

City of Victor Harbor Annual Business Plan 2012-2013



city of
Victor Harbor



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Adopted by Council at a Special Meeting convened on Monday, 9th July 2012.

FRONT COVER – One of a special series of aerial photographs taken in early 2007 showing panoramic views of Victor Harbor.

2012-2013 ANNUAL BUSINESS PLAN AT A GLANCE

Council will develop and maintain essential infrastructure such as roads, footpaths, storm water drainage and open space. It will also provide regulatory services such as planning and development, parking regulation and food hygiene, and provide important services such as waste collection, libraries, community services and environmental management.

The Annual Business Plan 2012-2013 shows how Council will allocate its budget and what services, programs and projects will be developed in the coming financial year to contribute to achieving the community's long term objectives.

The major components of the 2012-2013 Annual Business Plan are:

- | | |
|---------------------------------|--|
| Key Planned Activities | <ul style="list-style-type: none">• 144 Key Planned Activities have been identified to contribute towards achieving Council's long term objectives |
| Capital Budget | <ul style="list-style-type: none">• \$5.98 million of Capital Works. Major projects include Stormwater Drainage (\$1.28m), Road Works (\$1.65m), Footpaths (\$310k) and Reserves and Recreation (\$305k). |
| Operating Budget | <ul style="list-style-type: none">• Operating Deficit of \$49k including depreciation, in contrast to an expected Operating Deficit of \$147k in 2011-2012. |
| Loans | <ul style="list-style-type: none">• New loans of \$1.5 million, in line with the Long Term Financial Plan. |
| Rates | <ul style="list-style-type: none">• General rate revenue of \$15.9 million (additional 7.6%)• Average Residential Rate increase of 6.4%.• Fixed Charge increased to \$310, to raise 20% of total rate revenue. |
| Rating Policy | <ul style="list-style-type: none">• Differential rate percentages on all land use categories unchanged except for Primary Production (reduction of subsidy from 15% to 12.5%)• Differential on Commercial & Industrial properties to be used for economic development activities.• Rate capping for residential properties and opportunities for seniors rate postponements. |
| Financial Sustainability | <ul style="list-style-type: none">• Operating Deficit of \$49k (-0.3%) compared to an Operating Deficit of \$147k (-1.0%) in 2011-2012.• Net Financial Liabilities Ratio to increase from 81% to 95%• Asset Sustainability Ratio increase from 72% to 84% |



INTRODUCTION

Section 123 of the Local Government Act 1999 requires that Councils prepare an annual business plan and budget which provides a summary of Council's long term objectives, provides an outline of objectives and activities for the coming financial year, and provides an outline of how Council plans to measure its performance. The annual business plan needs to take into account Council's long term financial plan and other relevant issues.

The Act also requires that the annual business plan sets out proposed operating expenditure, capital expenditure and sources of revenue, the proposed rate structure, and the impact of the proposed rate structure on the community.

HOW THE ANNUAL BUSINESS PLAN FITS WITH OUR OTHER PLANS

Council's 2012-2013 Annual Business Plan shows how Council will allocate its budget and what services, programs and projects will be developed in the coming financial year to contribute to achieving Council's long term objectives. It is informed by Council's Strategic Directions 2011-2015, which in turn is informed by Council's Community Plan 2021. Council's Long Term Financial Plan and Asset Management Plan, both of which cover a ten year period also provide important input into the Annual Business Plan. Council's Community Plan 2021 and Strategic Directions 2011-2015 can be viewed at the Council Civic Centre, or on Council's website www.victor.sa.gov.au

The following diagram shows how various plans and strategies inform each other, and also at what stages community, staff and elected members contribute to the planning process.



OUR LONG TERM OBJECTIVES

Council's Community Plan 2021 identifies four (4) broad objectives which indicate what differences we hope to make to achieve our vision:

1. Encourage a strong economy and a diversity of population while targeting younger people to live and work in the area.
2. Achieve the sustainable provision of physical infrastructure and community services.
3. Balance the pressures of high level growth with safeguarding the environment and lifestyle.
4. Deliver excellence in leadership, service delivery and organisational management that underpins our strategic directions.

SIGNIFICANT INFLUENCES

The two-fold pressures of significant population growth and a rapidly ageing community offer considerable challenges for Council in the provision of infrastructure and services, balancing the pressures of growth, and maintaining the current lifestyle and strong sense of community. The seasonal population changes provide further challenges for small businesses and for the provision of public infrastructure, while the declining workforce participation rates will have implications for the economic sustainability of the City. Additional challenges also include the City's low-lying coastal settlements and coastal eco-systems being vulnerable to the impacts of climate change.

Cost shifting for services from Federal and State Governments to Local Government continues to impact on our ability to resource Council operations. There is an increasing demand for greater transparency and accountability in Council decision making, and there are also increases in costs associated with new statutory and risk management requirements. Increasing demand for skilled workers will require consideration of workforce strategies, and attraction and retention programs.

Other significant factors include:

- New legislation for the inspection of roof trusses during building construction.
- Introduction of the carbon tax the exact consequences of which are unknown. As a high energy user, handler of waste, user of fossil fuels and deliverer of civil construction works we anticipate some carbon tax implications. The tax may also reflect in our supplies and through our contractors. A nominal provision has been allowed against budget lines we believe will be impacted.
- Significant decline in development activity and a flat property market will see very little growth in valuation within our overall assessment. Many individual properties will in fact experience a valuation reduction.
- Waste collection, recycling and disposal expenses continue to mount as Council broadens its service to the community, consolidates waste transfer and disposal activity at Goolwa in conjunction with the Alexandrina Council, and absorbs the costs associated with transport of recyclables and waste out of the Council area.
- The Consumer Price Index of 1.6% (March 2012) and Local Government Price Index of 4.2% (March 2012) (Note: LGPI reflects those items in CPI which impact directly on Local Government costs)
- Fees/charges imposed by other levels of government.
- Significant increases in utilities costs (power and water)
- Ministerial requirement for council to undertake a Strategic Directions (Planning) review in 2012.
- Conversion of our library to a new State wide standard software platform.
- A staffing compliment increase of one full-time (horse husbandry) and one half-time (Community Engagement) person.
- An amount of 50% of Council's annual Federal Grant allocation for 2012/13 has been paid in advance (i.e. prior to 30th June 2012)
- Council's commitment to pursue the opportunity of developing a Regional Aquatic Facility in conjunction with the Alexandrina Council is reflected in budget estimates.
- Commitments to continuing projects and partnership initiatives over more than one financial year.

The Annual Business Plan has been prepared within the following parameters:

- The budget will reflect the proposals contained in the Long Term Financial Plan, which seeks to deliver financial sustainability (i.e. an operating surplus) by 2013.
- The Long Term Financial Plan proposes that total revenue raised through general rates will need to increase by 9%. The draft budget proposes an increase in rate revenue of 7.6%, which equates to an average rate increase of 6.7% (residential 6.4%).
- Total operating expenses to be held within 5% of the current year's level, and less than that proposed in the Long Term Financial Plan.
- Major projects will maximise funding partnership opportunities, i.e. Federal, State, private.
- Loan borrowings will be contained within long term objectives of the Council being \$1.5million in the 2012/13 financial year and reducing further in subsequent years.
- Subject to stability within the range and level of services provided, and assuming Council acquires no new responsibilities, staffing levels will be contained within long term planning objectives.
- All legislative obligations will be provided for.
- There is an assumption that Council will continue to be supported by a large groups of community volunteers in areas including parks and gardens, environmental management, visitor information services, transport, library services, Committee participation, recreation and tourism activities.

SUMMARY OF ACTIVITIES FOR 2012-2013

ONGOING ACTIVITIES

There are a number of activities that Council will undertake, and services that Council will continue to provide that are part of Council's ongoing function and include things such as:

- Business activities such as the SA Whale Centre and Horse Drawn Tram
- Services such as fire prevention, emergency management, public conveniences, immunization support and other health services.
- Community services including support for the aged, young people and families.
- Economic development and tourism promotion and events.
- Grant programs for community activities, sporting groups and heritage conservation.
- Waste collection, coastal protection, storm water drainage, street cleaning and street lighting.
- Provision of parks, gardens, reserves, playgrounds and walking trails.
- Provision of sporting, recreation and cultural facilities including libraries.
- Regulatory services such as development planning, building control, parking regulation, food hygiene, and dog and cat management.
- Provision and maintenance of roads, bridges, bikeways and footpaths.
- Administrative functions including customer service, rates, community information, financial management, information technology, human resources and records management.
- Works support functions such as depot, plant and machinery.

SIGNIFICANT PROJECTS FOR 2012-2013

Public Conveniences

Provision has been made to supply and erect a public convenience within Starfish Park in the Rise Development adjacent Ocean Road.

Waste Management

The closure of the Victor Harbor Landfill Depot is expected to take place early in the financial year. Three months landfill operation has been included in the budget pending a relocation of waste transfer facilities. Council will undertake a joint waste transfer station with Alexandrina Council and their Goolwa Landfill following relocation. A contribution towards operating expenses (\$100k) and an initial contribution to capital expenses (\$200k) incurred by Alexandrina Council for the development of the Goolwa waste transfer station has been included in the budget. Waste collection services will continue to be provided by the Fleurieu Regional Waste Authority at a cost of \$1.04 million.

Stormwater Drainage

Several major stormwater drainage projects are proposed, including Breckan Avenue construction and San Remo Court stormwater upgrade. Torrens Street Drainage upgrade and Jagger Dam reconstruction will also be completed. Total cost of all projects is expected to be \$1.28m.

Parks, Reserves and Sporting Facilities

Significant development and upgrade of the playground, furniture settings, barbeques and extension of the bikeway are proposed at the Soldiers Memorial Reserve. Upgrades to outdoor furniture, barbeques and paving are also proposed at various locations. The Heritage Trail will continue to be upgraded as well as Irrigation as per the Irrigation Upgrade Program. Recreational activities will include the upgrade of facilities at the Youth Park and the construction of a Pontoon at the Bluff Boat Ramp. The total cost of parks, reserves and sporting facilities is expected to be \$305,000. In addition, purchase of land for recreational purposes which was contracted in June 2012 will be settled in July and has been reflected in the budget.

Roads and Footpaths

A total road construction allocation of \$1.65 million includes major resealing and re-sheeting programs, and the reconstruction of Harborview Terrace and Flinders Parade. A total of \$310,000 has been allocated to construction or extension of footpaths at Flinders Parade, Cornhill Road and the Foreshore Promenade, as well as replacement of footpaths in accordance with the Council's condition rating model.

Plant and Equipment

A major item for replacement is council's grader at an approximate changeover price of \$250,000. The current grader was purchased in 1988 and has more than served its purpose over the past 24 years. Other significant purchases include the replacement of a skid-steer loader and changeover of a truck which was committed to but not delivered prior to 30th June 2012.

Business Activities

Significant development of \$65,000 within the Whale Centre has been planned including the installation of a large interactive map and a thematic entrance with photo booth. The works are planned in line with securing additional sponsorship from various sources.

Other Projects

Other projects proposed in the budget include the construction of toilets at Starfish Park, construction of bitumen car park at the croquet/skate park, coastal protection works, establishment and fencing of a suitable site for a dog off-leash area, installation of guard railing and traffic management controls.

Strategic Management Planning

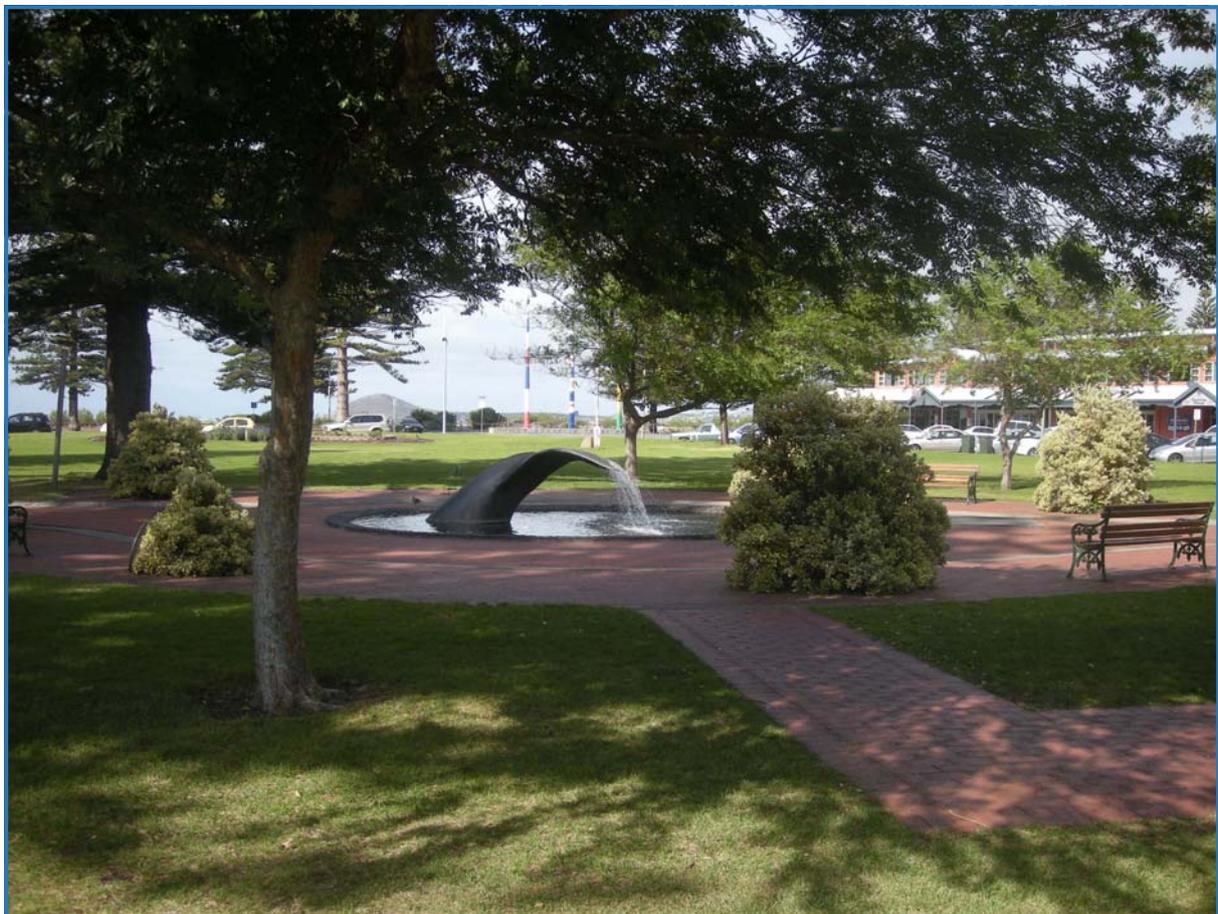
A comprehensive review of the Council's Asset Management Plan, Asset Management Strategy and Capital Works Program will provide a firm direction and priority for the Council's infrastructure and asset needs for the next ten year period. The outcomes of these will be included into a review of the Long Term Financial Plan, which will provide important information and guidance for the Council to achieve and maintain financial sustainability. Additionally, council has committed to undertaking organisational structure and service reviews.

Grants and Contributions

Council will continue to support local businesses and community organisations by providing a range of grant opportunities through community, sport and recreation, heritage and main street façade grants. Various rate rebates are also provided to community services and aged and disabled care providers while cash and in-kind donations are provided as necessary during the year.

KEY PLANNED ACTIVITIES FOR 2012-2013

Council has identified 144 Key Planned Activities to be undertaken in 2012-2013. Whilst not an exhaustive list of everything that Council does, Key Planned Activities illustrate what Council will do over the next 12 months to contribute towards achieving Council's long term Objectives. The following pages show Key Planned Activities listed under Objectives and Approaches (which in broad terms explain how to achieve our Objectives). These Objectives and Approaches are long term, but provide the framework for our Key Planned Activities, which are short term. Key Planned Activities may not be listed under every Approach in every year and it is not intended that every activity of Council is included. The figures in brackets after each Key Planned Activity refer to relevant strategies as listed in Council's Strategic Directions 2011-2015.



City of Victor Harbor Services and Responsibilities

The following is a comprehensive list of the responsibilities and functions of Council which are reflected in the Community Plan 2021, Strategic Directions 2011 to 2015, Annual Business Plan, Budget, legislative requirements, community service expectations and corporate good governance responsibilities.

- Abandoned Vehicles
- Administration & Finance
- Advocate on behalf of the Community
- Amusement & Market Licensor
- Animal & Pest Plant Control
- Asset Management
- Building Assessment & Inspection
- Bus Shelters
- By-laws
- Cemetery Development, Maintenance & Management
- Civic Functions
- Citizenship
- Coastal Protection
- Community & Charitable Donations
- Community Educator
- Community Events
- Community Grants
- Community Information
- Community Services for Aged, Youth & Disadvantaged
- Community Transport
- Construction & Maintenance of Bridges
- Construction & Maintenance of Car Parks
- Construction & Maintenance of Footways & Cycle Tracks
- Construction & Maintenance of Roadway Infrastructure
- Construction & Maintenance of Drainage Infrastructure
- Contract Administration
- Council Elections
- Council News
- Cultural Services & Events
- Development Assessment
- Disability Support & Services
- Disaster Management
- Dog & Cat Control & Enforcement
- Dog Registration
- Economic Development
- Employer of Human Resources
- Environmental Management
- Event Management
- Foreshore Maintenance
- Garbage Collection
- Garbage Disposal
- Green Waste Collection & Processing
- Halls & Community Buildings
- Health & Preventative Services
- History Recording & Preservation
- Horse Tram Service
- Immunization
- Internet Accessibility
- Investment
- Industrial Relations
- Landlord & Tenant
- Land Use Planning
- Landfill Operation
- Library Services
- Litter Inspection & Enforcement
- Livestock Impounding
- Lobbyist
- Local Data & Statistical Collection
- Local Governance
- Local History Collection
- Local Services Contact
- Maintainer of Civic & Community Records
- Mediator
- Monuments & Plaques
- Needle Collection Service
- Occupational Health Safety & Welfare
- Parking Control & Enforcement
- Playgrounds
- Policy Initiator
- Private Works
- Property Leases & Rentals
- Provision & Maintenance of Boat Ramps
- Provision & Maintenance of Community Halls
- Provision & Maintenance of Public Conveniences
- Provision & Maintenance of Parks, Gardens & Reserves
- Provision & Maintenance of Plant & Equipment Resources
- Provision & Maintenance of Sport & Recreation Facilities
- Public Art Works
- Quarries
- Rate Levying & Collection
- Recycling
- Risk Management
- Septic Tank Approval & Inspection
- South Australia Whale Centre Operation
- Statutory Fees & Charges
- Strategic Planning
- Street Furnishing
- Street & Public Lighting
- Street Signage
- Street Sweeping (Contract)
- Storm-water Management
- Supported Residential Facilities Licensing
- Tourism Promotion, Servicing & Development
- Traffic Control & Statutory Signage
- Training Facilitator & provider
- Tree Planting & Maintenance
- Venue Hire
- Vermin Eradication
- Visitor Information Centre
- Volunteer Support & Assistance
- Walking Trails

Objective 1

Encourage a strong economy and a diversity of population while targeting younger people to live and work in the area.

Key Planned Activities for 2012-2013

Key Planned Activities illustrate what Council will do over the next 12 months to achieve Council's long term Objectives. They are listed under Approaches (the bold headings), which are also long term and come from Council's Community Plan 2021.

EMPLOYMENT AND ECONOMIC DEVELOPMENT

- 1.1. **Facilitate an increase in workforce population**
Identify opportunities to promote Victor Harbor's assets to encourage new business (1.1.1)
- 1.2. **Facilitate an increase in business investment and employment opportunities**
Undertake preliminary design work for the next stage of the Railway Precinct Project (1.2.7)
Progress the Main Street Precinct Project (1.2.11)
Commence Strategic Direction Report (s30 Review) to align with 30 Year Plan for Greater Adelaide in accordance with Ministerial requirements. (1.2.12)
Investigate the impacts and identify opportunities relating to the new South Australian Tourism Commission Regional Tourism Plan. (1.2.22)
- 1.3. **Plan for an improved range of and access to services**
Initiate Centres Review Development Plan Amendment (1.3.1, 1.3.2, 1.3.4)
Investigate a caravan/RV effluent dump point, recommend potential site/s for public consultation, and investigate costs and issues associated with establishment. (1.3.1)
Review the implications of outdoor dining on development assessment related parking contribution requirements (1.3.3)
- 1.4. **Facilitate improved reputation and business climate**
Develop an assessment tool for the evaluation and reporting of applications received under the Major Festivals and Events Policy (1.4.1)
Organise and stage the 2013 Whale Time / Play Time Festival. (1.4.1)
Organise and stage the 2012 Rock and Roll Festival. (1.4.1)
Participate in the 'Sell SA' Visitor Information Centre program as facilitated by the South Australian Tourism Commission (1.4.2)
Develop and initiate a tourism signage upgrade, that considers both Council's and the Department of Transport, Energy and Infrastructure signage policies (1.4.3)
Develop co-operative marketing opportunities with key regional tourism stakeholders (1.4.5)
Implement/assess off-peak tourism marketing campaign in key western Victorian centres (1.4.7)
Develop local tourism support business opportunities, such as booking services, advertising packages and tour packages at the Visitor Information Centre. (1.4.7)
- 1.5. **Encourage expansion into new and larger business markets**

POPULATION AND HOUSING

- 1.6. **Encourage an increase in provision of affordable housing**
- 1.7. **Plan for and encourage an increase in housing stock and diversity**
Progress Better Development Plan DPA. (1.7.6, 1.7.7)
- 1.8. **Facilitate an increase in the proportion of permanent residents**

ACCESS AND COMMUNICATION

- 1.9. **Advocate for improved information communication technology services**
Identify opportunities related to the national broadband infrastructure rollout. (1.9.1)
Research and develop social media initiatives, consistent with Council's communications strategy, relevant to local economic development and tourism (1.9.4)

- 1.10. Advocate for improved regional transport connections**
Support Fleurieu Road Safety Group to implement Community Road Safety Initiatives (1.10.1)
In partnership with Alexandrina Council provide the Southern Communities Transport Scheme to assist transport disadvantaged people to access essential services. (1.10.6)
- 1.11. Integrate transport services and land use planning**
- 1.12. Ensure safe road, cycle and pedestrian networks**
Work with the Disability Access Advisory Committee to identify and upgrade problem footpath areas, and areas requiring additional car parks for disabled permit holders. (1.12.1, 1.12.9)

Continue the newly developed footpath installation and upgrade program as a result of the condition rating assessments undertaken during 2009/10 for Council asset management plans. (1.12.1, 1.12.4, 1.12.5)

Work with Developers to ensure new land divisions have connectivity with existing road, cycle and pedestrian networks. (1.12.2)

Review Councils Engineering design guidelines and develop a bonding agreement template for developers. (1.12.2, 1.12.6)

Implement the roads work program developed from 2011 condition assessments for road resurfacing and reconstructions (1.12.2, 1.12.3)

Review service standards and maintenance of existing footpaths. (1.12.3)

Work with developers to ensure that proposed developments support the established road hierarchy. (1.12.6)

Continue to implement bridge maintenance in accordance with Council's most recent asset management report on bridge structures, and further refine Council's works program for bridges. (1.12.11)
- 1.13. Advocate for improved public transport services**

COMMUNITY

- 1.14. Advocate for expanded options to access higher education and skills development**
Liaise with Regional Development Australia, registered training providers, schools, TAFE and employers regarding local work force education and training needs. (1.14.1)
- 1.15. Support the development of a child and family friendly community**
Undertake priority actions identified in the Fleurieu Families Vulnerable and Disadvantaged Client Access Strategy (1.15.3)
Support the Families Taskforce to develop strategies that promote and facilitate easily accessible, targeted, and coordinated services for young people and families with children. (1.15.3)
Continue the Playground Development Program – including upgrade & renewal at Soldiers Memorial Reserve. (1.15.4)
- 1.16. Facilitate the development of an environment that supports positive ageing**
Implement priority recommendations in the action plan developed through the South Australian Age Friendly Environments and Communities (SAAFEC) Local Government Pilot Project. (1.16.1)
- 1.17. Foster increased youth participation**
Support the Southern Fleurieu Youth Advisory Committee including the provision of opportunities for young people to plan, implement and participate in arts and cultural activities. (1.17.1)
Upgrade of Victor Harbor Youth Park as per Recreation and Open Space Strategy (1.17.1)

Objective 2

Achieve the sustainable provision of physical infrastructure and community services.

Key Planned Activities for 2012-2013

Key Planned Activities illustrate what Council will do over the next 12 months to achieve Council's long term Objectives. They are listed under Approaches (the bold headings), which are also long term and come from Council's Community Plan 2021.

PHYSICAL INFRASTRUCTURE

- 2.1. **Stage release of residential land ahead of growth and in line with staged services**
- 2.2. **Encourage reduced waste generation and increased recovery and reuse of waste**

In conjunction with the Fleurieu Region Waste Authority and the Alexandrina Council, progress development of a Waste Transfer Station to meet the needs of Victor Harbor. (2.2.1)

In conjunction with the Fleurieu Region Waste Authority identify changes to kerb side waste collection services to ensure an efficient and sustainable service. (2.2.1)

Implement landfill post-closure actions and maintenance to meet EPA license requirements. (2.2.4)
- 2.3. **Improve stormwater management through retention, detention, and reuse**

Undertake programmed stormwater drain maintenance and drain inlet upgrades as required in the Urban Stormwater Master Plan. (2.3.1)

Continue with the design and construction of stormwater upgrades identified in the Urban Stormwater Master plan, and included in Council's Ten Year Capital Works Program. (2.3.1)

Review the strategies included in the Flood Management Master Plan and include priority measures in future budgets, and incorporate the findings of the Master plan into the Development Plan and the Emergency Management Plan. (2.3.2)
- 2.4. **Maximise reuse of treated wastewater**

Investigate the development of a major food bowl activity located on prime agricultural land and utilising treated waste water. (2.4.1)
- 2.5. **Encourage reduced energy consumption through energy efficient development**
- 2.6. **Encourage increased use of sustainable energy sources**

Seek further opportunities to secure grant funding through the LGA Solar Councils Community Program funds. (2.6.1)

Organise and stage the 2013 Energy Fair (2.6.1)

Investigate benefits, costs and other relevant issues associated with converting the lighting fixtures within Council buildings to LEDs (2.6.1).

Investigate feasibility of renewable energy system deployment for Council buildings and infrastructure. (2.6.2)

Investigate and initiate alternative energy demonstration projects that would encourage businesses to reduce energy costs through use of sustainable energy alternatives. (2.6.2)

Evaluate the Recreation Centre Car Park Hybrid Lighting Trial for long term feasibility (2.6.4)

COMMUNITY

- 2.7. **Plan for community meeting places responsive to community needs**

Complete the City of Victor Harbor Community Venues Study. (2.7.1, 2.7.2)
- 2.8. **Facilitate the effective provision of and access to health and community services**

Support implementation of the Positive Ageing Taskforce Strategic Plan for 2010-2019 (2.8.1)

Update the Southern Fleurieu Regional Youth Strategy 2007-2010 (2.8.2)

Provide a community grants program. (2.8.7)

Support the development of the Fleurieu Community Foundation. (2.8.7)

Work with potential partners to maximise opportunities under the State Government's Family and Community Development Program for the delivery of services for families and children. (2.8.8)

- Review the Food Premises monitoring program, including classification, fees and inspection regime. (2.8.8)
- 2.9. Create safe communities through appropriate urban design**
Monitor and evaluate town centre CCTV System and review location of cameras in town centre area (2.9.2)
- 2.10. Plan for the appropriate location of children's services, facilities for the aged, recreation and sporting facilities, education services and cemeteries**
Identify potential locations for a dog park facility and recommend proposed site/s for public consultation (2.10.1)
Continue to investigate suitable sites for a new cemetery. (2.10.1, 2.10.4)
Purchase of recreational land for Council strategic land banking purposes. (2.10.1)
- 2.11. Improve disability access and information services**
Review Council's Disability Discrimination Act Action Plan. (2.11.2)
Incorporate improved disability access, where feasible, in toilet upgrades, playground and reserve development and beach access. (2.11.2, 2.12.2)
- 2.12. Ensure high quality open space and recreation facilities are provided and maintained**
Undertake reserve and street furniture upgrade programs. (2.12.1)
Develop Soldiers Memorial Reserve, as per Recreation and Open Space Strategy and Soldiers Memorial Reserve Master plan (2.12.7)
Continue Open Space Asset renewal and upgrade program as per Open Space Asset Management Plan and Recreation and Open Space Strategy. (2.12.7)
Develop open space hierarchy framework and future development and upgrade program (2.12.7)
In cooperation with Alexandrina Council progress investigations into the provision of a regional aquatic facility for the South Coast. (2.12.11)

Objective 3

Balance the pressures of high level growth with safeguarding the environment and lifestyle.

Key Planned Activities for 2012-2013

Key Planned Activities illustrate what Council will do over the next 12 months to achieve Council's long term Objectives. They are listed under Approaches (the bold headings), which are also long term and come from Council's Community Plan 2021.

ENVIRONMENT

- 3.1. Protect ecological values and biodiversity**
Complete Water Quality and Conservation Action Plan as identified in the Environmental Management Plan. (3.1.2, 3.1.5)
Undertake Coastal Protection Program including seeking funding opportunities. (3.1.2, 3.1.13)
Undertake Pine Tree Removal Program. (3.1.4)
Continue Street Tree Planting Program and Streetscape Enhancement Program. (3.1.4, 3.1.5)
Implement Urban Forests Project Stage 3. (3.1.5)
- 3.2. Protect heritage, landscape and townscape values**
Facilitate Council's Local Heritage Incentives Grant scheme. (3.2.3)
Facilitate CBD façade maintenance grants. (3.2.3)
Deliver Stage 1 and initiate Stage 2 of the Heritage Interpretation Plaques Project. (3.2.3)

Seek funding opportunities for indigenous heritage interpretation associated with the activities of the SA Whale Centre. (3.2.4)

Continue to work with the local Aboriginal community to support the protection of Aboriginal Heritage. (3.2.4)

Continue beach access upgrade program. (3.2.7)

Develop and implement licensing system for Encounter Lakes privately owned jetty structures. (3.2.7)

3.3. Encourage a compact urban form

3.4. Adapt to impacts of climate change

Develop a process and strategy, identifying additional investigations, actions, timelines and costings, for the development of a Climate Change Action Plan. (3.4.3, 3.4.9)

COMMUNITY

3.5. Encourage a vibrant community culture

Identify opportunities to locate and develop an arts centre/gallery and workshop. (3.5.2)

3.6. Encourage community interaction including participation in sport and recreation

Support the provision of a volunteer referral service for residents wanting to get involved in community life, and share their skills and experiences. (3.6.3)

Provide a Volunteer Week Small Grants Program to encourage groups to celebrate and recognise the contributions of their volunteers. (3.6.3)

Maintain the 'Connecting Up' online community information database (3.6.6)

Implement library State wide "One Card" Project (3.6.6)

Initiate library stock take in preparation for the move to "One Card" system (3.6.6)

Maintain existing pedestrian/cycle links and continue to work with developers to ensure connectivity between developments for pedestrians and cyclists. (3.6.9)

Partner with local services and councils in the Office for Recreation and Sports, Star Club Field Officer Program (formerly the Be Active Field Officer Program). (3.6.11)

3.7. Ensure a planned response to the impacts of fire, flooding and other emergencies

Participate in the Fleurieu Bushfire Management Plan preparation and rollout. (3.7.3)



Objective 4

Deliver excellence in leadership, service delivery and organisational management that underpins our strategic directions.

Key Planned Activities for 2012-2013

Key Planned Activities illustrate what Council will do over the next 12 months to achieve Council's long term Objectives. They are listed under Approaches (the bold headings), which are also long term and come from Council's Community Plan 2021.

FINANCIAL AND OPERATIONAL SUSTAINABILITY

4.1. Undertake long term financial planning

Undertake annual review and update of the Ten Year Capital Works Program to incorporate changes in the annual budget and Asset Management Plan. (4.12.2)

4.2. Manage Council's financial assets to improve financial sustainability

Review and consolidate Council's financial policies. (4.2.3)

4.3. Undertake infrastructure and asset management planning

Review Council's Vehicle, Plant and Machinery Replacement Policy. (4.3.1)

Review purchase and replacement of vehicle, plant and machinery in line with Council's Ten Year Plant Replacement Program, and reflecting the amended Vehicle, Plant and Machinery Replacement Policy. (4.3.1)

Incorporate car parks, traffic devices and open space assets into the Assetic Asset Management System. (4.3.4)

Monitor revaluations of car parks, traffic devices and open space assets, and financial incorporation into the Assetic Asset Management System. (4.3.4)

Conduct condition assessment and revaluation of car parks, traffic devices and open space assets. (4.3.6)

4.4. Investigate and develop opportunities to diversify Council's income stream

Conduct rating "health check" to review compliance and best practice application. (4.4.1)

Review Council's grant administration, to incorporate a comprehensive grants register for all applications, outcomes, acquittals and accounting treatments. (4.4.2)

4.5. Exercise organisational risk management

Monitor organisation wide risk management system, including addressing primary actions in the LGAMLS Risk Management Review Audit. (4.5.1)

Review corporate risk register. (4.5.2)

Conduct review of Council's Internal Control Policy and related procedures. (4.5.3)

Complete methodology review of internal audit processes and procedures. (4.5.3)

Prepare internal audit register, outlining audits completed, actions taken and subsequent review processes. (4.5.3)

Ensure that all Departments apply Council's new risk management framework to policies, procedures, registers, business continuity, audits and compliance (4.5.4, 4.5.5)

ORGANISATIONAL DEVELOPMENT AND WORKFORCE

4.6. Provide a safe and healthy workplace

Review and maintain a document control system to meet the requirements of the LGA One System OHS&W Management System. (4.6.1)

Improve system of staff consultation in relation to OHS&W. (4.6.1, 4.6.2, 4.6.3)

Facilitate the OHS&W Audit Team as detailed under the OHS&W & IM Plan 2010-2012 (4.6.1, 4.6.2, 4.6.3)



4.7. Develop an adaptable, skilled and satisfied workforce

Develop a data base for staff training, with linkages to OHS&W, personal and professional development, and specific job requirements. (4.7.1)

Provide apprenticeships, traineeships and work experience opportunities. (4.7.2)

Offer staff health assessments, skin cancer screenings, weight control programs, and back care programs. (4.7.10)

Promote the on-line Healthy Lifestyle Program to staff. (4.7.10)

4.8. Plan for the workforce needs for the future

Undertake succession planning in relation to key Council positions. (4.8.1, 4.8.2)

Conduct an organisational review and ensure that human resources reflect the ongoing needs of the organisation. (4.8.1, 4.8.2)

4.9. Apply appropriate technology and information systems that enhance service delivery

Renew IT hardware on a regular basis to reduce the chance of failure, to increase up-time, and maintain a fleet of hardware under warranty. (4.9.1)

Implement virtual desktop technology where appropriate to reduce operating costs and support requirements. (4.9.1)

Maintain Council's website to ensure up to date information and maximise consultation exposure to the community. (4.9.2)

Implement further enhancements to Council's corporate website. (4.9.2)

Purchase and install SynergySoft purchase order software. (4.9.3)

Continue to investigate opportunities to implement fibre optic cabling between Council sites in a cost effective manner. (4.9.5)

4.10. Develop planning, business and resource management processes to support continuous improvement, innovation and excellent service delivery

Develop and implement a Project Management Framework, including processes, procedures and strategies to support cross departmental approaches to project management. (4.10.1)

SERVICE DEVELOPMENT

4.11. Engage with the community to identify their needs and expectations

Identify what will be considered as Council's key areas for service delivery that meet both duty of care requirements and risk management criteria. (4.11.2)

Establish and develop service levels for each material service in line with community needs, priorities and financial sustainability. (4.11.2)

Progressively review Council services (levels and appropriateness) and commercial business operations. (4.11.2)

Promote the range and availability of services provided by Council. (4.11.4)

Review and update development application help guides. (4.11.4)

Investigate a local resident/ratepayer loyalty pass system for access to Council's tourism business units. (4.11.4)

4.12. Ensure a high and efficient level of service delivery across the organisation

Develop an appropriately themed entrance exhibit in the Whale Centre. (4.12.1)

Review and implement improvements to retail management system at Whale Centre. (4.12.1)

Review and implement improvements to the retail management system at the Visitor Information Centre. (4.12.1)

Continue to implement the recommendations of the Bailey Report with respect to the Horse Drawn Tram. (4.12.1)

Review day to day financial performance and compliance of Council's business enterprises, specifically the Horse Drawn Tram, SA Whale Centre and Visitor Information Centre. (4.12.1)

Implement priorities in the Community Care Common Standards Quality Review Report and Improvement Plan (4.12.3)

Review and enhance customer service software within the organisation. (4.12.3)

Determine what information is required from customer service software to contribute to a corporate system for reporting and monitoring of financial and non-financial performance measures. (4.12.1)

GOVERNANCE AND COMMUNITY LEADERSHIP

4.13. Support elected members to fulfil their role as the governing body of Council

4.14. Ensure legislative compliance

Implement the provisions of the recently enacted Development (Trusses) Variation Regulations 2011 for roof truss approvals and inspections. (4.14.1)

Continue to enhance systems and practices to monitor legislative compliance (4.14.1, 4.13.3)

Continue to review Council policies with reference to Council's Policy Schedule (4.14.1)

Implement recommendations received as a result of the Good Governance Assessment Audit, and Managing for the Future - Continuous Improvement Program. (4.14.3)

4.15. Increase participation of the community in local government planning, operations, and elections

Develop and implement a communication strategy that includes Council's website, new communication options such as social media and "Victor Viewpoint", and promote community participation. (4.15.3)

4.16. Develop inter-governmental and regional relationships

4.17. Ensure that Council operates in a strategically planned environment

Undertake a mid term review of Council's Strategic Directions 2011-2015, including changes recommended in the Managing for the Future - Continuous Improvement Plan (4.17.1)

Format Council's annual report to more clearly align with Council's strategic plans. (4.17.3)

Report on Council's performance against objectives and strategies. (4.17.3)

Investigate and develop, as appropriate, a corporate system for reporting of financial and non-financial performance measures. (4.17.3)

4.18. Foster and demonstrate community leadership

Recognise our community's achievements through initiatives such as Victor Viewpoint, Australia Day Awards, and Council Functions. (4.18.3)



OUR MEASURES OF SUCCESS

The following methods will be used to measure the performance of Council against its objectives over the financial year:

1. Completion of Key Planned Activities
2. Budget Review
3. Levels of service delivery
4. Strategic Indicators

COMPLETION OF KEY PLANNED ACTIVITIES

Council will undertake a mid year and end of year review of its progress towards completing Key Planned Activities. Council's performance target is to complete at least 90% of the listed Key Planned Activities.

BUDGET REVIEW

Council undertakes regular budget reviews throughout the year. The November review identifies any major changes to the budget and monitors areas of concern. The February review involves a thorough review of all budget items, and the May review identifies any major changes to predict the end of year result.

LEVELS OF SERVICE DELIVERY

Council will report on the levels of services it provides to the community, including comparisons with levels of service in previous years. Measurable levels of service can include things such as library membership, total number of visitors to the Visitor Information Centre, or number of development approvals. Council's performance target is to achieve annual improvements in each area of service delivery, or to meet individual performance targets where they have been determined. Council will report on their levels of service delivery on an annual basis.

STRATEGIC INDICATORS

A series of high order strategic indicators have been identified which indicate how effective Council has been in "making a difference" in order to achieve its objectives. It is not intended that the indicators reflect a complete picture of every aspect of every objective. Rather, they reflect a trend towards a desired outcome and a desired direction. There are strengths and weaknesses with the indicators. For example, indicators that rely on Census data can only be reported on every 4 or 5 years. Also, indicators can be affected by external factors which enhance or negate the actions of Council. Council will report on their performance against those indicators, for which data is available, on an annual basis.

Objective 1			
Encourage a diversity of population while targeting younger people to live and work in the area.			
Indicator	Measure	Trend/Measure	2012/13 Target
Employment and Economic Development			
Workforce population	% of population in the workforce (Census data)	Maintain or increase	44% or higher
	% of population unemployed (DFEEST data)	Maintain or decrease	7.5% or lower
	Number of people employed in local businesses (Internal data base)	Maintain or increase	5,000 or more
Business investment and employment	Number of businesses (Internal data base)	Maintain or increase	920 or more
Tourism and hospitality	Numbers attending key Council organized festivals and events (Internal data base)	Maintain or increase	7,000 or more
	Average visitor spend at key Council organized festivals and events (Internal data base)	Maintain or increase	\$39 or more
Population and Housing			
Proportion of younger people	% of population under the age of 45 (Census data)	Maintain or increase	39% or greater
	Median age (Census data)	Maintain or decrease	54 years or less
Proportion of permanent residents	% of occupied dwellings (Census data)	Maintain or increase	71% or greater
Housing affordability	Median rent compared to Australia (Census data)	Maintain or decrease	84% or less
	Median housing loan repayment compared to Australia (Census data)	Maintain or decrease	75% or less
Connectivity			
Use of public transport services	People using community transport services - passenger trips (internal data base)	Maintain or increase	11,600 or more
Information technology services	% of occupied households with an internet connection (Census data)	Maintain or increase	54% or greater
Community			
Child and family friendly community	% of family households consisting of children (Census data)	Maintain or increase	30% or greater
Youth participation	Number of young people participating in Council youth activities and events. (Internal data base)	Maintain or increase	650 or more
Objective 2			
Achieve the sustainable provision of physical infrastructure and community services.			
Physical Infrastructure			
Effective management of urban growth	To be developed	To be developed	Not applicable
Storm water and waste water reuse	Quantity of storm water and waste water reused by Council	Maintain at current level or increase	To be determined
Energy efficient design/construction	To be developed	To be developed	Not applicable
Community			
Perceptions on safety and security	Safety and security (Local Government CPM Index)	Better than the state average	2012/13 state average or better
Accessibility to services, amenities and facilities	Quality of Life (Local Government CPM Index)	Better than the state average	2012/13 state average or better
Provision of parks, reserves and open space	Providing & maintaining sporting facilities, parks, gardens, reserves and open space (Local Government CPM Index)	Better than the state average	2012/13 state average or better
Provision of community meeting places	Providing and maintaining community halls and cultural buildings (Local Government CPM Index)	Better than the state average	2012/13 state average or better
Provision of disability access and information services	Providing and maintaining facilities for the aged disabled and special needs groups (Local Government CPM Index)	Better than the state average	2012/13 state average or better

Objective 3			
Balance the pressure of high level of growth with safeguarding the environment, lifestyle and prosperity.			
Indicator	Measure	Trend/Measure	2012/13 Target
Environment			
Safeguarding ecological values and biodiversity	To be developed	To be developed	Not applicable
Encouraging compact urban form	% of occupied dwellings that are semi – detached, terraces, townhouses, units or apartments (Census data)	Maintain or increase	12% or greater
Addressing the impacts of climate change	Carbon savings through the use of renewable energy – number of buildings with solar panels (Clean Energy Council)	Maintain at current levels or increase	40% or greater
Community			
Community interaction	% of people who volunteer (Census data)	Maintain or increase	28% or greater
	Number of registered volunteers with Council programs (Internal data base)	Maintain or increase	450 or more
	Number of people who access Council's library (Internal data base)	Maintain or increase	145,000 or more
Objective 4			
Deliver excellence in leadership, service delivery and organizational management that underpins our strategic directions.			
Financial and Operational Sustainability			
Financial sustainability	Operating Surplus Ratio	0% or greater	0% or greater
	Net Financial Liabilities Ratio (Council financial statements)	80% or lower	80% or lower
Asset sustainability	Asset Sustainability Ratio (Council financial statements)	Average of 80% over any 3 year period	80%
Organisational Development and Workforce			
Safe and healthy workplace	Number of Lost Time Claim Injuries (OHS&W Injury Management Statistics)	OHS&W Injury Management Benchmark	Determined at start of financial year
	Compliance with OHS&W Risk Management Legislation (Internal and external audits)	Maintain Exempt Employer Status	Maintain Exempt Employer Status
Satisfied workforce	Staff turnover (Internal data base)	Maintain or decrease	5% or less
Effective risk management	Risk Management Processes(LGMLS Risk Management Audit)	Continual improvement	To be determined
Service Delivery			
Engaging with the community	Conducting quality, timely and accurate consultation with the community(Local Government CPM Index)	Better than the state average	2012/13 state average or better
Access to Council information, documents and meetings	Providing community access to Council information, documents, and meetings (Local Government CPM Index)	Better than the state average	2012/13 state average or better
	Hits on Council's website (Internal data)	Maintain or increase	10% increase
Providing services and facilities	Providing services & facilities for the community (Local Government CPM Index)	Better than the state average	2012/13 state average or better
Customer service satisfaction	Customer service delivery –(Local Government CPM Index)	Better than the state average	2012/13 state average or better
Governance and Community Leadership			
Community participation in local government	Proportion of eligible voters voting in general Council elections (State Electoral Commission)	Maintain or increase	Not applicable
	Number of community members on Council committees (Internal data)	Maintain at current levels or increase	80 or more
Decision making	Investigations by the Ombudsman identifying deficiencies in administration/governance (Internal data and Ombudsman's Report)	Maintain at current level or decrease	Nil
	Good Governance Assessment Audit (Internal and external audits)	Rating score of "Good" or better	Rating score of "Good" or better
Awareness of long term and strategic objectives	Making the community aware of long term strategic objectives (Local Government CPM Index)	Better than the state average	2012/13 state average or better

FUNDING OUR ANNUAL BUSINESS PLAN

Operating expenses of \$20.41 million will be funded by revenue of \$20.36 million, resulting in an operating deficit of \$49k in 2012-2013. This represents a deficit reduction of \$98k on the expected result for 2011-2012.

The Council's long-term financial sustainability is dependent on ensuring that, on average over time, its operating expenses are less than or equal to its revenue. The Long Term Financial Plan proposes that the Council will reach a breakeven position by 2012-2013, which has not been achieved.

The Council's operating income consists of the following elements:

Rates (\$16.12 million)

Rates are set by the Council in accordance with the Rating Policy. The major components are:

- General Rates (\$15.9 million)
- Natural Resource Management Levy (\$0.3 million)
- Rebates and Remissions (\$0.1 million)

User Pay Charges (\$2.05 million):

Fees and charges are set by the Council and recovered for:

- Horse Drawn Tram fares
- SA Whale Centre fees, sales and tours
- Town Hall hire fees
- Indoor Recreation Centre hire fees
- Cemetery fees
- Foreshore Car Parking fees
- Beachfront Holiday Park lease fees
- Boat Launching fees
- Community transport contributions
- Visitor Information Centre souvenir and booking service sales
- Lease and licence fees

Revenues received are used to assist to maintain and upgrade Council's facilities, or offset the cost of providing these services.

Statutory Charges set by State Government (\$0.48 million):

Fees and charges are set by the State Government through legislation and collected by the Council for regulatory functions such as:

- Development lodgement and assessment fees
- Dog registration, expiation and impounding
- Parking expiation
- Septic tank fees
- Property search fees

Revenues received are used to assist to offset the cost of providing these services.

Grants and Partnerships (\$0.91 million):

Council seeks to attract grant funding for identified project priorities from other levels of Government, sometimes in partnership with other parties. Operating grants are received from the SA Local Government Grants Commission and are also expected for the following activities:

- Community Service projects
- Library services
- Tourism events
- Environmental projects
- Streetscaping projects
- Road construction

Other Revenue (\$0.8 million)

Council receives revenue from a range of other sources such as:

- Investment income
- Donations and sponsorships
- Reimbursements from the community, Government and other Councils

Capital Revenues (\$0.4 million)

Council receives income from grants, asset sales and contributions from developers to fund future asset construction. These funds are applied to new and replacement assets in accordance with the Long Term Financial Plan.

Loans (\$1.5 million):

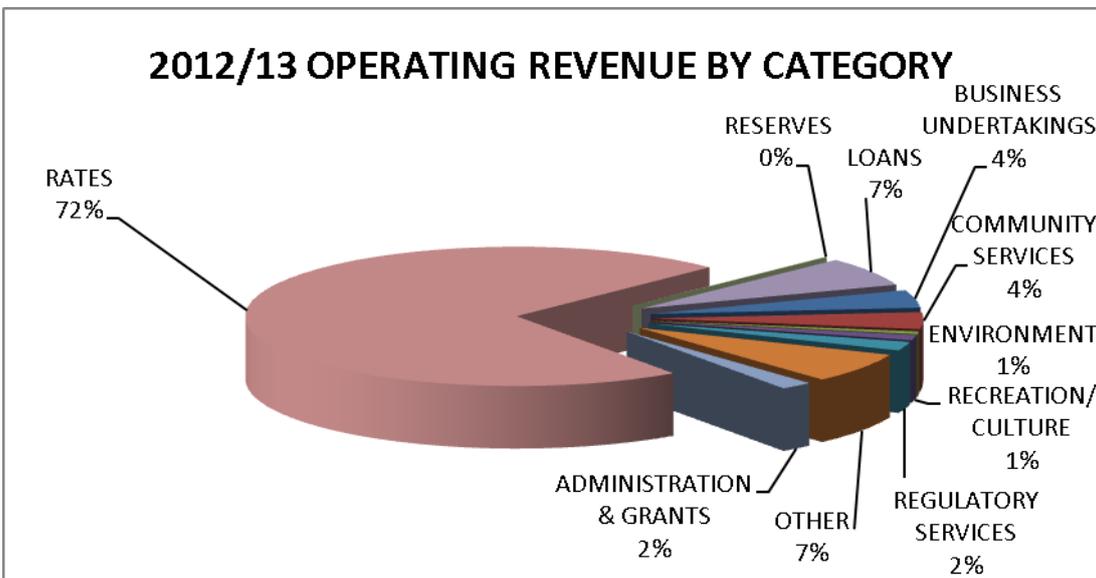
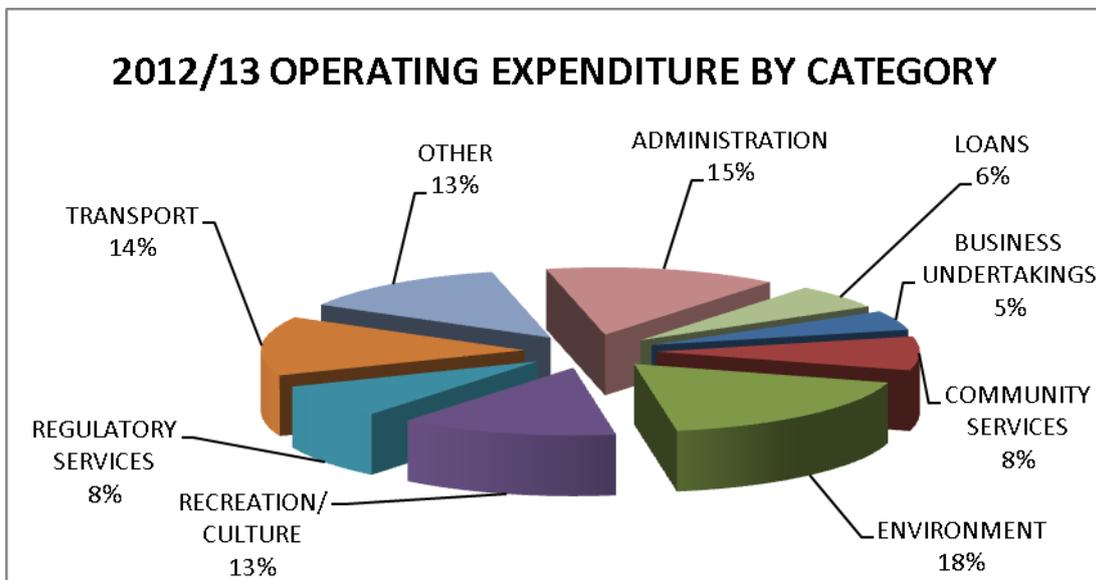
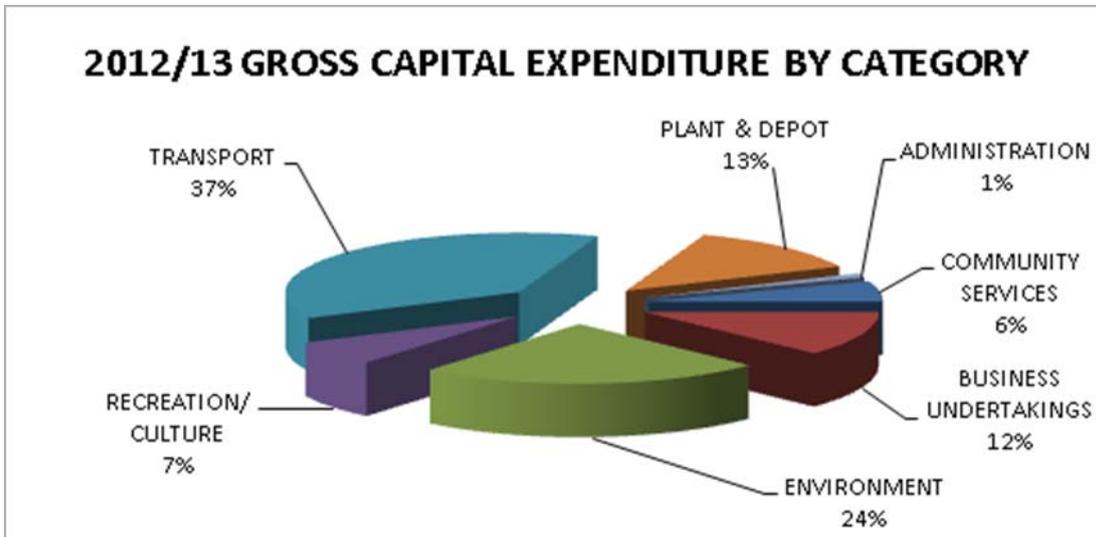
Council expects to borrow \$1.5 million, in line with the Long Term Financial Plan. Loan repayments of principal and interest totalling \$2.3 million represent approximately 14% of rate revenue in 2012-2013.

BUDGET OVERVIEW

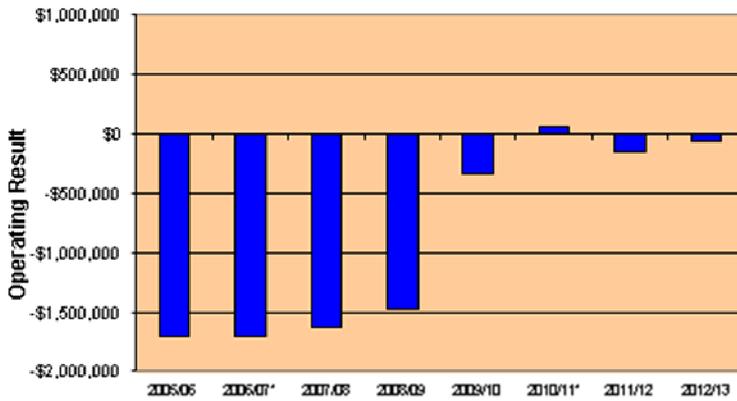
The following table provides details of the Council's consolidated budget for 2012-2013:

SERVICES	PROGRAM	CAPITAL (\$'000)			OPERATING (\$'000)		
		REVENUE	EXPENSES	RESULT	REVENUE	EXPENSES	RESULT
BUSINESS UNDERTAKINGS	CARAVAN PARK	\$0	\$0	\$0	(\$277)	\$73	(\$204)
	PRIVATE WORKS	\$0	\$0	\$0	(\$14)	\$14	\$0
	HORSE TRAM	\$0	\$24	\$24	(\$427)	\$534	\$108
	WHALE CENTRE	(\$28)	\$65	\$37	(\$201)	\$409	\$207
COMMUNITY SERVICES	CRIME PREVENTION	\$0	\$0	\$0	(\$1)	\$82	\$81
	FIRE PROTECTION	\$0	\$0	\$0	(\$13)	\$78	\$65
	HEALTH SERVICES	\$0	\$0	\$0	(\$1)	\$3	\$2
	SENIOR CITIZENS FACILITIES	\$0	\$0	\$0	\$0	\$22	\$22
	COMMUNITY ASSISTANCE	\$0	\$0	\$0	(\$11)	\$430	\$419
	AGED SERVICES	\$0	\$0	\$0	(\$75)	\$75	(\$0)
	CARING NEIGHBOURHOOD PROJECT	\$0	\$0	\$0	(\$114)	\$110	(\$4)
	COMMUNITY TRANSPORT - SCOTS	\$0	\$0	\$0	(\$390)	\$390	\$0
	OLD SCHOOL BUILDING	\$0	\$0	\$0	(\$6)	\$34	\$28
	CEMETERY	\$0	\$60	\$60	(\$134)	\$178	\$44
	PUBLIC CONVENIENCES	\$0	\$75	\$75	\$0	\$270	\$270
	CARPARKING	\$0	\$200	\$200	(\$122)	\$104	(\$18)
	CAUSEWAY PLAZA	\$0	\$0	\$0	\$0	\$0	\$0
CULTURE	LIBRARY	(\$58)	\$91	\$33	(\$63)	\$995	\$932
	TOWN HALL	\$0	\$10	\$10	(\$16)	\$74	\$58
	OTHER CULTURAL SERVICES	\$0	\$0	\$0	(\$5)	\$70	\$65
ECONOMIC DEVELOPMENT	TOURISM MARKETING	\$0	\$0	\$0	(\$47)	\$339	\$292
	VISITOR INFORMATION CENTRE	\$0	\$4	\$4	(\$519)	\$740	\$221
	OTHER ECONOMIC DEVELOPMENT	\$0	\$0	\$0	(\$76)	\$285	\$209
ENVIRONMENT	WASTE COLLECTION/RECYCLING	\$0	\$0	\$0	\$0	\$1,119	\$1,119
	WASTE DISPOSAL FACILITY	\$0	\$0	\$0	(\$26)	\$507	\$481
	COASTAL PROTECTION	\$0	\$130	\$130	\$0	\$152	\$152
	OTHER ENVIRONMENTAL PROJECTS	\$0	\$0	\$0	(\$66)	\$498	\$433
	STORMWATER DRAINAGE	\$0	\$1,282	\$1,282	\$0	\$460	\$460
	STREET CLEANING	\$0	\$0	\$0	\$0	\$84	\$84
	STREET LIGHTING	\$0	\$0	\$0	\$0	\$311	\$311
	STREETSCAPING	\$0	\$15	\$15	(\$48)	\$574	\$526
RECREATION	PARKS AND GARDENS	\$0	\$240	\$240	(\$39)	\$1,122	\$1,083
	OUTDOOR SPORTS FACILITIES	\$0	\$60	\$60	(\$35)	\$407	\$372
	RECREATION CENTRE	\$0	\$5	\$5	(\$109)	\$269	\$160
REGULATORY SERVICES	DOG AND CAT CONTROL	\$0	\$10	\$10	(\$79)	\$144	\$65
	BUILDING CONTROL	\$0	\$0	\$0	(\$83)	\$285	\$202
	TOWN PLANNING	\$0	\$0	\$0	(\$162)	\$993	\$832
	HEALTH INSPECTION	\$0	\$0	\$0	(\$22)	\$177	\$154
	PARKING CONTROL	\$0	\$0	\$0	(\$102)	\$137	\$36
	OTHER REGULATORY SERVICES	\$0	\$0	\$0	(\$8)	\$47	\$39
TRANSPORT	SEALED ROADS	\$0	\$1,550	\$1,550	(\$176)	\$1,638	\$1,463
	UNSEALED ROADS	\$0	\$100	\$100	\$0	\$445	\$445
	KERBING AND FOOTPATHS	(\$20)	\$410	\$390	\$0	\$428	\$428
	BRIDGES	\$0	\$60	\$60	\$0	\$296	\$296
	TRAFFIC MANAGEMENT	\$0	\$130	\$130	(\$1)	\$243	\$243
	COMMUNITY BUS SERVICE	\$0	\$0	\$0	(\$9)	\$69	\$60
PLANT, DEPOT & INDIRECT	PLANT AND MACHINERY	(\$295)	\$736	\$441	\$0	\$71	\$71
	DEPOT	\$0	\$32	\$32	(\$1)	\$297	\$297
	INDIRECT WORKS	\$0	\$0	\$0	(\$3)	\$141	\$138
UNCLASSIFIED ACTIVITIES	OTHER PROPERTY	\$0	\$620	\$620	(\$121)	\$77	(\$44)
	LOANS	\$0	\$0	\$0	(\$58)	\$963	\$905
	INTEREST	\$0	\$0	\$0	(\$159)	\$0	(\$159)
COUNCIL ADMINISTRATION	GOVERNANCE	\$0	\$26	\$26	(\$91)	\$2,563	\$2,472
	ADMINISTRATION	\$0	\$44	\$44	(\$52)	\$589	\$537
REVENUE	GENERAL RATES	\$0	\$0	\$0	(\$16,120)	\$0	(\$16,120)
	LG GRANTS COMMISSION	\$0	\$0	\$0	(\$287)	\$0	(\$287)
		(\$401)	\$5,979	\$5,577	(\$20,365)	\$20,414	\$49

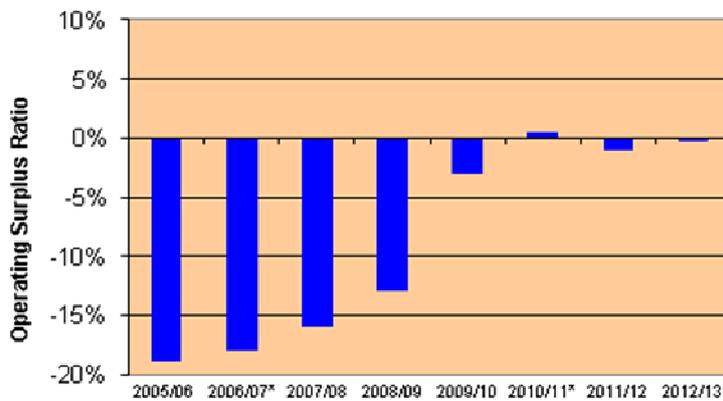
The following graphs indicate the expected proportions of gross capital, operating expenditure and operating revenue by category. Refer to the program sub headings in the Budget Overview table on the previous page for details of activities included under each of the service categories.



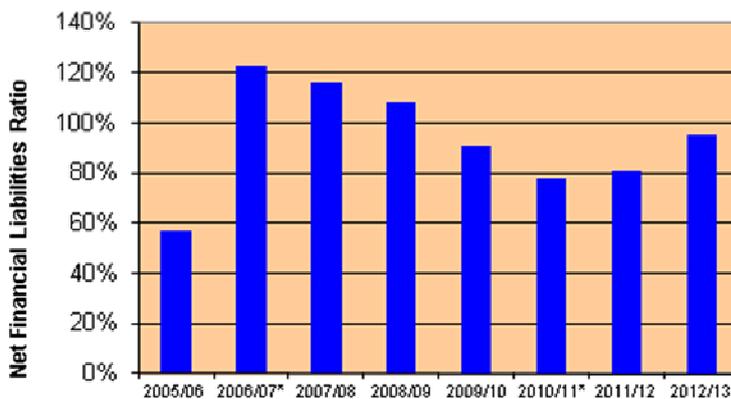
Key Financial Indicators used in Local government are as follows:



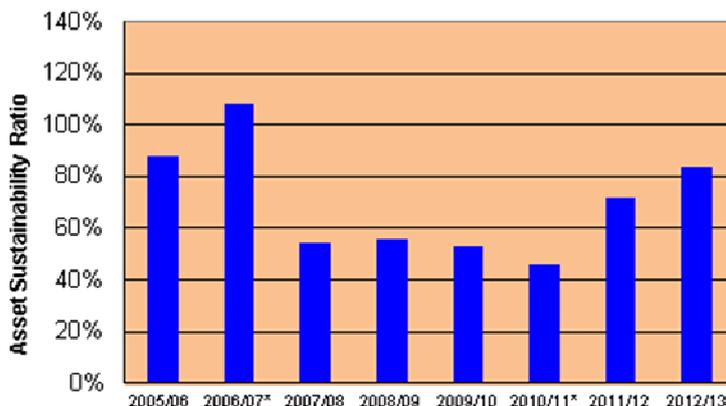
An Operating Deficit of \$49k is budgeted for 2012/13, an improvement on the previous years expected result. Operating deficits of the past were heavily influenced by interest payments on loans and depreciation of assets.
* excludes Landfill closure liabilities \$2.5m (2007) & \$1.6m (2011)



The Operating Surplus Ratio expresses the operating surplus or deficit as a percentage of net general and other rates. The ratio reflects Council's commitment to maintenance and servicing of existing programs as well as introducing new projects. The ratio is challenged by increasing costs including depreciation charged against recently acquired assets.
* excludes Landfill closure liabilities \$2.5m (2007) & \$1.6m (2011)



The Net Financial Liabilities Ratio expresses the Council's net financial liabilities as a percentage of operating revenue. The ratio peaked in 2007 due to the maximum debt exposure associated with the Civic Centre and Library project. The ratio is managed in accordance with Council's long term borrowing strategy.



The Asset Sustainability Ratio compares capital expenditure on existing assets as a percentage of annual depreciation costs. Council's commitment to existing assets decreased with project deferrals since 2007, but expects to maintain a consistent commitment of over 80% from 2011. Council needs to balance this requirement against demands for new assets. The ratio can vary from year to year according to Council's immediate capital priorities.

WHAT IT MEANS FOR RATES

Rates are a tax levied on properties according to their capital value. Property valuations are determined by the Valuer General. The rates which a property owner pays are primarily calculated by multiplying the property valuation by a rate in the dollar.

To determine the rate in the dollar Council must identify, through its budget deliberations, what services will be provided and what works need to be carried out, and then calculate the cost of those works and services.

Once Council has determined its budget requirement it then estimates the revenue it will receive from fees and charges, grants and loans. The shortfall of revenue to balance the budget will come from property rates. The Council sets a fixed charge and range of rates to calculate the amount an individual property owner will pay based on the property valuation that has been supplied to the Council by the Valuer General.

RATES AND VALUATION SUMMARY

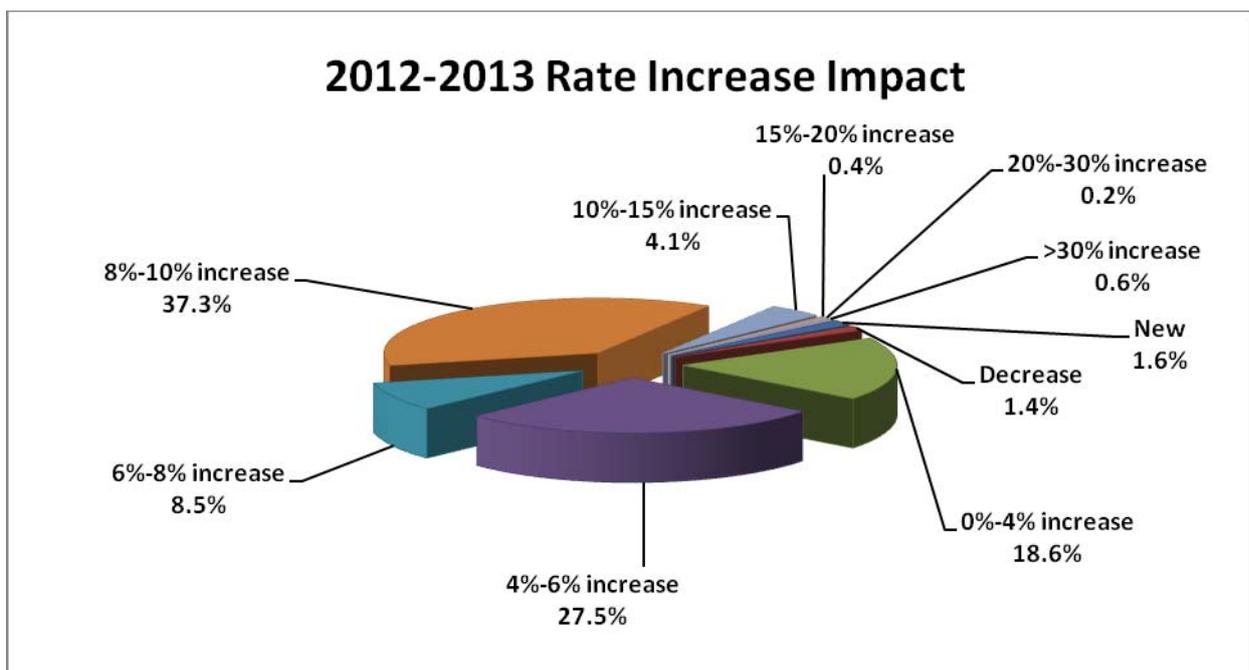
Council has received Capital Valuations from the Valuer General up to 25th June 2012. Capital Valuation of the area has reduced by 3.15% since last year.

Council has adopted a two tiered rating structure comprising of fixed charge component and several differential rates according to categories of land use.

Commercial, Industrial and Vacant properties will have a higher differential applied than the base residential rate, while Primary Production properties will pay a lower rate. Rate capping is available to provide relief for residential ratepayers, where valuations have caused substantial rate increases under certain conditions.

In total, Council is proposing that ratepayers will pay an average rate increase across all categories of approximately 6.7% with residential ratepayers paying 6.4% more on average than last year.

The following chart indicates the distribution of the rate increases for 2012-2013:



The Council's proposed rating structure and associated policies are provided in detail on the following pages.

RATING POLICY 2012-2013

METHOD USED TO VALUE LAND

Councils may adopt one of three valuation methodologies to value properties in its area. They are:

- Capital Value : The value of the land and all of the improvements on the land.
- Site Value: The value of the land and any improvements which affect the amenity of use of the land, such as drainage works, but excluding the value of buildings and other improvements.
- Annual Value: A valuation of the rental potential of the property.

Council has decided to continue to use Capital Value as the basis for valuing land and all of the improvements on the land within the Council area.

The Council considers that this method of valuing land provides the fairest method of distributing the rate burden across all ratepayers on the following basis:

- The equity principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more tax than ratepayers of lesser wealth.
- Property value is a relatively good indicator of wealth, and capital value, which closely approximates the market value of a property, provides the best indicator of overall property value.
- The distribution of property values throughout the Council area is such that, in percentage terms, few residential ratepayers will pay significantly more than the average rate per property.

ADOPTION OF VALUATIONS

Council has adopted the valuations made by the Valuer General as provided to the Council. If a ratepayer is dissatisfied with the valuation made by the Valuer General then the ratepayer may object to the Valuer General in writing, within 60 days of receiving the rate notice. The ratepayer must explain the basis for the objection provided they have not:

- (a) previously received a notice of this valuation under the Local Government Act, in which case the objection period is 60 days from the receipt of the first rate notice; or
- (b) previously had an objection considered by the Valuer General.

The address of the Office of the Valuer General is:

State Valuation Office
GPO Box 1354 Telephone: 1300 653 345
ADELAIDE SA 5001 Email: lsgobjections@sa.gov.au

Council has no role in this process. It is important to note that the lodgement of an objection does not change the due date for the payment of Council rates.

NOTIONAL VALUES

Certain properties may be eligible for a notional value, where the property is the principal place of residence of a ratepayer, under the Valuation of Land Act 1971. This relates to some primary production land or where there is State heritage recognition.

A notional value is generally less than the capital value and this will result in reduced rates. Application for a notional value must be made to the Office of the Valuer General.

BUSINESS IMPACT STATEMENT

Council considers the impact of rates on all businesses in the Council area, including primary production. In considering the impact, Council assesses the following matters:

- ❑ Council consultation with the Victor Harbor Business Association, Victor Harbor Progress Association and the Victor Harbor branch of the South Australian Farmers Federation;
- ❑ Council consultation with the broader business and primary production sectors;
- ❑ Those elements of the Council's strategic management plan relating to business development which includes:
 - The development and management of tourism to capitalise on the strengths of the region.
 - Achieving effective development with respect to economic activity and employment.
 - Identifying new areas of land suitable for industry and business development.
 - Supporting existing businesses, whilst attracting appropriate new businesses to the region.

- ❑ The equity of the distribution of the rate burden between classes of ratepayers which is primarily based on the equity principle of taxation, where ratepayers of similar wealth pay similar taxes, and ratepayers of greater wealth pay more tax than ratepayers of lesser wealth. The rates are differentiated on the basis of land use. The rate in the dollar that is set for these land use categories has some regard to the services provided by the Council and used by the ratepayers who reside within these areas.
- ❑ Council's policy of facilitating local economic development, which is to encourage and assist in the provision and development of industry, commerce, training, strategic planning and co-ordination within the Council area.
- ❑ Information from the Australian Bureau of Statistics and other data sources.
- ❑ Current local, state and national economic conditions and expected changes during the next financial year. While the present economic climate has been influenced by the effects of the global financial crisis of 2008 and beyond, the prospect is good for a continuation of relatively low interest rates and manageable inflation rates in the near future.
- ❑ Changes in the valuation of commercial and industrial properties from the previous financial year.
- ❑ Specific Council sponsored events in the coming financial year that will solely or principally benefit business include the Whaletime Playtime Festival, Rock and Roll Festival, Rotary Art Show, Schoolies Festival and New Years Eve festivities.
- ❑ Specific infrastructure maintenance issues that will significantly benefit businesses and primary producers will include the continuation of Town Centre Masterplan initiatives, CBD traffic infrastructure upgrades and the rural roads re-sheeting and re-sealing programs. Other projects include the vegetation clearance program for the trimming of trees on rural roads, the rural and urban storm water drainage programs and public car parking initiatives.
- ❑ The profile of businesses including size, range, type and level of employment provided. Victor Harbor has a broad cross section of employment by industry, with retail being the largest employer of people within the district. Tourism, health, aged care, community services, manufacturing and primary production are also major sources of employment within Victor Harbor. Places of employment range from sole owner/operators through to large national companies employing many people.

DIFFERENTIAL GENERAL RATES

The Council has imposed differential general rates based on the land use categories as permitted under the Local Government (General) Regulations.

The differential rates have regard to the range of services provided, the standard of those services, whether there are any specific budget expenses which may be unique to or benefit a specific land use and new initiatives which may target a specific sector or sectors.

Council has identified that its business rating structure has been deficient in raising the necessary revenue to offset related costs and has maintained the differential rating component on Commercial and Industrial Land Use categories. The proportion of differential rates above the base rate, anticipated to be about \$230,000 per annum, will be deposited into a fund and used exclusively for the purpose of delivering new and expanded promotional and economic development initiatives, consistent with the Economic Development Strategy.

Council has continued to recognise the economic and social importance of primary production to the district and therefore the need to support its long term viability. The Council has retained a subsidy provided to primary producers at 12.5% less than the base residential rate.

Council also considers that vacant land creates a significant holding cost relating to constructed infrastructure and costs to administer the land, and seeks to encourage development and consolidation of these properties. The importance of encouraging infill development to contain our environmental footprint is also recognised. Council has maintained its differential rate to be applied to the vacant land use category.

The 2012/2013 land use categories, the respective differential general rates to apply and approximate revenue to be raised will be as follows:

▪ Residential Rate	0.3345	cents in the \$	(base rate)	\$12.1 million
▪ Commercial Shop Rate	0.4349	cents in the \$	(base + 30%)	\$0.59million
▪ Commercial Office Rate	0.4349	cents in the \$	(base + 30%)	\$0.10 million
▪ Commercial Other Rate	0.4349	cents in the \$	(base + 30%)	\$0.51 million
▪ Industry Light Rate	0.3847	cents in the \$	(base + 15%)	\$0.04 million
▪ Industry Other Rate	0.3847	cents in the \$	(base + 15%)	\$0.04 million
▪ Primary Production Rate	0.2927	cents in the \$	(base – 12.5%)	\$1.14 million
▪ Vacant Land Rate	0.4683	cents in the \$	(base + 40%)	\$1.27 million
▪ Other Rate	0.3345	cents in the \$	(base rate)	\$0.11 million

In determining the rates in the dollar for Council rates, Council has considered the likely rate of inflation for the next twelve months, increased insurance, power and security costs on Council properties, greater expectations of Council in water and natural resource management issues, increasing waste management requirements, impacts of growth and development, expanded legislative responsibilities and the continuing decline of general purpose grants and other external funding opportunities.

FIXED CHARGE

A Council may impose a fixed charge on every property in its area, provided that it has not also imposed a minimum rate. Where two or more adjoining properties have the same owner and occupier, or where there is a single farm enterprise comprising more than one property, only one fixed charge is payable by the ratepayer.

Council will impose a fixed charge on rateable properties of \$310. The main reason for imposing a fixed charge is to establish a minimum base payment for each assessable property within the Council area. In determining the fixed charge amount, Council has decided to recover 20% of its total rate revenue through this method, with the remaining 80% of rate revenue to be funded via differential rating.

SEPARATE RATE – NATURAL RESOURCES MANAGEMENT LEVY

The State Government requires Council to impose a separate rate pursuant to Section 95 of the Natural Resources Management Act 2004 and Section 154 of the Local Government Act 1999. The total amounts will be payable to regional Boards less the amount prescribed under the Natural Resources Act for establishment and collection costs. The rate will be based on the capital value of all rateable properties as follows:

- Rateable properties located within the area of the Council and of the Adelaide and Mount Lofty Ranges Natural Resources Management Board:
0.00916 cents in the dollar to raise a total of approximately \$334,000
- Rateable properties located within the area of the Council and of the SA Murray Darling Basin Natural Resources Management Board:
0.0111 cents in the dollar to raise a total of approximately \$2,000

REBATES (RATE CAPPING)

Council will provide relief against what would otherwise amount to substantial change in rates payable by the ratepayer due to substantive changes in valuation or changes to the basis of rating. Council will apply rate capping to general rates for the 2012-2013 financial year and will grant to the principal ratepayer of an assessment where the residential property is the owner's principal place of residence, a rebate of the amount by which the general rate amount payable exceeds the 2011-2012 general rate payable by 15%.

The rebate would not apply where:

- ❑ The property has been acquired by the ratepayer or has become their principal place of residence after 1st January 2011;
- ❑ The increase in general rate payable is due in whole or in part to an increase in valuation of the property attributable to improvements;
- ❑ The increase in general rate payable is due in whole or in part to an increase in valuation of the property attributable to a change in the zoning of the land under the Development Act 1993.

To access the rebate the principal ratepayer must make personal application to Council, providing supporting documents where necessary and stating the grounds on which the rebate is being sought.

RATE CONCESSIONS

The State Government, in providing equity across South Australia in this area, funds a range of concessions on Council rates. The concessions are administered by various State agencies that determine eligibility and pay the concessions directly to Council on behalf of the ratepayer. Concessions are available only on the principal place of residence.

Ratepayers who believe they are entitled to a concession should not withhold payment of rates pending assessment of an application by the State Government as penalties apply to overdue rates. A refund will be paid to an eligible person if Council is advised that a concession applies and the rates have already been paid.

PENSIONER CONCESSION

An eligible pensioner must hold a Pension Card, State Concession Card or a Repatriation Health Card marked TPI Gold, EDA Gold or War Widow and may be entitled to a concession on Council rates (and water and effluent charges where applicable).

Application forms, which include information on the concessions, are available from the Council, or Department for Families and Communities. This concession is administered by the Department for Communities and Social Inclusion, and further information can be obtained by telephoning 1800 307 758 or visiting www.dcsi.sa.gov.au.

STATE SENIORS CARD RATEPAYER (SELF FUNDED RETIREE)

This concession is administered by Revenue SA. Self-funded retirees who currently hold a State Seniors Card may be eligible for a concession towards Council rates.

In the case of couples, both must qualify, or if only one holds a State Seniors Card, the other must not be in paid employment for more than 20 hours per week.

Further information is available from the Revenue SA Call Centre on 1300 366 150.

RATES POSTPONEMENT (STATE SENIORS CARD HOLDERS)

Section 182A of the Local Government Act 1999 provides for postponement of rates, on the principal place of residence by seniors who meet the criteria and make application and hold a current Seniors Card.

The amount which can be postponed is any amount greater than \$500 (\$125 per quarter).

In accordance with Section 182A (12), interest will accrue on the postponed balances at a rate which is 1% above the cash advance debenture rate. The accrued debt is payable on disposal or sale of the property. Application forms and further information may be obtained by contacting the Rates and Assessment Officer on 8551 0500.

REMISSION AND POSTPONEMENT OF RATES

Section 182 of the Local Government Act permits a Council, on the application of the ratepayer, to partially or wholly remit rates or to postpone rates, on the basis of hardship.

Where a ratepayer is suffering hardship in paying rates he/she is invited to contact the Rates and Assessment Officer on 8551 0500 to discuss the matter. The Council treats such inquiries confidentially.

REBATE OF RATES

The Local Government Act requires Councils to rebate the rates payable on some land. Specific provisions are made for land used for health services, community services, religious purposes, public cemeteries, the Royal Zoological Society and educational institutions. Discretionary rebates may be applied by the Council under Section 166 of the Act.



OTHER CONCESSIONS

The Department for Communities and Social Inclusion administers Council rate concessions available to a range of eligible persons receiving State and Commonwealth allowances.

This includes, but is not limited to, ratepayers who are in receipt of: Austudy, Newstart, Parenting Payment, Partner Allowance, Sickness Allowance, Special Benefit, Widow Allowance, Youth Allowance, Abstudy, CDEP or a New Enterprise Initiative Scheme.

It may also apply to ratepayers in receipt of a pension as a war widow under legislation of the United Kingdom or New Zealand and the holders of a State Concession Card issued by the Department for Families and Social Inclusion.

All enquiries should be directed to the Department for Families and Communities by telephoning 1800 307 758 or visiting www.dcsi.sa.gov.au.

PAYMENT OF RATES

Due dates for the payment of rates will be as follows:

One single payment that is due on the 8th September 2012, or by quarterly instalment payments due on the following dates:

- **1st Instalment** **8th September 2012**
- **2nd Instalment** **8th December 2012**
- **3rd Instalment** **8th March 2013**
- **4th Instalment** **8th June 2013**

Rates will be accepted as follows:

- In person at the Council Civic Centre at 1 Bay Road, Victor Harbor.
Office Hours 9:00am to 5:00pm. Payments of cash, cheque or money order and credit cards are acceptable and EFTPOS facilities are also available at the Council Civic Centre.
- By post, with all cheques or money orders made payable to the City of Victor Harbor.
- By **BPAY**, using a telephone banking system that has this facility, and ensuring that Council's biller code number 918532 and the customer reference number are used.
- On-line at the Council's website www.victor.sa.gov.au.
- At any branch of Australia Post upon presentation of the original Council rate notice.
- By Centrepay, whereby an agreed proportion of Centrelink entitlement is allocated for payment on a regular basis. Application forms are available from Centrelink.

Any ratepayer who may, or is likely to, experience difficulty with meeting the standard payment arrangements is invited to contact the Rates and Assessment Officer on 8551 0500, to discuss alternative payment arrangements. The Council treats such inquiries confidentially.

city of
Victor Harbor



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