

These are some of the environment areas within the City of Victor Harbor that I feel should be included in the plan to ensure they receive adequate attention.

I appreciate your time taken to read my email and hope that these issues are taken into consideration when finalising the plan.

Kind regards

[redacted]

Document Set ID: 6616944
Version: 1, Version Date: 20/10/2025

From: [redacted]
Sent: Fri, 17 Oct 2025 08:41:37 +1030
To: "City of Victor Harbor" <localgov@victor.sa.gov.au>
Subject: Submission – Environmental Management Plan 2025–2030

To: Victoria MacKirdy, CEO – City of Victor Harbor;

I strongly support the submission and recommendations of Biodiversity Victor Harbor.

Respectfully,

[redacted]

Document Set ID: 6617186
Version: 1, Version Date: 21/10/2025

From: [redacted]
Sent: Fri, 17 Oct 2025 12:57:22 +1030
To: "City of Victor Harbor" <localgov@victor.sa.gov.au>
Subject: Submission Environmental Management Plan

Dear Victoria (CEO)
I wholeheartedly support the submission and recommendations of Biodiversity Victor Harbor.

Kind regards
[redacted]

Document Set ID: 6617176
Version: 1, Version Date: 21/10/2025

From: [redacted]
Sent: Fri, 17 Oct 2025 12:44:22 +1030
To: "City of Victor Harbor" <localgov@victor.sa.gov.au>
Subject: Re: Submission Environmental Management Plan 2025-2030

To Whom it May Concern

I hope this email finds you well ☺

I, [redacted], support the submission and recommendations of Biodiversity Victor Harbor

Kind regards

[redacted]

Document Set ID: 6617162
Version: 1, Version Date: 21/10/2025

From: [redacted]
Sent: Fri, 17 Oct 2025 10:28:05 +1030
To: "City of Victor Harbor" <localgov@victor.sa.gov.au>
Cc: [redacted]
Subject: Submission – Environmental Management Plan 2025–2030

Dear Victoria MacKirdy, CEO – City of Victor Harbor,

I support the submission and recommendations of Biodiversity Victor Harbor.

I have been visiting Victor Harbor observing birds and plants for over 50 years. I congratulate the council in protecting some areas of native vegetation – such as the TocH reserve.

There are three important specific actions to prevent the extinction of some locally, regionally, and nationally threatened species:

1. Several small reserves, such as McNamara Reserve, the stone reserve (between Finniss and Greenhill Road), and the natiuve vegetation in the cemetery are slowly succumbing to invasive weeds. In particular the stone reserve has many important local species (including the nationally listed *Spyridium coactifolium*) that require management – in particular hand weeding. A prescribed burn maybe required.
2. The lower reaches of the Inman and Hindmarsh Rivers now contain the only viable population of black-chinned honeyeaters remaining in the Mount Lofty Ranges. Protection of large gums is essential – camaldulensis, viminalis, leucoxylon and fasciculosa. Replanting with all these species along the riparian corridors is essential, plus incentives for residential landowners to plant and retain these species. For example the area where the tram horses feed west of the old sewage treatment site would be an ideal spot for paddock tree planting – which provides shade/shelter for the poor horses!
3. Finally, your penguins are teetering in the edge, a gate, locked each night, at the far end of the Granite island causeway might help.

A rare plant nursery would assist many species such as Spyridium coactifolium, Pseudanthus micranthus, Prostanthera clorantha and locally rare mallees (incrassata, leptophylla, conglobata etc.). I am sure Dean Nicolle and Denzell Murfet could help.

Cheers [redacted]

[redacted]

Document Set ID: 6617130
Version: 1, Version Date: 21/10/2025

From: [redacted]
Sent: Fri, 17 Oct 2025 11:14:58 +1030
To: "City of Victor Harbor" <localgov@victor.sa.gov.au>
Subject: Fwd: To V MacKirdy CEO, Submission on the Draft Environmental Management Plan 2025–2030

Subject: To V MacKirdy CEO, Submission on the Draft Environmental Management Plan 2025–2030
To: <localgov@victor.sa.gov>

Date: 17 October 2025

Thank you for the opportunity to provide feedback on the City of Victor Harbor's draft Environmental Management Plan 2025–2030. I appreciate the work that has gone into the draft and offer the following suggestions to help strengthen its clarity, ambition, and alignment with broader strategies.

1. Strengthen and Clarify Goals

• Many goals in the Plan are currently vague or unmeasurable. Adopting SMART goals (Specific, Measurable, Achievable, Relevant, Time-bound) would improve accountability and transparency.

• The Plan should align more closely with the Victor Harbor Urban Growth Management Strategy 2050, particularly under Principle 4: "Our environment is protected and enhanced."

2. Tree Canopy and Biodiversity

• The tree canopy goal should be tied to clear targets and baseline data. A 30% canopy cover target in urban areas is recommended, consistent with the Green Adelaide Strategy and national 30 by 30 target.

• The Plan should commit to halting and reversing biodiversity loss by 2030, in line with Australia's Strategy for Nature.

• Biodiversity goals should extend beyond council-owned land and use unitised biodiversity scoring across the entire Council area.

• Support for ecosystem monitoring (e.g. birds, fish, macroinvertebrates) and satellite mapping would enhance tracking.

3. Water Reuse and Stormwater

• The recycled water goal should emphasise innovation and expansion, not just maintenance. Progress should be tracked via new water-sensitive urban design (WSUD) systems and their capture capacity.

• All new urban developments should be required to integrate WSUD principles, including potential wetland creation.

4. Climate Resilience and Emissions

• Objective 1.2 (1–2 prioritised actions) lacks context and should be clarified to assess ambition.

• A dedicated "Climate Change Resilience and Adaptation Policy" is recommended to embed climate considerations across Council operations.

• The Plan should include a clear objective to support South Australia's net zero by 2050 target.

Document Set ID: 6617124
Version: 1, Version Date: 21/10/2025

• Goals for weed and pest control (e.g. deer, cats, foxes, rabbits) should be explicitly stated.

5. Biodiversity Enhancement

• Create a significant tree register for Victor Harbor's urban region.

• Collaborate with Biodiversity Victor Harbor to support the Community Biodiversity Nursery / Hub.

• Encourage biodiversity-friendly landscaping on private properties through updated indigenous plant guides and incentives.

6. Coastline and Waterways

• Strengthen objectives for protecting vegetation along the Inman and Hindmarsh Rivers. Public access should be encouraged but treated separately from the core goal of vegetation protection.

• Consider using Biodiversity Agreements under the new SA Biodiversity Act to support this work.

7. Urban Sustainability

• Capture baseline data and set targets for green space in urban areas to support long-term planning and resilience.

These suggestions are offered in the spirit of constructive collaboration and with a shared interest in ensuring Victor Harbor's natural assets are protected and enhanced for future generations.

Kindest regards,

[redacted]

--

BIODIVERSITY VICTOR HARBOR

[redacted]

Donations are tax deductible

#savethehindmarshriver

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Document Set ID: 6617124
Version: 1, Version Date: 21/10/2025

From: [redacted]
Sent: Thu, 9 Oct 2025 03:42:57 +1030
To: "City of Victor Harbor" <localgov@victor.sa.gov.au>
Subject: Draft EMP Feedback NB
Attachments: Submission NB on Draft EMP Consultation Fact Sheet and Feedback Form.pdf
Categories: To Capture ECM

Please find my response to the subject document attached.
My submission and comments should be shared with your planning and compliance teams who can view model EMP for developers at numerous council web sites.

Document Set ID: 6617918
Version: 1, Version Date: 21/10/2025

Draft Environmental Management Plan Feedback Form

We want your feedback!

All feedback must be received by 5pm on Friday, 17 October 2025.

We encourage you to view the full copy of the draft Environmental Management Plan 2025 - 2030 (available online at **www.yoursay.victor.sa.gov.au** or in hard copy at the Council Office at 1 Bay Road, Victor Harbor).

Complete a survey online at **www.yoursay.victor.sa.gov.au**.

Or if you prefer, complete this hard copy form and return it to us in one of the following ways:

- **Email:** Scan and send it to localgov@victor.sa.gov.au
- **In person:** Hand deliver your completed form to the Civic Centre at 1 Bay Road, Victor Harbor
- **By post:** City of Victor Harbor, PO Box 11, Victor Harbor SA 5211

Please note your feedback may be included in public documents but all personal details will remain private.

About You

1. Your Details

First Name:	[redacted]	Surname:	[redacted]
Organisation (if applicable):			
Residential Address:	[redacted]		
Residential Suburb:	[redacted]		
Email Address:	[redacted]		
Add my email address to the Victor Viewpoint mailing list. Council's monthly e-newsletter:			☐ Yes

2. What best describes you?

☐ City of Victor Harbor ratepayer ☐ City of Victor Harbor resident ☐ Business ☒ Visitor

☒ Other (please specify: Former rate payer)

Draft Environmental Management Plan 2025 - 2030

3. Have you read the draft Environmental Management Plan 2025 - 2030?

☒ Yes ☐ No ☐ Unsure

4. Do you support the draft Environmental Management Plan 2025 - 2030?

☐ Yes ☒ Yes, but with some changes ☐ No ☐ Unsure

5. Do you support the draft Environmental Management Plan's vision?

'We protect and restore our environment to make Victor Harbor a sustainable place of choice to live, visit and enjoy.'

☐ Yes ☐ No ☒ Unsure

6. Do you support the draft Environmental Management Plan's objectives?

- *Adapt to the changing climate*
- *Sustainably manage waste*
- *Enhance the health and biodiversity of our nature*
- *Protect our coastline and waterways*
- *Create a sustainable, energy efficient city*
- *Educate our community*

☒ Yes ☐ No ☐ Unsure

Why or why not?

Education is a key objective but the Plan does not seek to provide tools for compliance to enable developers to satisfy their obligations to satisfy the objectives of the Plan. Council should providing model EMP for developers to follow and implement. This is clearly not the case for many developments that have occurred recently in Victor. And council is complicit in NOT even having the ambition to show this in their Priority Actions despite complaints and suggestions made and I presume properly documented.

Document Set ID: 6617918
Version: 1, Version Date: 21/10/2025

city of Victor Harbor

City of Victor Harbor – **Community Engagement Summary** Page 54

7. Rank these six objectives in terms of what you'd like to see Council prioritise resources towards? *(from 1 being the highest priority, to 6 being the lowest priority)*	
Adapt to the changing climate	3
Sustainably manage waste	5
Enhance the health and biodiversity of our nature	4
Protect our coastline and waterways	2
Create a sustainable, energy efficient city	6
Educate our community	1

8. Do you agree with how actions have been prioritised within the draft Environmental Management Plan 2025-2030?
(see page 3 of this summary document or pages 14-19 of the draft plan)

☐ Yes ☒ No ☐ Unsure

Why or why not?

The education component is underwhelming and porrly focussed on where the greatest cost/benefit is likely to be realised given the the existing and predicted growth

9. Are there any specific environmental initiatives not currently included in the plan that you think should be considered?

Yes. Educate developers and start enforcing and applying conditions on developers to ensure they are accountable for their impact on the environment.
This should include them submitting their own Env Management Plan s prior to commencing the development.

10. Do you have any other feedback?

Your planning and compliance should be more proactive in ensuring the environment is protective as stated in your vision because my experience with engaging with council on this has been one which is reactive and reliant on the State Government (EPA) to intervene.

Please feel free to attach further pages if you require more space to provide your feedback.

Document Set ID: 6617918
Version: 1, Version Date: 21/10/2025

city of Victor Harbor

From: [redacted]
Sent: Tue, 30 Sep 2025 15:34:12 +1030
To: "City of Victor Harbor" <localgov@victor.sa.gov.au>
Subject: Have your Say - Environmental Management Plan

Hi
Can you also included Builders Waste in your review as I'm sick of seeing builders rubbish blown all over the place as skip bins have no covers!
We live opposite a small subdivision in central Victor and are constantly having plastic wrap, bags, tile boxes etc blown into our front garden from the skip bin on site.
If we can't get it in time next stop in the ocean.
My recommendation is all builders should have lidded skip bins that contain their rubbish to their site.
Yours truly
[redacted]

Sent from Outlook for iOS

Appendix 2

Respondent No:	1	**Responded At:**	Oct 06, 2025 15:46:51 pm
Login:	[redacted]	**Last Seen:**	Oct 06, 2025 04:44:04 am
Email:	[redacted]	**IP Address:**	149.167.27.195

Q1. **First Name**	[redacted]
Q2. **Surname**	[redacted]
Q3. **Residential Address**	[redacted]
Q4. **Email**	[redacted]
Q5. **Add your email address to the Victor Viewpoint mailing list, Council's monthly e-newsletter?**	not answered
Q6. **What best describes you?**	City of Victor Harbor ratepayer City of Victor Harbor resident
Q7. **Have you read the draft Environmental Management Plan 2025 - 2030?**	No
Q8. **Do you support the draft Environmental Management Plan 2025 - 2030?**	Unsure
Q9. **Do you support the draft Environmental Management Plan's vision?'We protect and restore our environment to make Victor Harbor a sustainable place of choice to live, visit and enjoy.'**	Yes
Q10. **Do you support the draft Environmental Management Plan's objectives?• Adapt to the changing climate• Sustainably manage waste• Enhance the health and biodiversity of our nature• Protect our coastline and waterways• Create a sustainable, energy efficient city• Educate our community**	Yes

Q11. **Why or why not?**

Because they should be objectives for the council

Q12. **Why or why not?**

not answered

Q13. **Why or why not?**

not answered

Q14. **Rank these six objectives in terms of what you'd like to see Council prioritise resources towards? (from 1 being the highest priority, to 6 being the lowest priority)**	1. Protect our coastline and waterways 2. Educate our community 3. Sustainably manage waste 4. Enhance the health and biodiversity of our nature 5. Adapt to the changing climate 6. Create a sustainable, energy efficient city
Q15. **Do you agree with how actions have been prioritised within the draft** Environmental Management Plan 2025-2030?**(see page 3 of this summary document or pages 14-19 of the draft plan)**	Unsure

Q16. **Why or why not?**

not answered

Q17. **Why or why not?**

not answered

Q18. **Why or why not?**

not answered

Q19. **Are there any specific environmental initiatives not currently included in the plan that you think should be considered?**

not answered

Q20. **Do you have any other feedback?**

not answered

Respondent No: 2		**Responded At:**	Oct 09, 2025 18:02:57 pm
Login: [redacted]		**Last Seen:**	Oct 09, 2025 18:02:57 pm
Email: [redacted]		**IP Address:**	n/a

Q1. **First Name**	[redacted]
Q2. **Surname**	[redacted]
Q3. **Residential Address**	[redacted]
Q4. **Email**	[redacted]
Q5. **Add your email address to the Victor Viewpoint mailing list, Council's monthly e-newsletter?**	not answered
Q6. **What best describes you?**	Visitor
Q7. **Have you read the draft Environmental Management Plan 2025 - 2030?**	Yes
Q8. **Do you support the draft Environmental Management Plan 2025 - 2030?**	Unsure
Q9. **Do you support the draft Environmental Management Plan's vision?'We protect and restore our environment to make Victor Harbor a sustainable place of choice to live, visit and enjoy.'**	Yes
Q10. **Do you support the draft Environmental Management Plan's objectives?• Adapt to the changing climate• Sustainably manage waste• Enhance the health and biodiversity of our nature• Protect our coastline and waterways• Create a sustainable, energy efficient city• Educate our community**	Yes

Q11. **Why or why not?**

Endorse with qualifications - it sounds terrific on paper, but has to be supported by robust and intentional action to deliver the outcomes proposed.

Q12. **Why or why not?**

not answered

Q13. **Why or why not?**

not answered

Q14. **Rank these six objectives in terms of what you'd like to see Council prioritise resources towards? (from 1 being the highest priority, to 6 being the lowest priority)**	1. Adapt to the changing climate 2. Enhance the health and biodiversity of our nature 3. Sustainably manage waste 4. Protect our coastline and waterways 5. Create a sustainable, energy efficient city 6. Educate our community
Q15. **Do you agree with how actions have been prioritised within the draft Environmental Management Plan 2025-2030?(see page 3 of this summary document or pages 14-19 of the draft plan)**	No

Q16. **Why or why not?**

not answered

Q17. **Why or why not?**

I don't think it's terribly important how objectives are ordered. I think there needs to be more focus on parallel action and flexibility as circumstances change.

Q18. **Why or why not?**

not answered

Q19. **Are there any specific environmental initiatives not currently included in the plan that you think should be considered?**

Connectivity between areas of wildlife habitat (both coastal and inland); capacity for residents in urban areas to build and sustain effective wildlife habitat; controls over urban commercial and light industrial development that prioritize sustaining habitat and biodiversity as part of any development initiative. Greater emphasis on restoration.

Q20. **Do you have any other feedback?**

not answered

Respondent No: 3		**Responded At:**	Oct 10, 2025 08:52:37 am
Login: [redacted]		**Last Seen:**	Oct 10, 2025 08:52:37 am
Email: [redacted]		**IP Address:**	n/a

Q1. **First Name**	[redacted]
Q2. **Surname**	[redacted]
Q3. **Residential Address**	[redacted]
Q4. **Email**	[redacted]
Q5. **Add your email address to the Victor Viewpoint mailing list, Council's monthly e-newsletter?**	Yes
Q6. **What best describes you?**	City of Victor Harbor ratepayer
Q7. **Have you read the draft Environmental Management Plan 2025 - 2030?**	Yes
Q8. **Do you support the draft Environmental Management Plan 2025 - 2030?**	Yes
Q9. **Do you support the draft Environmental Management Plan's vision?"We protect and restore our environment to make Victor Harbor a sustainable place of choice to live, visit and enjoy."**	Yes
Q10. **Do you support the draft Environmental Management Plan's objectives?• Adapt to the changing climate• Sustainably manage waste• Enhance the health and biodiversity of our nature• Protect our coastline and waterways• Create a sustainable, energy efficient city• Educate our community**	Yes

Q11. **Why or why not?**

not answered

Q12. **Why or why not?**

not answered

Q13. **Why or why not?**

not answered

Q14. **Rank these six objectives in terms of what you'd like to see Council prioritise resources towards? (from 1 being the highest priority, to 6 being the lowest priority)**	1. Create a sustainable, energy efficient city 2. Enhance the health and biodiversity of our nature 3. Sustainably manage waste 4. Protect our coastline and waterways 5. Adapt to the changing climate 6. Educate our community
Q15. **Do you agree with how actions have been prioritised within the draft** Environmental Management Plan 2025-2030?**(see page 3 of this summary document or pages 14-19 of the draft plan)**	Yes

Q16. **Why or why not?**

not answered

Q17. **Why or why not?**

not answered

Q18. **Why or why not?**

not answered

Q19. **Are there any specific environmental initiatives not currently included in the plan that you think should be considered?**

Consult with First Nations people

Q20. **Do you have any other feedback?**

Valuable strategy and needs to be acted on immediately. Nurturing our precious environment is foundational to a healthy culture and community

Respondent No: 4		**Responded At:**	Oct 10, 2025 09:02:05 am
Login: [redacted]		**Last Seen:**	Oct 10, 2025 09:02:05 am
Email: [redacted]		**IP Address:**	n/a

Q1. **First Name**	[redacted]
Q2. **Surname**	[redacted]
Q3. **Residential Address**	[redacted]
Q4. **Email**	[redacted]
Q5. **Add your email address to the Victor Viewpoint mailing list, Council's monthly e-newsletter?**	Yes
Q6. **What best describes you?**	City of Victor Harbor resident
Q7. **Have you read the draft Environmental Management Plan 2025 - 2030?**	Unsure
Q8. **Do you support the draft Environmental Management Plan 2025 - 2030?**	Unsure
Q9. **Do you support the draft Environmental Management Plan's vision?"We protect and restore our environment to make Victor Harbor a sustainable place of choice to live, visit and enjoy."**	Yes
Q10. **Do you support the draft Environmental Management Plan's objectives?• Adapt to the changing climate• Sustainably manage waste• Enhance the health and biodiversity of our nature• Protect our coastline and waterways• Create a sustainable, energy efficient city• Educate our community**	Yes

Q11. **Why or why not?**

We have to look out for future generations

Q12. **Why or why not?**

not answered

Q13. **Why or why not?**

not answered

Q14. **Rank these six objectives in terms of what you'd like to see Council prioritise resources towards? (from 1 being the highest priority, to 6 being the lowest priority)**

1. Enhance the health and biodiversity of our nature
2. Sustainably manage waste
3. Adapt to the changing climate
4. Protect our coastline and waterways
5. Create a sustainable, energy efficient city
6. Educate our community

Q15. **Do you agree with how actions have been prioritised within the draft Environmental Management Plan 2025-2030?(see page 3 of this summary document or pages 14-19 of the draft plan)**

Unsure

Q16. **Why or why not?**

not answered

Q17. **Why or why not?**

not answered

Q18. **Why or why not?**

Not sure what it all means

Q19. **Are there any specific environmental initiatives not currently included in the plan that you think should be considered?**

There are too many new housing developments being built in this area. Roads are being congested now. So moving forward it's only going to get worse. Medical facilities, like general practices are required, the existing ones are not taking on new patients. Another shopping precinct on the west side of Victor would be a good start, this would stop centralisation of traffic. Stop allowing foreign ownership of land . Rosetta village is owned by an American company. It was owned by Australian family when we moved in 10 years ago.

Q20. **Do you have any other feedback?**

Make housing developments put in adequate footpaths. Rosetta village has inadequate, infrequent and dangerous footpaths. Not sure if you have by laws to protect pedestrians living in retirement villages. Come and walk around here and see for yourself.

Respondent No: 5
Login: [redacted]
Email: [redacted]

Responded At: Oct 10, 2025 09:10:23 am
Last Seen: Oct 10, 2025 09:10:23 am
IP Address: n/a

Q1. **First Name**	[redacted]
Q2. **Surname**	[redacted]
Q3. **Residential Address**	[redacted]
Q4. **Email**	[redacted]
Q5. **Add your email address to the Victor Viewpoint mailing list, Council's monthly e-newsletter?**	Yes
Q6. **What best describes you?**	City of Victor Harbor ratepayer City of Victor Harbor resident
Q7. **Have you read the draft Environmental Management Plan 2025 - 2030?**	Yes
Q8. **Do you support the draft Environmental Management Plan 2025 - 2030?**	Yes
Q9. **Do you support the draft Environmental Management Plan's vision?'We protect and restore our environment to make Victor Harbor a sustainable place of choice to live, visit and enjoy.'**	Yes
Q10. **Do you support the draft Environmental Management Plan's objectives?- Adapt to the changing climate- Sustainably manage waste- Enhance the health and biodiversity of our nature- Protect our coastline and waterways- Create a sustainable, energy efficient city- Educate our community**	Yes

Q11. **Why or why not?**

not answered

Q12. **Why or why not?**

not answered

Q13. **Why or why not?**

not answered

Q14. **Rank these six objectives in terms of what you'd like to see Council prioritise resources towards? (from 1 being the highest priority, to 6 being the lowest priority)**	1. Protect our coastline and waterways 2. Enhance the health and biodiversity of our nature 3. Sustainably manage waste 4. Educate our community 5. Create a sustainable, energy efficient city
Q15. **Do you agree with how actions have been prioritised within the draft Environmental Management Plan 2025-2030?(see page 3 of this summary document or pages 14-19 of the draft plan)**	Unsure

Q16. **Why or why not?**

not answered

Q17. **Why or why not?**

not answered

Q18. **Why or why not?**

both of our rivers need priority reclamation, with the original sea mouths returned to allow natural movement of sand along the adjacent shores

Q19. **Are there any specific environmental initiatives not currently included in the plan that you think should be considered?**

above re rivers

Q20. **Do you have any other feedback?**

coastal protection must be carried out with understanding of beach sand movements

Respondent No: 6		**Responded At:**	Oct 10, 2025 14:16:33 pm
Login: [redacted]		**Last Seen:**	Oct 10, 2025 03:14:01 am
Email: [redacted]		**IP Address:**	58.174.81.227

Q1. **First Name**	[redacted]
Q2. **Surname**	[redacted]
Q3. **Residential Address**	[redacted]
Q4. **Email**	[redacted]
Q5. **Add your email address to the Victor Viewpoint mailing list, Council's monthly e-newsletter?**	not answered
Q6. **What best describes you?**	City of Victor Harbor ratepayer
Q7. **Have you read the draft Environmental Management Plan 2025 - 2030?**	Yes
Q8. **Do you support the draft Environmental Management Plan 2025 - 2030?**	Yes
Q9. **Do you support the draft Environmental Management Plan's vision?"We protect and restore our environment to make Victor Harbor a sustainable place of choice to live, visit and enjoy."**	Yes
Q10. **Do you support the draft Environmental Management Plan's objectives?• Adapt to the changing climate• Sustainably manage waste• Enhance the health and biodiversity of our nature• Protect our coastline and waterways• Create a sustainable, energy efficient city• Educate our community**	Yes

Q11. **Why or why not?**

not answered

Q12. **Why or why not?**

not answered

Q13. **Why or why not?**

not answered

Q14. **Rank these six objectives in terms of what you'd like to see Council prioritise resources towards? (from 1 being the highest priority, to 6 being the lowest priority)**	1. Adapt to the changing climate 2. Enhance the health and biodiversity of our nature 3. Sustainably manage waste 4. Create a sustainable, energy efficient city 5. Protect our coastline and waterways 6. Educate our community
Q15. **Do you agree with how actions have been prioritised within the draft** Environmental Management Plan 2025-2030?**(see page 3 of this summary document or pages 14-19 of the draft plan)**	Yes

Q16. **Why or why not?**

not answered

Q17. **Why or why not?**

not answered

Q18. **Why or why not?**

not answered

Q19. **Are there any specific environmental initiatives not currently included in the plan that you think should be considered?**

not answered

Q20. **Do you have any other feedback?**

not answered

Respondent No: 7	**Responded At:** Oct 10, 2025 17:01:40 pm
Login: [redacted]	**Last Seen:** Oct 10, 2025 17:01:40 pm
Email: [redacted]	**IP Address:** n/a

Q1. **First Name**	[redacted]
Q2. **Surname**	[redacted]
Q3. **Residential Address**	[redacted]
Q4. **Email**	[redacted]
Q5. **Add your email address to the Victor Viewpoint mailing list, Council's monthly e-newsletter?**	Yes
Q6. **What best describes you?**	City of Victor Harbor ratepayer
Q7. **Have you read the draft Environmental Management Plan 2025 - 2030?**	Yes
Q8. **Do you support the draft Environmental Management Plan 2025 - 2030?**	Yes
Q9. **Do you support the draft Environmental Management Plan's vision?"We protect and restore our environment to make Victor Harbor a sustainable place of choice to live, visit and enjoy."**	Yes
Q10. **Do you support the draft Environmental Management Plan's objectives?• Adapt to the changing climate• Sustainably manage waste• Enhance the health and biodiversity of our nature• Protect our coastline and waterways• Create a sustainable, energy efficient city• Educate our community**	Yes

Q11. **Why or why not?**

Because of rapid, perhaps too rapid development, Council needs to put skates on and thrust these priorities forth. The matters are urgent.

Q12. **Why or why not?**

not answered

Q13. **Why or why not?**

not answered

Q14. **Rank these six objectives in terms of what you'd like to see Council prioritise resources towards? (from 1 being the highest priority, to 6 being the lowest priority)**

1. Adapt to the changing climate
2. Sustainably manage waste
3. Enhance the health and biodiversity of our nature
4. Protect our coastline and waterways
5. Educate our community
6. Create a sustainable, energy efficient city

Q15. **Do you agree with how actions have been prioritised within the draft Environmental Management Plan 2025-2030?(see page 3 of this summary document or pages 14-19 of the draft plan)**

not answered

Q16. **Why or why not?**

not answered

Q17. **Why or why not?**

not answered

Q18. **Why or why not?**

not answered

Q19. **Are there any specific environmental initiatives not currently included in the plan that you think should be considered?**

They're there. I'd emphasise the stormwater, though. And envouraging developers to minimise concreting and ecourage garden space where water may recharge the aquifers.

Q20. **Do you have any other feedback?**

I would like to suggest some serious encouragement to urban landowners to save and protect trees on their land. Maybe awards from council and biodiversity. Maybe a rates incentive.

Respondent No: 8	**Responded At:** Oct 10, 2025 17:06:32 pm
Login: [redacted]	**Last Seen:** Oct 10, 2025 17:06:32 pm
Email: [redacted]	**IP Address:** n/a

Q1. **First Name**	[redacted]
Q2. **Surname**	[redacted]
Q3. **Residential Address**	[redacted]
Q4. **Email**	[redacted]
Q5. **Add your email address to the Victor Viewpoint mailing list, Council's monthly e-newsletter?**	not answered
Q6. **What best describes you?**	City of Victor Harbor ratepayer City of Victor Harbor resident
Q7. **Have you read the draft Environmental Management Plan 2025 - 2030?**	Yes
Q8. **Do you support the draft Environmental Management Plan 2025 - 2030?**	Yes
Q9. **Do you support the draft Environmental Management Plan's vision?'We protect and restore our environment to make Victor Harbor a sustainable place of choice to live, visit and enjoy.'**	Yes
Q10. **Do you support the draft Environmental Management Plan's objectives?- Adapt to the changing climate- Sustainably manage waste- Enhance the health and biodiversity of our nature- Protect our coastline and waterways- Create a sustainable, energy efficient city- Educate our community**	Yes

Q11. **Why or why not?**

not answered

Q12. **Why or why not?**

not answered

Q13. **Why or why not?**

not answered

Q14. **Rank these six objectives in terms of what you'd like to see Council prioritise resources towards? (from 1 being the highest priority, to 6 being the lowest priority)**	1. Enhance the health and biodiversity of our nature 2. Protect our coastline and waterways 3. Sustainably manage waste 4. Adapt to the changing climate 5. Create a sustainable, energy efficient city 6. Educate our community
Q15. **Do you agree with how actions have been prioritised within the draft** Environmental Management Plan 2025-2030?**(see page 3 of this summary document or pages 14-19 of the draft plan)**	Yes

Q16. **Why or why not?**

not answered

Q17. **Why or why not?**

not answered

Q18. **Why or why not?**

not answered

Q19. **Are there any specific environmental initiatives not currently included in the plan that you think should be considered?**

not answered

Q20. **Do you have any other feedback?**

not answered

Respondent No: 9	**Responded At:** Oct 11, 2025 11:26:02 am
Login: [redacted]	**Last Seen:** Oct 11, 2025 11:26:02 am
Email: [redacted]	**IP Address:** n/a

Q1. **First Name**	[redacted]
Q2. **Surname**	[redacted]
Q3. **Residential Address**	[redacted]
Q4. **Email**	[redacted]
Q5. **Add your email address to the Victor Viewpoint mailing list, Council's monthly e-newsletter?**	Yes
Q6. **What best describes you?**	City of Victor Harbor ratepayer
Q7. **Have you read the draft Environmental Management Plan 2025 - 2030?**	Yes
Q8. **Do you support the draft Environmental Management Plan 2025 - 2030?**	Yes
Q9. **Do you support the draft Environmental Management Plan's vision?"We protect and restore our environment to make Victor Harbor a sustainable place of choice to live, visit and enjoy."**	Yes
Q10. **Do you support the draft Environmental Management Plan's objectives?• Adapt to the changing climate• Sustainably manage waste• Enhance the health and biodiversity of our nature• Protect our coastline and waterways• Create a sustainable, energy efficient city• Educate our community**	Yes

Q11. **Why or why not?**

The city is growing and we need sustainability within the region. Managing this growth is extremely important and we need to minimise the impact on our environment.

Q12. **Why or why not?**

not answered

Q13. **Why or why not?**

not answered

Q14. **Rank these six objectives in terms of what you'd like to see Council prioritise resources towards? (from 1 being the highest priority, to 6 being the lowest priority)**	1. Enhance the health and biodiversity of our nature 2. Protect our coastline and waterways 3. Educate our community 4. Adapt to the changing climate 5. Create a sustainable, energy efficient city 6. Sustainably manage waste
Q15. **Do you agree with how actions have been prioritised within the draft** Environmental Management Plan 2025-2030?**(see page 3 of this summary document or pages 14-19 of the draft plan)**	Yes

Q16. **Why or why not?**

It's a step in the right direction

Q17. **Why or why not?**

not answered

Q18. **Why or why not?**

not answered

Q19. **Are there any specific environmental initiatives not currently included in the plan that you think should be considered?**

No

Q20. **Do you have any other feedback?**

Not at the moment

Respondent No: 10	**Responded At:** Oct 16, 2025 13:57:01 pm
Login: [redacted]	**Last Seen:** Oct 16, 2025 13:57:01 pm
Email: [redacted]	**IP Address:** n/a

Q1. **First Name**	[redacted]
Q2. **Surname**	[redacted]
Q3. **Residential Address**	[redacted]
Q4. **Email**	[redacted]
Q5. **Add your email address to the Victor Viewpoint mailing list, Council's monthly e-newsletter?**	Yes
Q6. **What best describes you?**	City of Victor Harbor ratepayer City of Victor Harbor resident
Q7. **Have you read the draft Environmental Management Plan 2025 - 2030?**	Yes
Q8. **Do you support the draft Environmental Management Plan 2025 - 2030?**	Yes
Q9. **Do you support the draft Environmental Management Plan's vision?'We protect and restore our environment to make Victor Harbor a sustainable place of choice to live, visit and enjoy.'**	Yes
Q10. **Do you support the draft Environmental Management Plan's objectives?- Adapt to the changing climate- Sustainably manage waste- Enhance the health and biodiversity of our nature- Protect our coastline and waterways- Create a sustainable, energy efficient city- Educate our community**	Yes

Q11. **Why or why not?**

Adapting to climate change and protecting our environment is critical to the sustainability of the overall community

Q12. **Why or why not?**

not answered

Q13. **Why or why not?**

not answered

Q14. **Rank these six objectives in terms of what you'd like to see Council prioritise resources towards? (from 1 being the highest priority, to 6 being the lowest priority)**	1. Enhance the health and biodiversity of our nature 2. Protect our coastline and waterways 3. Adapt to the changing climate 4. Create a sustainable, energy efficient city 5. Sustainably manage waste 6. Educate our community
Q15. **Do you agree with how actions have been prioritised within the draft Environmental Management Plan 2025-2030?(see page 3 of this summary document or pages 14-19 of the draft plan)**	Yes

Q16. **Why or why not?**

Corridors and tree planting programs have been given priority along with stormwater improvements thus protecting our river system

Q17. **Why or why not?**

not answered

Q18. **Why or why not?**

not answered

Q19. **Are there any specific environmental initiatives not currently included in the plan that you think should be considered?**

Not really

Q20. **Do you have any other feedback?**

A change to the local government regulations regarding Developers and their immunity to the usual requirements for a development would be great, being accountable for tiny blocks that you can't even put a tree on with little or no yard for children or animals, as well as dwellings having black roofs....there is still a long way to go regarding this, as it all contributes to our warming planet.

Respondent No: 11	**Responded At:** Oct 16, 2025 22:55:28 pm
Login: [redacted]	**Last Seen:** Oct 16, 2025 22:55:28 pm
Email: [redacted]	**IP Address:** n/a

Q1. **First Name**	[redacted]
Q2. **Surname**	[redacted]
Q3. **Residential Address**	[redacted]
Q4. **Email**	[redacted]
Q5. **Add your email address to the Victor Viewpoint mailing list, Council's monthly e-newsletter?**	not answered
Q6. **What best describes you?**	City of Victor Harbor ratepayer
Q7. **Have you read the draft Environmental Management Plan 2025 - 2030?**	Yes
Q8. **Do you support the draft Environmental Management Plan 2025 - 2030?**	Yes Unsure
Q9. **Do you support the draft Environmental Management Plan's vision?'We protect and restore our environment to make Victor Harbor a sustainable place of choice to live, visit and enjoy.'**	Yes
Q10. **Do you support the draft Environmental Management Plan's objectives?• Adapt to the changing climate• Sustainably manage waste• Enhance the health and biodiversity of our nature• Protect our coastline and waterways• Create a sustainable, energy efficient city• Educate our community**	Yes

Q11. **Why or why not?**

All of the objectives are excellent, but I feel the actions listed don't go far enough to achieve them.

Q12. **Why or why not?**

not answered

Q13. **Why or why not?**

not answered

Q14. **Rank these six objectives in terms of what you'd like to see Council prioritise resources towards? (from 1 being the highest priority, to 6 being the lowest priority)**	1. Educate our community 2. Sustainably manage waste 3. Enhance the health and biodiversity of our nature 4. Protect our coastline and waterways 5. Adapt to the changing climate 6. Create a sustainable, energy efficient city
Q15. **Do you agree with how actions have been prioritised within the draft Environmental Management Plan 2025-2030?(see page 3 of this summary document or pages 14-19 of the draft plan)**	No

Q16. **Why or why not?**

not answered

Q17. **Why or why not?**

Mostly they are good. Specific feedback: For 2.4 - Shift to zero waste for Council run events. - I don't see why this can't happen sooner than year 3-5. Yankalilla Council require that all their events are Zero Waste. Why can't the City of Victor Harbor have a Zero Waste Event Policy and implement it sooner than 3-5yrs? And this should not just be a requirement of Council run events, but for all events, particularly outdoor ones, like the Rock and Roll Festival and the Red Hot Summer Tour and Schoolies (and have some sort of education stall at the event about it!). 2.3 Review public litter bin locations and service levels. - I am surprised that several public bins are now flagged for removal. Wouldn't it be better to replace them with at least a dual-bin option of a recycling bin and a rubbish bin at current bin locations? Removing bins is only going to lead to more litter in the reserves and streets. People are lazy and won't take their rubbish home with them, but if you give them a bin to put it in, at least the rubbish won't end up in the ocean, as people are more likely to put rubbish in the bin, if given the option. Not enough is being done to deter illegal dumping on our rural roads. We get so much rubbish dumped on our roads, because it's just out of town. My neighbours have lost cattle because the rubbish that has been dumped, blows into their farmland and the cows eat it. Mount Barker Council has run investigations using trail cameras to capture offenders dumping in areas that are frequently used as dumping grounds. Could this be trialled on Depledge Road? Offenders need to be charged and publicly shamed, or they will keep doing it.

Q18. **Why or why not?**

not answered

Q19. **Are there any specific environmental initiatives not currently included in the plan that you think should be considered?**

I think the City of Victor Harbor should adopt a Significant Tree by-law. I have witnessed so many large, established, mature trees be cut down for new developments, mostly on private property, in the last 5-10yrs and it makes me so sad. Particularly the Bartel Boulevard Salvation Army development. There were about 15-20 mature trees there that many birds called home and they were allowed to cut them down because the City of Victor Harbor does not have a Significant Tree by-law. I used to love driving down Bartel Bld and listening to the rosellas chirp in those trees. I am concerned that with the new subdivisions going in on previously rural/farming land (ie Seascape and Oceane) that they will cut down any existing trees if they are in the way of anything. If the Council is serious about increasing tree canopy cover to reduce temperatures within the City, why allow developers to cut down large, established trees that already provide plenty of canopy cover? Not to mention all the habitat they provide for birds and other wildlife. Why doesn't the City of Victor Harbor have a significant tree by-law?!

Q20. **Do you have any other feedback?**

Education is key. I suggest you start with the children in schools and they can take the message home to their parents, who are too busy to attend an information session. We need to start change in the younger generation.

Respondent No:	12	**Responded At:**	Oct 17, 2025 08:38:59 am
Login:	[redacted]	**Last Seen:**	Oct 17, 2025 08:38:59 am
Email:	[redacted]	**IP Address:**	n/a

Q1. **First Name**	[redacted]
Q2. **Surname**	[redacted]
Q3. **Residential Address**	[redacted]
Q4. **Email**	[redacted]
Q5. **Add your email address to the Victor Viewpoint mailing list, Council's monthly e-newsletter?**	not answered
Q6. **What best describes you?**	City of Victor Harbor resident Business
Q7. **Have you read the draft Environmental Management Plan 2025 - 2030?**	Yes
Q8. **Do you support the draft Environmental Management Plan 2025 - 2030?**	Unsure
Q9. **Do you support the draft Environmental Management Plan's vision?'We protect and restore our environment to make Victor Harbor a sustainable place of choice to live, visit and enjoy.'**	Yes
Q10. **Do you support the draft Environmental Management Plan's objectives?- Adapt to the changing climate- Sustainably manage waste- Enhance the health and biodiversity of our nature- Protect our coastline and waterways- Create a sustainable, energy efficient city- Educate our community**	Yes

Q11. **Why or why not?**

not answered

Q12. **Why or why not?**

not answered

Q13. **Why or why not?**

not answered

Q14. **Rank these six objectives in terms of what you'd like to see Council prioritise resources towards? (from 1 being the highest priority, to 6 being the lowest priority)**

1. Enhance the health and biodiversity of our nature
2. Sustainably manage waste
3. Protect our coastline and waterways
4. Create a sustainable, energy efficient city
5. Educate our community
6. Adapt to the changing climate

Q15. **Do you agree with how actions have been prioritised within the draft Environmental Management Plan 2025-2030?(see page 3 of this summary document or pages 14-19 of the draft plan)**

No

Q16. **Why or why not?**

not answered

Q17. **Why or why not?**

I do wish biodiversity was rated a little higher considering the wealth of natural assets found within Victor Harbor

Q18. **Why or why not?**

not answered

Q19. **Are there any specific environmental initiatives not currently included in the plan that you think should be considered?**

It could be nice to have a rewilding project which connects the lower Hindmarsh River Estuary to the Morgan Park section of the river

Q20. **Do you have any other feedback?**

The idea of connecting the Inman and Hindmarsh River Estuaries through wildlife corridors sounds like and amazing idea. If you need anyone to survey and produce a species inventory for the Hindmarsh River Estuary I would be more than happy to do so. I believe the estuary is a biodiversity hotspot within the Southern Fleurieu and holds many more species than currently logged. It would be particularly good to survey the moss and lichen species which are generally overlooked in biodiversity species Kind regards, [redacted]

Respondent No: 13	**Responded At:** Oct 17, 2025 12:07:22 pm
Login: [redacted]	**Last Seen:** Oct 17, 2025 01:02:46 am
Email: [redacted]	**IP Address:** 122.150.228.75

Q1. **First Name**	[redacted]
Q2. **Surname**	[redacted]
Q3. **Residential Address**	[redacted]
Q4. **Email**	[redacted]
Q5. **Add your email address to the Victor Viewpoint mailing list, Council's monthly e-newsletter?**	Yes
Q6. **What best describes you?**	City of Victor Harbor ratepayer City of Victor Harbor resident
Q7. **Have you read the draft Environmental Management Plan 2025 - 2030?**	Yes
Q8. **Do you support the draft Environmental Management Plan 2025 - 2030?**	Unsure
Q9. **Do you support the draft Environmental Management Plan's vision?'We protect and restore our environment to make Victor Harbor a sustainable place of choice to live, visit and enjoy.'**	Yes
Q10. **Do you support the draft Environmental Management Plan's objectives?- Adapt to the changing climate- Sustainably manage waste- Enhance the health and biodiversity of our nature- Protect our coastline and waterways- Create a sustainable, energy efficient city- Educate our community**	Yes

Q11. **Why or why not?**

not answered

Q12. **Why or why not?**

not answered

Q13. **Why or why not?**

not answered

Q14. **Rank these six objectives in terms of what you'd like to see Council prioritise resources towards? (from 1 being the highest priority, to 6 being the lowest priority)**	1. Educate our community 2. Sustainably manage waste 3. Enhance the health and biodiversity of our nature 4. Adapt to the changing climate 5. Protect our coastline and waterways 6. Create a sustainable, energy efficient city
Q15. **Do you agree with how actions have been prioritised within the draft Environmental Management Plan 2025-2030?(see page 3 of this summary document or pages 14-19 of the draft plan)**	Unsure

Q16. **Why or why not?**

not answered

Q17. **Why or why not?**

not answered

Q18. **Why or why not?**

review my submission

Q19. **Are there any specific environmental initiatives not currently included in the plan that you think should be considered?**

review my submission

Q20. **Do you have any other feedback?**

review my submission

Respondent No: 14	**Responded At:** Oct 17, 2025 14:32:27 pm
Login: [redacted]	**Last Seen:** Oct 17, 2025 14:32:27 pm
Email: [redacted]	**IP Address:** n/a

Q1. **First Name**	[redacted]
Q2. **Surname**	[redacted]
Q3. **Residential Address**	[redacted]
Q4. **Email**	[redacted]
Q5. **Add your email address to the Victor Viewpoint mailing list, Council's monthly e-newsletter?**	Yes
Q6. **What best describes you?**	**Other (please specify)** Alexandrina council resident
Q7. **Have you read the draft Environmental Management Plan 2025 - 2030?**	Yes
Q8. **Do you support the draft Environmental Management Plan 2025 - 2030?**	Yes
Q9. **Do you support the draft Environmental Management Plan's vision?'We protect and restore our environment to make Victor Harbor a sustainable place of choice to live, visit and enjoy.'**	Yes
Q10. **Do you support the draft Environmental Management Plan's objectives?• Adapt to the changing climate• Sustainably manage waste• Enhance the health and biodiversity of our nature• Protect our coastline and waterways• Create a sustainable, energy efficient city• Educate our community**	Yes

Q11. **Why or why not?**

not answered

Q12. **Why or why not?**

not answered

Q13. **Why or why not?**

not answered

Q14. **Rank these six objectives in terms of what you'd like to see Council prioritise resources towards? (from 1 being the highest priority, to 6 being the lowest priority)**	1. Adapt to the changing climate 2. Educate our community 3. Enhance the health and biodiversity of our nature 4. Sustainably manage waste 5. Protect our coastline and waterways 6. Create a sustainable, energy efficient city
Q15. **Do you agree with how actions have been prioritised within the draft Environmental Management Plan 2025-2030?(see page 3 of this summary document or pages 14-19 of the draft plan)**	Yes

Q16. **Why or why not?**

not answered

Q17. **Why or why not?**

not answered

Q18. **Why or why not?**

not answered

Q19. **Are there any specific environmental initiatives not currently included in the plan that you think should be considered?**

not answered

Q20. **Do you have any other feedback?**

Strengthen environmental protection laws. Climate action now. The South Coast has no tree canopy protection I have witnessed continuous significant tree felling over the years. Developers vandalising the country. Across the entire South Coast Developers and private landowners have had no barriers to this. The penalties are non existent and I don't feel that Victor council has been across this the horse has bolted and now council comes up with a plan? I hear community talk alot about destruction of habitat not only your council Alexandrina too. It just keeps happening so councils can keep spruiking that they have a plan I have seen no evidence so far for tree canopy protection.

Respondent No: 15
Login: [redacted]
Email: [redacted]

Responded At: Oct 17, 2025 17:15:48 pm
Last Seen: Oct 17, 2025 17:15:48 pm
IP Address: n/a

Q1. **First Name**	[redacted]
Q2. **Surname**	[redacted]
Q3. **Residential Address**	[redacted]
Q4. **Email**	[redacted]
Q5. **Add your email address to the Victor Viewpoint mailing list, Council's monthly e-newsletter?**	Yes
Q6. **What best describes you?**	City of Victor Harbor ratepayer
Q7. **Have you read the draft Environmental Management Plan 2025 - 2030?**	Yes
Q8. **Do you support the draft Environmental Management Plan 2025 - 2030?**	Unsure
Q9. **Do you support the draft Environmental Management Plan's vision?'We protect and restore our environment to make Victor Harbor a sustainable place of choice to live, visit and enjoy.'**	Yes
Q10. **Do you support the draft Environmental Management Plan's objectives?• Adapt to the changing climate• Sustainably manage waste• Enhance the health and biodiversity of our nature• Protect our coastline and waterways• Create a sustainable, energy efficient city• Educate our community**	Unsure

Q11. **Why or why not?**

not answered

Q12. **Why or why not?**

not answered

Q13. **Why or why not?**

The plan isn't very comprehensive and misses vital elements relevant to Victor Harbor such as protecting Granite Island Fairy Penguins and the rare species of orchids (e.g; Hindmarsh Valley Greenhood Orchid) and the many birds, bandicoots etc.

Q14. **Rank these six objectives in terms of what you'd like to see Council prioritise resources towards? (from 1 being the highest priority, to 6 being the lowest priority)**

1. Adapt to the changing climate
2. Enhance the health and biodiversity of our nature
3. Protect our coastline and waterways
4. Create a sustainable, energy efficient city
5. Educate our community
6. Sustainably manage waste

Q15. **Do you agree with how actions have been prioritised within the draft Environmental Management Plan 2025-2030?(see page 3 of this summary document or pages 14-19 of the draft plan)**

Unsure

Q16. **Why or why not?**

not answered

Q17. **Why or why not?**

not answered

Q18. **Why or why not?**

The actions need to be much more far-reaching and ambitious. In the draft, they described that actions would be insufficient to adequately address the significant challenges that the Victor Harbor area faces regarding the environment. The environment id likely the most important asset that Victor Harbor has - it must be protected and enhanced!

Q19. **Are there any specific environmental initiatives not currently included in the plan that you think should be considered?**

Yes! Focus on enhancing biodiversity and minimising the impacts of climate change upon nature. Protect the Fairy Penguins and all of the other native birds and animals in the region. Protect and enhance the remnant vegetation - eradicate weeds, eliminate erosion.

Q20. **Do you have any other feedback?**

Thank you for enabling this input. The environment is an essential component of a healthy future for Victor Harbor for businesses, tourists and residents. I strongly support the submission by Biodiversity Victor Harbor.

Respondent No: 16
Login: [redacted]
Email: [redacted]

Responded At: Oct 19, 2025 14:00:41 pm
Last Seen: Oct 19, 2025 02:48:41 am
IP Address: 104.28.90.41

Q1. **First Name**	[redacted]
Q2. **Surname**	[redacted]
Q3. **Residential Address**	[redacted]
Q4. **Email**	[redacted]
Q5. **Add your email address to the Victor Viewpoint mailing list, Council's monthly e-newsletter?**	not answered
Q6. **What best describes you?**	City of Victor Harbor ratepayer
Q7. **Have you read the draft Environmental Management Plan 2025 - 2030?**	Yes
Q8. **Do you support the draft Environmental Management Plan 2025 - 2030?**	Yes
Q9. **Do you support the draft Environmental Management Plan's vision?'We protect and restore our environment to make Victor Harbor a sustainable place of choice to live, visit and enjoy.'**	Yes
Q10. **Do you support the draft Environmental Management Plan's objectives?• Adapt to the changing climate• Sustainably manage waste• Enhance the health and biodiversity of our nature• Protect our coastline and waterways• Create a sustainable, energy efficient city• Educate our community**	Yes

Q11. **Why or why not?**

It covers lots of areas/ issues that I think are important. It looks like a sensible and achievable plan.

Q12. **Why or why not?**

not answered

Q13. **Why or why not?**

not answered

Q14. **Rank these six objectives in terms of what you'd like to see Council prioritise resources towards? (from 1 being the highest priority, to 6 being the lowest priority)**

1. Sustainably manage waste
2. Enhance the health and biodiversity of our nature
3. Educate our community
4. Adapt to the changing climate
5. Protect our coastline and waterways
6. Create a sustainable, energy efficient city

Q15. **Do you agree with how actions have been prioritised within the draft Environmental Management Plan 2025-2030?(see page 3 of this summary document or pages 14-19 of the draft plan)**

Yes

Q16. **Why or why not?**

My first reaction was that everything is high priority, but I realise that is an impossible target. The plan shows that everything has been carefully considered and the actions have been given a realistic priority.

Q17. **Why or why not?**

not answered

Q18. **Why or why not?**

not answered

Q19. **Are there any specific environmental initiatives not currently included in the plan that you think should be considered?**

I would like to see more higher density living in the city centre as this would help reduce urban sprawl

Q20. **Do you have any other feedback?**

Well done, and thank you to the people who prepared the document