

# City of Victor Harbor

## 2011/12 Annual Report



city of  
Victor Harbor



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## GOVERNANCE

### MESSAGE FROM THE MAYOR



It is again with great pleasure that I present this Annual Report for the 2011/12 financial year on behalf of the City of Victor Harbor. As we approach the halfway mark in the term of the current Council, it is with considerable satisfaction that I reflect on some of the achievements and initiatives that have

been delivered by the organisation.

This year has again proven challenging with the worldwide economic vulnerability reflecting in many and varied ways. In Victor Harbor we have experienced a noticeable decline in established house sales and a similar decline in new home building and home extension activity. In fact, development approvals are 25% to 30% below those of two years ago. Yet our population continues to grow by 28 to 30 new residents each month. Expenditure patterns are cautious and conservative, and the business sector sees no signs to inspire confidence.

Two significant Council infrastructure undertakings during the year were the Causeway Plaza redevelopment and construction of McLaren Laneway connecting Ocean Street to Railway Terrace. Both projects had a long gestation period for differing reasons, however their realisation has been well received. McLaren Laneway is still some months from formally opening but we expect pedestrians will be using it well before the summer holiday period.

To improve pedestrian access to our City, Council has placed a particular emphasis on improving our footpath network and has increased expenditure from \$55,000 in 2009/10 to \$370,000 in 2011/12. With currently over 154 kilometres of urban roadways and increasing annually, it may take several years to see a noticeable increase in the number of made footpaths. We are taking a strategic rather than reactive approach to ensure that higher use areas and key linkages are developed first.

Another key platform for the present Council has been the pursuit of a regional aquatic centre. We have continued our joint approach towards this objective with the Alexandrina Council and

have recently committed to fully exploring the development of aquatic facilities on the corner of Waterport and Ocean Roads at Hayborough. Land has been offered to the Council's by the Wright family free of charge and the community has provided overwhelming support for this site.

From a service perspective, the most significant change in our reporting period has been the restructuring of waste management services. Fleurieu Regional Waste Authority, representing the local government areas of Victor Harbor, Alexandrina, Yankalilla and Kangaroo Island, has been established to manage the waste collection, recycling and disposal requirements of the four participating Councils. Such restructuring has been necessary due to the closure or impending closure of local landfills that have reached their capacity, the significant capital costs associated with establishing independent waste transfer and recycling facilities, the cost implications of waste levies and the carbon tax, and the ever increasing operating costs elevated by rapidly growing communities. The increasing focus on separating waste at the collection point into recyclable, green and residual waste has also had an impact on operating costs and capital investment. Overall the regional shared service delivers a cost effective outcome for our community.

Community safety is a particular interest of mine which is supported by the Council. Our roll-out of security cameras in the central business district has continued with 15 dual lens cameras and a capacity of 30 streams of vision now in place. We have maintained strong communication channels with SAPOL over issues such as police resourcing, community safety, traffic concerns, dry areas and street preachers, as well as collaborating in relation to Schoolies and other events. Additionally, we maintain regular contact with officers of the Department of Planning, Transport and Infrastructure to progress initiatives that will improve the safety of drivers and pedestrians both within the urban and rural area of our Council.

Victor Harbor has remained a National leader in residential solar installations with almost 40% of our residential properties having now invested in solar panels. Council is exploring further initiatives in clean energy including a community power generation facility and solar and/or wind powered car park lighting. The opportunities are now emerging for industrial, commercial and

farming enterprises to take advantage of the cost benefits of solar energy and Council is providing support and guidance in this regard.

The Council's role as community representative, lobbyist and respondent to policy development and legislation has seen us contribute on a wide range of issues. This has included the National Broadband Network (NBN) roll-out, the proposal for an Independent Commission Against Corruption (ICAC), introduction of a system of Marine Parks, contribution of projects to the State Infrastructure Plan, lobbying for changes to the Native Vegetation clearance approval process, raising awareness about the decline in penguin numbers, the Local Government Meeting Procedures review and supporting the campaign for constitutional recognition of Local Government.

As a rural community and regional centre we are constantly confronted with challenges regarding the provision of accommodation and facilities for growing or emerging groups. I was fortunate to work with some very committed people who succeeded in the establishment of a community kitchen in Crozier Road. Another initiative I have

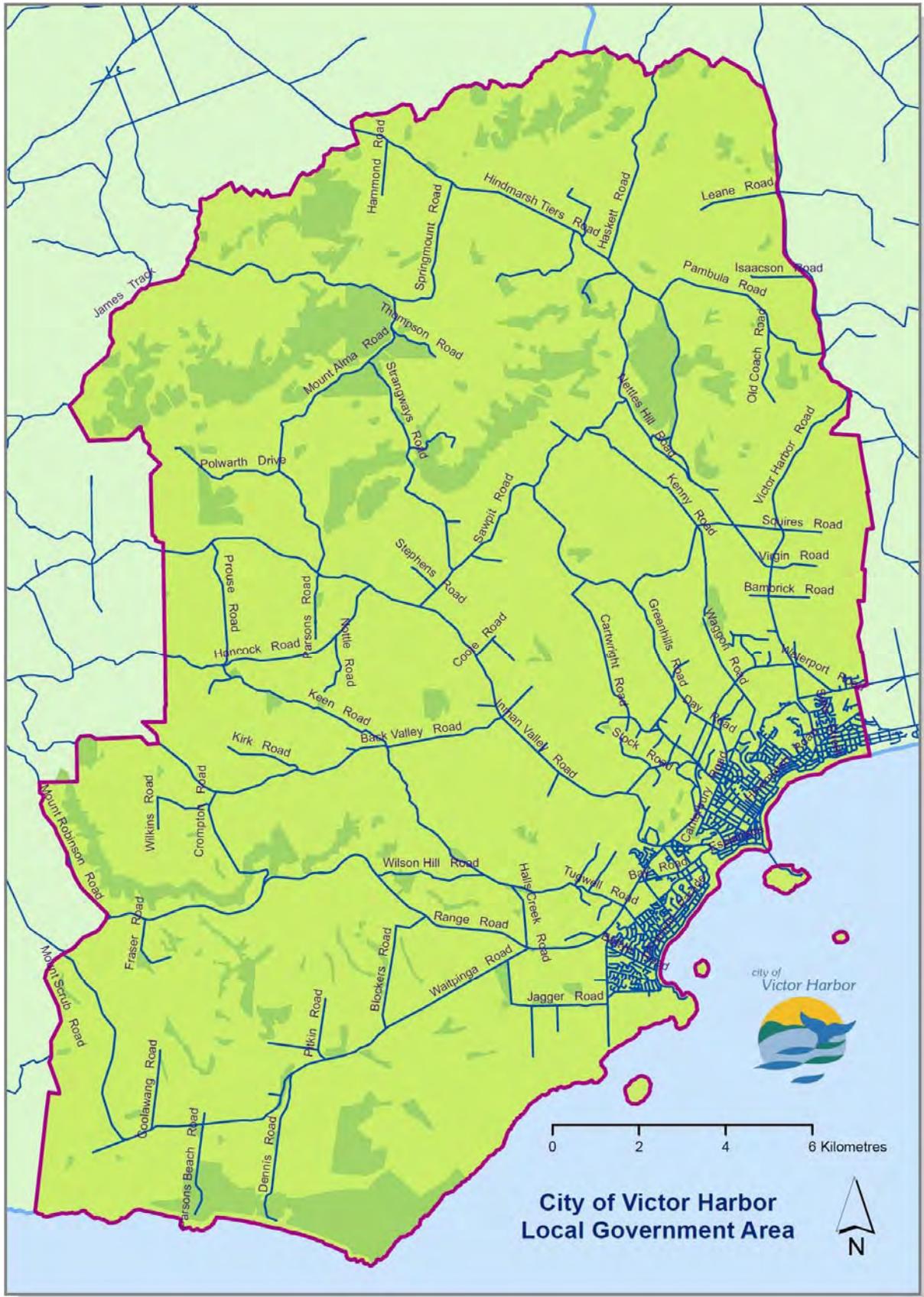
taken a personal interest in is the pursuit of a suitable site for a "Men's Shed". While not a new concept in Victor Harbor, the success and growth of the Men's Shed group in Victor Harbor has been such that they now require a dedicated permanent facility. Further, there are youth and disability groups also requiring a home. No doubt their aspirations will eventually be achieved while the "can do" people of our community persevere with the cause.

I know it is probably repeated every year but I must extend thanks to three important groups – to the elected members for their representation of and dedication to the community, to the Council staff for their professional guidance and advice as well as their delivery of services throughout our area, and to more than 450 volunteers who regularly support the Council and the community in so many ways.

As you will see, the City of Victor Harbor has achieved and delivered many things for our community in 2011/12. I commend the City of Victor Harbor 2011/12 Annual Report to you.



# COUNCIL AREA



## ELECTED MEMBERS



### MAYOR

Graham PHILP

### COUNCILLORS



Pat CHIGWIDDEN  
(Deputy Mayor)



David HALL



Peter LEWIS



Bob MARSHALL



Chris SEDUNARY



Karen DUTTON



Barbara BOND



Daniel SHEPHERD



Tim TELFER

## EXECUTIVE TEAM



**City Manager**  
(Chief Executive Officer)  
Graeme MAXWELL  
Dip. Local Govt. Admin.  
Professional Cert. In Management  
F.L.G.M.A.



**Director Corporate and  
Community Services**  
Jane BOHNSACK  
Dip. Local Govt. Admin.  
Associate Dip. Management  
(Human Resources)  
L.G.M.A.  
J.P.



**Director Planning and  
Regulatory Services**  
Graham PATHUIS  
Dip. Applied Science  
(Environmental Health &  
Building Surveying)  
Grad. Dip. Urban & Regional  
Planning



**Director Environment and  
Infrastructure**  
Glenn SANFORD  
Professional Business  
Management.  
Engineering, Municipal  
Management.  
J.P.

## COMMUNITY SNAPSHOT

31<sup>st</sup> October 1975 - The District Council of Victor Harbor was proclaimed following the amalgamation of the District Council of Encounter Bay and the Corporation of Victor Harbor.

1<sup>st</sup> February 2000 – The District Council of Victor Harbor became known as the City of Victor Harbor.

Current Council population - approximately 14,000 people.

The City of Victor Harbor is located 80km south of Adelaide on the Fleurieu Peninsula.

The Council occupies a land area of 34,634 hectares.

Victor Harbor serves as the regional service centre for the Southern Fleurieu Peninsula.

Major employers include tourism, hospitality, retail, light industry, primary production, community health services, aged care and education.

As a picturesque seaside location Victor Harbor is a favoured holiday and day tripper destination.

Almost 40% of properties are owned by non-residents.

Victor Harbor has the oldest average age of any Local Government community in South Australia.

### Natural Features:

- Granite Island
- Rosetta Head (The Bluff)
- Kings Head
- Hindmarsh Falls
- Waitpinga Cliff line
- Glacier Rock
- Inman River
- Hindmarsh River
- Surf beaches
- Whale visitation
- Penguin colonies
- Sandy Beaches

### Events:

- Rotary Art Show
- Christmas Pageant
- Carols by the Sea
- New Years Eve celebrations
- Coast to Coast Bike Ride
- Australia Day Celebrations
- Spring Garden Festival
- Encounter (Schoolies) Festival
- Victor Harbor Triathlon
- Whale Time Play Time
- Rock 'N' Roll Festival
- Energy Fair

### Attractions:

- Horse Drawn Tram
- Causeway to Granite Island
- Greenhills Adventure Park
- South Australian Whale Centre
- Country Markets
- Cockle Train
- Encounter Bikeway
- Encounter Lakes
- Farmers Market
- Kleinigs Hill lookout
- Encounter Coast Discovery Centre
- Urimbirra Wildlife Park
- Nangawooka Flora Reserve
- Dunes Mini Golf Park
- Skateboard Park
- Foreshore amusements
- Camel rides
- Heysen Trail
- Big Duck Adventure Cruises
- Scotts Winery

### Accommodation :

- Hotels
- Motels
- Guest Houses
- Bed & Breakfasts
- Home Stays
- Private Holiday Homes
- Caravan & Cabin Parks

### Sporting and Recreational Activities:

- Basketball
- Beach Volleyball
- Bike Riding
- Boxing
- BMX
- Bridge
- Canoeing
- Cinema
- Cricket
- Croquet
- Cycling
- Dancing
- Fishing
- Football
- Golf
- Gymnastics
- Harness Racing
- Hiking
- Hockey
- Horse Riding
- Kite Surfing
- Lawn Bowls
- Moto Cross
- Netball
- Performing Arts
- Sailing
- Skateboarding
- Snorkeling
- Soccer
- Surfing
- Swimming
- Table Tennis
- Tennis
- Volleyball
- Walking

## GOVERNANCE

### STRUCTURE OF THE COUNCIL

The Council is a democratically elected body comprising nine Councillors and the Mayor. The last election was held in November 2010 with Council members appointed for a four year term.

The elected members are Council's principal decision-making body. Council meets once a month, on the fourth Monday, commencing at 5.30pm. Meetings are held in the Council Chambers at the Civic Centre, 1 Bay Road, Victor Harbor and are open to the public.

### REPRESENTATION STRUCTURE

Section 12(4) of the Local Government Act 1999 requires Council to undertake a comprehensive review of the representative structure of Council at least once every eight years. Council last completed a review of its structure in 2009. As a result of this review the number of Councillors was reduced to nine, plus the Mayor. The change to the number of Elected Members came into effect at the Council Elections in November 2010.

The following table shows the current representative structure for selected Councils:

Council	Elected Members	Electors	Representative Quota
<b>Victor Harbor</b>	10	11184	1118
<b>Alexandrina</b>	12	18511	1542
<b>Yankalilla</b>	9	3721	413
<b>Barossa Council</b>	12	16203	1350
<b>Berri Barmera</b>	9	7173	797
<b>Copper Coast</b>	11	9808	891
<b>Light regional</b>	11	9555	868
<b>Loxton Waikerie</b>	11	8052	732
<b>Murray Bridge</b>	10	12865	1286
<b>Port Pirie</b>	11	12130	1102
<b>Wattle Range</b>	12	8589	715
<b>Yorke Peninsula</b>	12	9385	782

\*The number of Elected Members includes the Mayor.



May 2012 Ordinary Council Meeting

## COUNCIL FACILITIES DIRECTORY

### ADMINISTRATION & COUNCIL CHAMBERS

1 Bay Road (PO Box 11)  
VICTOR HARBOR SA 5211  
Phone: 8551 0500  
Fax: 8551 0501  
Email: [localgov@victor.sa.gov.au](mailto:localgov@victor.sa.gov.au)  
Web: [www.victor.sa.gov.au](http://www.victor.sa.gov.au)  
Opening Hours: 9.00am to 5.00pm  
Monday – Friday

### VICTOR HARBOR COMMUNITY LIBRARY

1 Bay Road (PO Box 11)  
VICTOR HARBOR SA 5211  
Phone: 8551 0730  
Fax: 8551 0731  
Email: [library@victor.sa.gov.au](mailto:library@victor.sa.gov.au)  
Catalogue: [www.victorharbor.spydus.com](http://www.victorharbor.spydus.com)  
Opening Hours:  
Mon-Fri (excl. Wed) 9.30am to 5.00pm  
Wednesday 10.00am to 6.00pm  
Saturday: 9.00am to 12.00pm  
Manager: Ben Footner

### WORKS DEPOT

Greenhills Road (PO Box 11)  
VICTOR HARBOR SA 5211  
Phone: 8551 0700  
Fax: 8551 0701  
Contact: Mike Ross

### FLEURIEU REGIONAL WASTE AUTHORITY

**Regional Waste Depot**  
Goolwa Road  
GOOLWA SA 5214  
Phone: 8555 7260  
Email: [admin@frwa.com.au](mailto:admin@frwa.com.au)  
Executive Officer: Marina Wagner

### VICTOR HARBOR TOWN HALL

Coral Street (PO Box 11)  
VICTOR HARBOR SA 5211  
Phone: 8551 0500  
Fax: 8551 0501  
Contact: Lea Williams (Booking Officer)

### VICTOR HARBOR COMMUNITY INDOOR RECREATION CENTRE

George Main Road (PO Box 11)  
VICTOR HARBOR SA 5211  
Phone: 8551 0500  
Fax: 8551 0501  
Contact: Lea Williams (Booking Officer)

### OLD SCHOOL BUILDING COMMUNITY CENTRE

Torrens Street (PO Box 11)  
VICTOR HARBOR SA 5211  
Phone: 8551 0500  
Fax: 8551 0501  
Contact: Mark Oliphant

### HORSE TRAM TERMINUS

The Causeway  
VICTOR HARBOR SA 5211  
Phone: 8551 0720  
Fax: 8551 0721  
Web: [www.horsedrawntram.com.au](http://www.horsedrawntram.com.au)  
Contact: Adrian Cox

### VISITOR INFORMATION CENTRE

The Esplanade (PO Box 1230)  
VICTOR HARBOR SA 5211  
Phone: 8551 0777  
Fax: 8551 0770  
Email: [vic@victor.sa.gov.au](mailto:vic@victor.sa.gov.au)  
Web: [www.tourismvictorharbor.com.au](http://www.tourismvictorharbor.com.au)  
Opening Hours: 9.00am to 5.00pm  
Contact: Heather Mullan

### SOUTH AUSTRALIAN WHALE CENTRE

Railway Terrace (PO Box 11)  
VICTOR HARBOR SA 5211  
Phone: 8551 0750  
Fax: 8551 0751  
Email: [whalecentre@victor.sa.gov.au](mailto:whalecentre@victor.sa.gov.au)  
Web: [www.sawhalecentre.com](http://www.sawhalecentre.com)  
Opening Hours: 9.30am to 5.00pm  
Contact: Leah Pippas

## CITY OF VICTOR HARBOR SERVICES AND 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
- Financial Manager
- Foreshore Maintenance
- Garbage Collection
- Garbage Disposal
- Green Waste Collection
- Halls & Community Buildings
- Health & Preventative Services
- History Recording & Preservation
- Horse Tram Service
- Immunisation
- 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
- 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

## COUNCIL'S AUTHORITY AND ROLE

While Council derives its principal powers from the Local Government Act, there are more than 50 Acts of State Legislation which also assign roles, responsibilities and powers to Local Government.

Council's roles vary across the range of activities that it is involved in and can include providing leadership, planning, managing community assets, regulatory roles, advocacy on behalf of the community, initiator or facilitator, providing developmental support, or being a direct or indirect provider of services.

Council derives its primary powers principally from the following legislation:

- The Local Government Act 1934, as amended
- The Local Government Act 1999, as amended, and Regulations
- The Local Government (Elections) Act 1999, as amended, and Regulations
- The Local Government (Implementation) Act 1999

The roles and functions of the Elected Members of Council are defined in Chapter 5 of the Local Government Act 1999 and include:-

### 58 – Specific roles of principal member

The role of the principal member of a Council is-

- (a) to preside at meetings of the Council;
- (b) if requested, to provide advice to the chief executive officer between Council meetings on the implementation of a decision of the Council;
- (c) to act as the principal spokesperson of the Council;
- (d) to exercise other functions of the Council as the Council determines;
- (e) to carry out the civic and ceremonial duties of the office of principal member.

### 59 – Roles of members of Councils

The role of a member of a Council is –

- (a) as member of the governing body of the Council –
  - (i.) to participate in the deliberations and civic activities of the Council;
  - (ii.) to keep the Council's objectives and policies under review to ensure that they are appropriate and effective;
  - (iii.) to keep the Council's resource allocation, expenditure and activities, and the

efficiency and effectiveness of its service delivery, under review.

- (b) as a person elected to the Council – to represent the interests of residents and ratepayers to provide community leadership and guidance, and to facilitate communication between the community and the Council.

The most prominent responsibility of the Council is that of strategic planning for the community's future. It is proposed that Council's Strategic Management Plans will be reviewed in 2012/13.

There are a number of other activities that Council will undertake and services that Council will provide, which are a part of Council's ongoing function. (Refer previous page)

## MEMBERS ALLOWANCES AND SUPPORT

Elected Members are paid an annual allowance in accordance with Section 76 of the Local Government Act 1999. In 2011 a Tribunal was introduced for determining the allowances to be paid, and these are reviewed on an annual basis.

2011 Per Annum	2012 Per Annum
Mayor \$45,200	Mayor \$48,224
Deputy Mayor \$14,125	Deputy Mayor \$15,070
Councillors \$11,300	Councillors \$12,056
Presiding Member of a Standing Committee \$14,125	Presiding Member of a Standing Committee \$15,070

In 2010 the Elected Member's Remuneration Tribunal determined that the Presiding Member (Chair) of a Council Standing Committee shall be paid the equivalent allowance to the Deputy Mayor. The City of Victor Harbor has determined that the following Committees are Standing Committees:

- The Audit Committee
- The Strategic Planning and Development Policy Committee

In addition to the allowance, the following additional support is provided:

### Mayor

Vehicle for business and private use  
 Mobile phone  
 Laptop computer facility  
 Access to shared secretarial support  
 Corporate credit card

### All Members

Business cards  
Identifying name badges  
Travel reimbursement (within guidelines)  
Child care reimbursement (within guidelines)

Details are available within the Council's Elected Members Allowance and Support Policy. An Elected Members' Allowances and Benefits Register is maintained as required by Section 79 of the Local Government Act 1999.

To encourage Elected Members to invest in their personal development, Council has an Elected Members' Training and Seminar Attendance Policy.

During 2011/12 Elected Members attended the following training:

- Mayors' & Chairpersons' Seminar
- CEO Performance Appraisal Workshop
- .id Database Workshop
- Asset Management Plan Workshop
- Disposal of Assets
- Planning Case Law
- Work Health & Safety Act
- Meeting Procedures

### ELECTED MEMBER MEETING ATTENDANCE

Council held 12 Ordinary and nine Special Council Meetings during 2011/12.

Elected Member	No. Meetings Attended	Comments
<b>Mayor Philp</b>	20 of 21	Leave of Absence 16/7/11 – 27/7/11
<b>Cr P Chigwidden</b>	20 of 21	Chaired the Meeting on one occasion
<b>Cr D Hall</b>	19 of 21	
<b>Cr P Lewis</b>	16 of 21	
<b>Cr R Marshall</b>	14 of 21	
<b>Cr C Sedunary</b>	21 of 21	
<b>Cr K Dutton</b>	21 of 21	
<b>Cr B Bond</b>	21 of 21	
<b>Cr D Shepherd</b>	19 of 21	
<b>Cr T Telfer</b>	21 of 21	

### SENIOR EXECUTIVE EMPLOYMENT PACKAGES

The City of Victor Harbor employs four staff members classified as Senior Officers and employed them on a performance based fixed-term contract. These Officers are the:-

- City Manager (contract expires November 2012)
- Director of Corporate and Community Services (contract expires September 2012)
- Director of Environment and Infrastructure (contract expires June 2013)
- Director of Planning and Regulatory Services (contract expires September 2014)

Each Senior Officer receives a remuneration package that includes-

- Either a negotiated base salary or a base salary consistent with the Senior Officer's Stream of the Municipal Salaried Officers (South Australia) Award (adjusted by Enterprise Bargaining Increases).
- A percentage salary loading in lieu of overtime and out of hours work, and recognising limited term of contract and individual officer performance.
- Business and private use of a Council vehicle.
- Communication expenses.
- Professional memberships.
- Statutory superannuation entitlements.

In addition the City Manager receives one week's additional leave per annum and the Director of Corporate and Community Services receives additional financial compensation for deputising for the City Manager as required.

The Senior Officers performance based term contracts are subject to annual performance appraisal.

The Senior Officers performance levels were appraised during the course of the financial year.

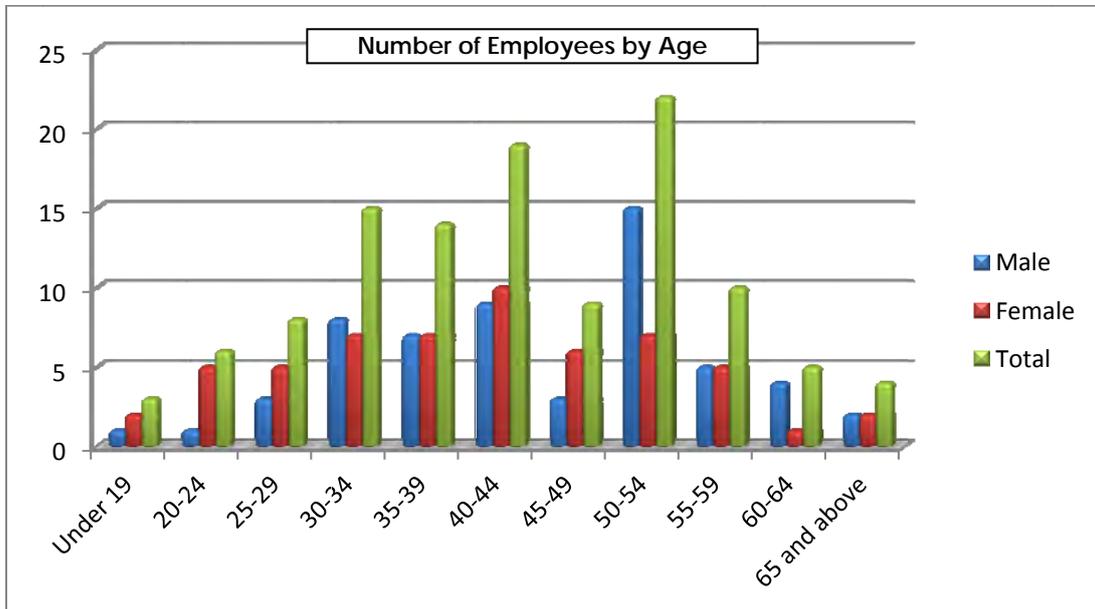
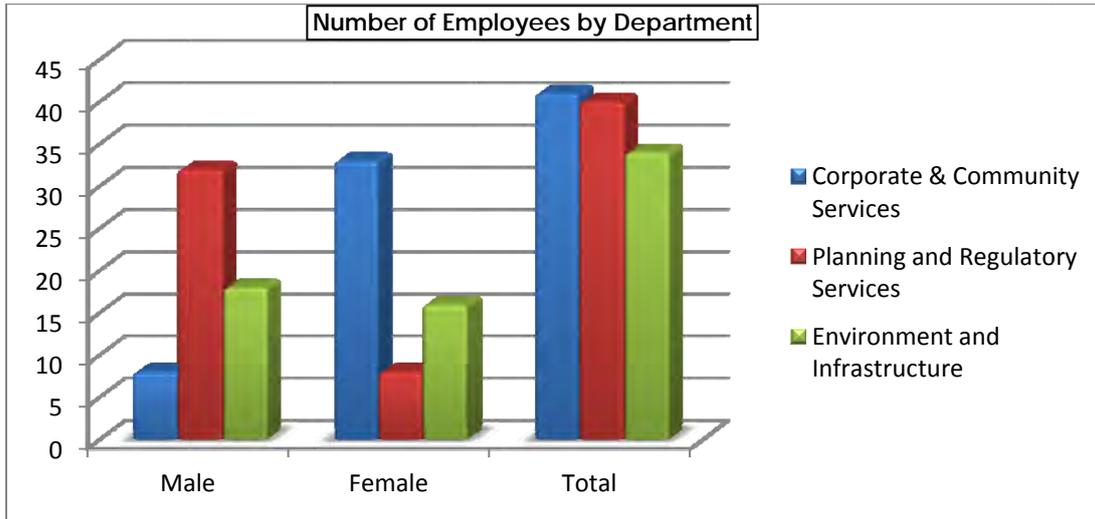
As required by Section 105 of the Local Government Act 1999 a register of remuneration for all employee positions is maintained and is available for public inspection.

## HUMAN RESOURCES AND STAFF LEVELS

The City of Victor Harbor is one of the City's major employers with 126 full-time, part-time or casual staff employed during 2011/12 financial year. At 30 June 2012 Council employed 115 staff and had 91 budgeted full time equivalents. We also engage over 450 volunteers who provide support to activities such as the Horse Tram Operation,

the Visitor Information Centre, the SA Whale Centre, the Library, Southern Communities Transport Scheme, tidy towns projects, gardens maintenance and river and coastal protection initiatives.

The following graphs are a snapshot as at 30 June 2012 of Council's staffing profiles and demographics which are utilised in workforce planning.



### INDUSTRIAL DISPUTES

There was one matter referred to the SA Industrial Relations Commission over the 2011/12 financial year, which was resolved.

### RECRUITMENT AND STAFF TURNOVER

In 2011/12 eleven staff terminated their services with the Council which included nine full or part time employees and two casual employees. This equated to a staff turnover of eight percent of total staff employed.

## TRAINING AND DEVELOPMENT

The City of Victor Harbor provides training and development opportunities for its employees to ensure that 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 comprehensive training programs that are supported by annual budget allocations.

The training hours undertaken in 2011/12 were in the areas of:

- Leadership Development
- Higher Education
- Vocational Education and Training
- Professional fields
- Occupational Health and Safety
- Technical
- Operator
- Corporate/Local Government Induction
- Administration

Council also promotes learning on-the-job, and a program of job rotation and encouragement of internal promotion to ensure that skills are retained and developed within the organisation and that employees are afforded greater job satisfaction.

## TRAINEESHIPS AND APPRENTICESHIPS INITIATIVES

Council supported ten individuals in traineeships and apprenticeship opportunities in 2011/12 within five different work areas of Council. These initiatives undertaken in partnership with Statewide Group Training (SA) Inc have provided a valuable learning environment for local youth, enhancing their abilities to gain future employment.

## HEALTH AND WELL BEING PROGRAM

The City of Victor Harbor aims to provide and promote a healthy and safe working environment by providing a Healthy Lifestyle Program. The program is available to all staff and includes an online interactive health program, general health assessments, fitness tests, weight loss programs, nutrition seminars, eye and hearing testing, skin cancer checks, influenza and hepatitis vaccinations.

Council maintained its agreement with two external organisations to provide employee counselling (within limits) to support a healthy workforce and employee effectiveness. In 2011/12 four counselling sessions were conducted.

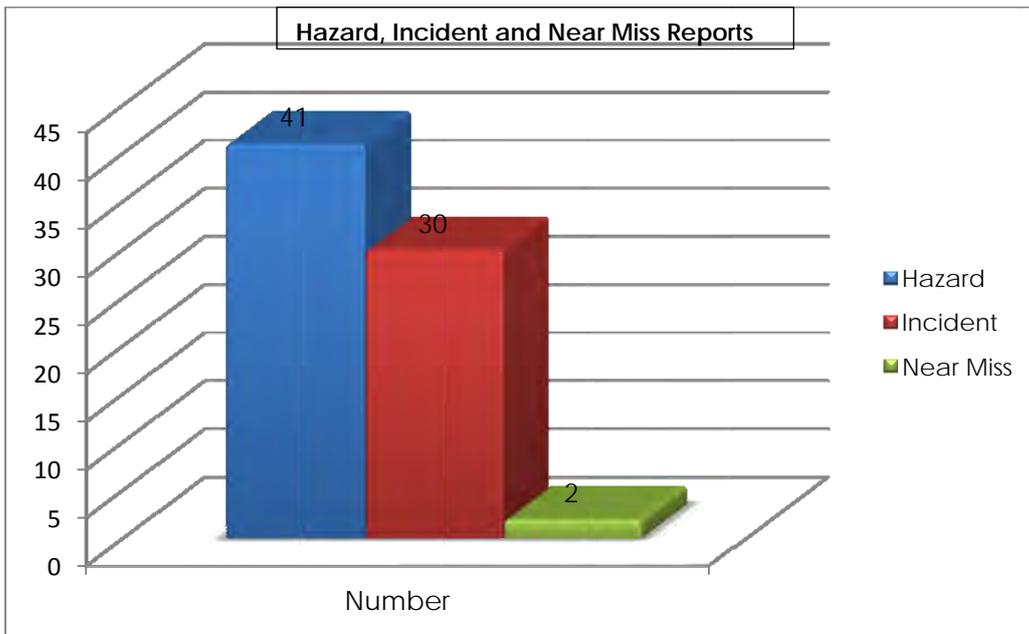
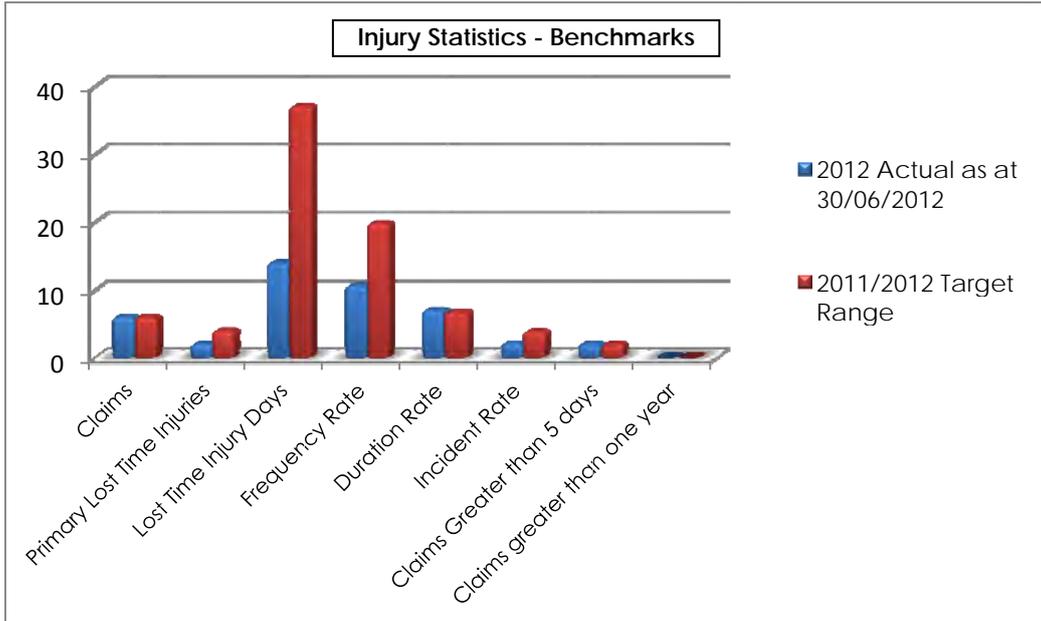
## OCCUPATIONAL HEALTH SAFETY AND WELFARE

Council's staff maintain a high focus on keeping their people, including volunteers and contractors, safe.

Council had six workers compensation claims (noting the claims received were mainly from sprains and strains) amounting to fourteen days lost time due to injury in the period 2011/12. This represents a significant reduction from the previous year and was well below Council's targets for the period as shown in the following graphs.



*Construction and Open Space Teams*



Occupational Health Safety and Welfare is an important contribution to our safety system. 41 hazard, 30 incident and two near miss reports were received during 2011/12.

## DECISION MAKING STRUCTURES OF COUNCIL

The Council is the primary decision making body. Section 41 of the Local Government Act 1999, gives Council the power to establish committees to:

- assist the Council in the performance of its functions;
- inquire into and report to the Council on matters within the ambit of the Council's responsibilities;
- provide advice to the Council; and
- exercise, perform or discharge delegated powers, functions or duties.

When establishing a Committee, the Council determines the reporting and other accountability requirements that are to apply to the Committee. Section 41 Committee meetings are open to the public. Meeting times and agendas are provided on Council's website and at the Civic Centre.

## COMMITTEES

Council received advice and recommendations for adoption from the following Committees:

### Tourism Victor Harbor Committee

- To develop tourism marketing and promote strategies, having regard to local, regional and state objectives;
- To develop sustainable tourism business through special events, festivals, conferences, exhibitions and other opportunities;
- To provide leadership and support to new and existing tourism operators;
- To promote the economic advantages of tourism to the community of Victor Harbor;
- To promote service standards and business training within the local tourism industry;
- To provide advisory support to Council tourism staff during the preparation of annual budget submissions;
- To seek avenues to raise funds to support tourism marketing, tourism events and information services.

### Recreation Centre Management Committee

- To manage the Community Indoor Recreation Centre, being the buildings and surrounds;
- To regulate the use of the Centre and its facilities;
- To formulate policy and rules relating to the use of the Centre;

- To determine hire fees for the use of the Centre and its facilities;
- To monitor operating expenditure to ensure that hire receipts are adequately meeting costs;
- To promote the use of the Centre to ensure maximum use;
- To promote a philosophy of access to the Centre facilities and participation in activities offered regardless of gender, age, race, religion, disability or location;
- To ensure that the Centre is adequately furnished and equipped;
- To ensure that the Centre is in good state of repair, maintained in a clean state that meets appropriate health and safety requirements;
- To give guidance and direction to the contract Caretaker/Cleaner.

### Disability Access Advisory Committee

- To consider and make recommendations regarding implementation, monitoring and review of Council's Disability Discrimination Act (DDA) Action Plan;
- To assist Council to meet its legislative requirements under the Disability Discrimination Act 1992 (Clause 2.2);
- To assist Council to communicate the Action Plan both within Council and to the wider community;
- To act as an advisory committee to Council on disability access issues;
- To act as a link between Council and the community in relation to disability access issues;
- To support the community development role of Council by facilitating community responses to disability access issues.

### Community Library Advisory Committee

- To monitor the operations of the Victor Harbor Community Library;
- To prepare annual budgets for presentation to Council for consideration;
- To monitor budget performance throughout the year;
- To make recommendations to Council on expenditure of funds from the Mildred Tanner Trust Fund;
- To provide an avenue for the Friends of the Library and the community to participate in development and maintenance of library resources;
- To keep the needs of users under review to ensure that the library is constantly adapting to public demands;
- To keep the human and physical resources of the library under constant review;

- To regularly review the opening hours of the library to maintain a balance between staffing resources and public demand.

#### **Heritage Advisory Committee**

- To research and identify sites, buildings and areas of heritage/historical significance;
- To support the role of the consulting Heritage Advisor;
- To consider initiatives to recognise the heritage of Victor Harbor;
- To advise Council on heritage related issues;
- To research names of local significance and maintain a list for naming of streets, reserves and local features;
- To make recommendations to Council on the naming of streets, reserves and significant landmarks;
- To provide developers with a list of acceptable street names for new subdivisions.

#### **Old School Building Community Centre Management Group**

- To prepare annual budgets for the centre for presentation to Council for approval;
- To monitor expenditure throughout the year and advise Council of any budget variations anticipated;
- To oversee the maintenance of the old school building;
- To coordinate the accommodation needs of the users;
- To provide an avenue for the user groups to have input to the management and operation of the centre;
- To advise Council on matters affecting the centre which require liaison with the lessor.

#### **Victor Harbor Recreation & Sport Advisory Committee**

- To assess and where appropriate, implement the Victor Harbor Recreation and Sport Plan;
- To make budget recommendations to Council;
- To advise and make recommendations to Council on recreation and sport related matters;
- To liaise with recreation and sport groups on issues relevant to their activities;
- To manage the Recreation and Sport Small Grants Program;
- To advise Council on changes to or reviews of the Victor Harbor Recreation and Open Space Strategy.

#### **Victor Harbor Boating Facilities Working Party**

- To oversee the implementation of the Boating Strategy Plan;

- To undertake priority actions in accordance with the Strategy Plan and within Council's forward plans and budgetary appropriations;
- To monitor and review the implementation of the actions within the Strategy Plan;
- To advise Council on required maintenance plans for each site, and review and update such plans annually;
- To undertake ongoing liaison with key user and interest groups;
- To establish a program for funding, to enable the progressive implementation of the Strategy Plan; funding program to cover a two year rolling period commencing in the 2011/12 budget.
- To identify planning policy requiring amendment in order to implement agreed actions;
- To undertake an annual performance review of the Strategy Plan; and
- To produce regular documentation for reporting to the designated Partners including Council on implementation progress of the Strategy Plan.

#### **Victor Harbor Main Street Precinct Committee**

- To identify opportunities for improvement of the presentation and amenity of the business precinct through individual and cooperative arrangements involving landlords, business tenants and Council;
- To action initiatives within the Town Centre Master Plan and to promote revitalisation of the Town Centre;
- To identify strategies to attract people and traffic to the central business district;
- To communicate to residents and visitors the benefits of a strong and vibrant business precinct and to engage their support and cooperation in the achievement of the Committee's objectives;
- To review the various strategic documents produced for and by Council to identify, prioritise and initiate the "easy wins".

#### **Victor Harbor Economic Development Committee**

- To foster sustainable growth and economic development within the Victor Harbor community in alignment with Council's Community Plan;
- To support the promotion of Victor Harbor business and industry to broader and export markets;
- To support initiatives that enhance the professionalism and competitiveness of Victor Harbor business and industry;
- To cooperatively engage with other relevant bodies including the Tourism Victor Harbor Committee, the Victor Harbor Main Street Precinct Committee, the Victor Harbor Business Association, Regional

Development Australia and the private sector to gain maximum benefit for the local community and the region;

- To contribute to Council's strategic and business planning process.

#### **Strategic Planning & Development Policy Committee**

- To provide advice to Council in relation to the extent to which Council's strategic planning and development policies accord with the Planning Strategy; and
- To assist Council in undertaking strategic planning and monitoring directed at achieving –
  - Orderly and efficient development within the area of Council; and
  - High levels of integration of transport and land-use planning; and
  - Relevant targets set out in the Planning Strategy within the area of Council; and
  - The implementation of affordable housing policies set out in the Planning Strategy; and
  - Other outcomes of a prescribed kind (if any); and
- To provide advice to Council (or to act as its delegate) in relation to strategic planning and development policy issues when the Council is preparing –
  - a.) a Strategic Directions report (Section 30 Development Plan Review); or
  - b.) a Development Plan Amendment proposal; and
- To provide advice to Council on strategic issues and initiatives within the 'Victor Harbor Urban Growth Management Strategy 2008-2030', including such issues as population trends, Greenfield and infill development, urban regeneration, centre, integrated transport systems, provision of open space, and housing diversity and affordability;
- To provide advice to Council on the 'Strategic Directions' Plan (Strategic Management Plan as per Section 122 of the Local Government Act 1999);
- To provide advice to Council on providing engagement, information and promotion of the above items to the community and stakeholders;
- Other functions (other than functions relating to development assessment or compliance) assigned to the committee by the Council.

#### **Victor Harbor Horse Tram Advisory Committee**

- To contribute to the formulation of long-term management plans for the Tram Service;
- To recommend, monitor and review annual business and operational plans;
- To provide guidance and advice to horse tram staff on horse husbandry and operational matters, where required;

- To monitor progress on the implementation of recommendations from the 2011 independent review.

Several Committees have also been established under other legislation and Council holds a number of representative positions on local and regional organisations.

#### **AUDIT COMMITTEE**

The Council's 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 1999. The Committee consists of one independent member and three elected members, with provision for a second independent member. The role of the Committee is:

- To review annual financial statements to ensure that they present fairly the state of affairs of the Council;
- To review the adequacy of Council-wide risk management systems on a regular basis;
- To propose and provide information relevant to a review of the Council's strategic management plans or annual business plan;
- To propose and review the exercise of powers under section 130A Local Government Act 1999 relating to efficiency and economy audits;
- To liaise with the Council's auditor; and
- To review the adequacy of the accounting, internal control, reporting and other financial management systems and practices of the Council on a regular basis.

#### **AUDIT COMMITTEE REPORT**

The Committee met five times during the year, addressing many issues as required by its Charter, including:

- Annual Financial Statements review;
- External Audit review, including interim and balance day audits;
- Various accounting treatments review;
- Rating policy and methodology review;
- Internal Audit Program development;
- Internal Audit results review;
- External auditor appointment recommendation;
- Whistleblowing Policy review;
- Risk Management review;
- Risk Register development;
- Annual Business Plan review;
- Budget review; and
- Long Term Financial Plan review.

## COMMITTEES ESTABLISHED UNDER OTHER LEGISLATION

- Occupational Health, Safety and Welfare Committee
- Enterprise Bargaining Committee
- Council Development Assessment Panel
- Building Fire Safety Committee
- Emergency Management Committee

## REPRESENTATIVE APPOINTMENTS

- Inman River Catchment Group
- Carrickalinga Board of Management
- Granite Island Management Committee
- Ranges to River Local Government Natural Resource Management Advisory Group
- Victor Harbor High School Governing Council
- Fleurieu Community Road Safety Group
- Encounter Youth (Schoolies)
- National Sea Change Task Force
- Victor Harbor Coastcare
- Southern Fleurieu Coastal Reference Group

## REGIONAL REPRESENTATION

- Fleurieu Alliance
- Fleurieu Peninsula Tourism Marketing Committee
- Southern & Hills Local Government Association (SHLGA)
- Southern & Hills Local Government Association – Roads Working Party
- Southern Communities Transport Scheme (SCOTS)
- Fleurieu Region Community Services Advisory Committee
- Southern Fleurieu Youth Advisory Committee
- Regional Development Australia – Adelaide Hills, Fleurieu and Kangaroo Island
- Fleurieu Region Waste Authority
- Hills Fleurieu & Kangaroo Island Emergency Management Committee
- Zone Emergency Management Committee

## MEETING ACCESS

All Council and Committee meetings are open for the public to observe. Members of the public are encouraged to attend these meetings. Meeting agendas are provided on Council's Website and are also available for viewing at the principal office of the Council.

Members of the public are able to address questions to the Mayor, Councillors and staff from the gallery at a Council meeting when invited by the Mayor.

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. Such an order may be necessary due to the sensitivity of an issue, for legal reasons or as a matter of commercial confidence.

During 2011/12 Council convened 12 ordinary and nine special meetings at which a total of 557 items were presented. Council excluded the public from the meeting for 51 agenda items representing 22 different subject matters. All but nine of the subject matters discussed in confidence have subsequently been released from confidence, either in full or in part.

	06/ 07	07/ 08	08/ 09	09/ 10	10/ 11	11/ 12
Number of ordinary meetings	22	23	17	12	12	12
Number of special meetings	3	1	5	4	7	9
Total Agenda items considered	468	473	421	494	500	557
Items for which public excluded	57	68	47	30	38	51
Subject matters considered in confidence	35	58	32	25	29	22
Subject matters remaining in confidence	11	13	7	8	8	9

The following is a summary of the confidential subject matter categories:

Category	Agenda Items
Tenders and contracts	10
Personnel matters	2
Lease arrangements	1
Legal/Professional advice	1
Community Loan	1
Development Plan Amendment	8
Land Purchase	9
Other	19
<b>TOTAL</b>	<b>51</b>

Committees also discuss many hundreds of items annually. On two occasions during the year, two Committees formally went into confidence. All Committee minutes are presented to Council for consideration and adoption.

## CONFIDENTIAL AGENDA/MINUTE ITEMS 2011/12

The following were 'Confidential items' in accordance with Sections 90(2) and 91 (7) of the *Local Government Act 1999*.

Date	Confidential Item
25/07/2011	<ul style="list-style-type: none"> <li>Regional Aquatic Centre</li> </ul>
16/08/2011	<ul style="list-style-type: none"> <li>Regional Aquatic Centre</li> <li>Elected Members Code of Conduct- Alleged Breaches</li> </ul>
22/08/2011	<ul style="list-style-type: none"> <li>Proposed Hindmarsh Valley Development Plan Amendment</li> <li>Strategic Planning &amp; Development Policy Committee Minutes</li> <li>Regional Aquatic Centre</li> </ul>
26/09/2011	<ul style="list-style-type: none"> <li>Tender 14/11 - Railway Precinct – Walkway</li> </ul>
24/10/2011	<ul style="list-style-type: none"> <li>Tender 15/11 - Banking &amp; Bill Payment Services</li> </ul>
14/11/2011	<ul style="list-style-type: none"> <li>Purchase 81 Armstrong Road</li> </ul>
28/11/2011	<ul style="list-style-type: none"> <li>Elected Members Code of Conduct – Alleged Breaches</li> <li>Proposed Hindmarsh Valley Development Plan Amendment</li> </ul>
12/12/2011	<ul style="list-style-type: none"> <li>Australia Day Awards</li> <li>Tender 19/11 - Landfill Capping</li> <li>Review of Confidence Orders</li> <li>Elected Members Code of Conduct – Alleged Breaches</li> </ul>
23/01/2012	<ul style="list-style-type: none"> <li>Visitor Information Centre Lease</li> <li>Tender 21/11 for Supply of Truck</li> <li>Tender 22/11 for Supply of Truck</li> <li>Tender 23/11 for Supply of Truck</li> <li>Tender 20/11- Torrens Street Stormwater</li> <li>Encounter Lutheran School Road Sale</li> <li>Elected Members Code of Conduct – Alleged Breaches</li> </ul>
30/01/2012	<ul style="list-style-type: none"> <li>Bad Debt – Giles Street</li> <li>Land Sale – Non-Payment of Rates</li> <li>Proposed Hindmarsh Valley Development Plan Amendment</li> <li>City Manager's Annual Review</li> <li>Elected Members Code of Conduct – Alleged Breaches</li> </ul>
27/02/2012	<ul style="list-style-type: none"> <li>Encounter Lutheran School – Notice of Motion to Revoke</li> <li>Encounter Lutheran School – Road Sale</li> <li>Truck Replacement Report</li> </ul>
26/03/2012	<ul style="list-style-type: none"> <li>Elected Members Code of Conduct - Alleged Breaches</li> </ul>
17/04/2012	<ul style="list-style-type: none"> <li>Purchase 81 Armstrong Road</li> </ul>
23/04/2012	<ul style="list-style-type: none"> <li>Notice of Motion – Development Plan Amendment</li> <li>Tender 20/11 Torrens Street Stormwater</li> <li>Community Loan</li> <li>City Manager's Annual Review</li> <li>Notice of Motion – Bells Building</li> </ul>
09/05/2012	<ul style="list-style-type: none"> <li>Purchase 81 Armstrong Road</li> <li>43 Ocean Street – Land Purchase</li> </ul>
14/05/2012	<ul style="list-style-type: none"> <li>Purchase 81 Armstrong Road</li> </ul>
21/05/2012	<ul style="list-style-type: none"> <li>Purchase 81 Armstrong Road</li> </ul>
28/05/2012	<ul style="list-style-type: none"> <li>Proposed Residential Development Plan Amendment</li> <li>Tender 5/12 for Supply of Truck</li> <li>Proposed Cemetery Land Purchase</li> <li>Land Purchase McCracken Estate</li> </ul>
25/06/2012	<ul style="list-style-type: none"> <li>Probity Report – Eastern Boat Ramp Facility</li> <li>Bank Guarantee Beachfront Holiday Park</li> <li>Land Purchase McCracken Estate</li> </ul>

## DEPUTATIONS

A deputation is a person or group of persons (up to three) who wish to appear personally before Council in order to address the Council on a particular matter. A written request to the Mayor is required.

Date	Subject and Circumstances
2/7/11	Festivals & Events Policy – consideration of public consultation feedback which included a petition from residents of Sawpit & Nettle Hill Roads requesting Council not to allow closure of those roads.
22/8/11	Hickinbotham Entrance Statement – consideration of Strategic Planning and Development Policy Committee Minutes (SPDP 11/0011) and included a presentation by the Hickinbotham Group and Stuart Mosely of Connor Holmes.
24/10/11	Horse Drawn Tram – consideration of Bailey Report – Council invited the author – Thorin Bailey to speak to his report and answer questions.
26/3/12	Community Foundation – Chair & CEO deputation to Council outlining the rationale for their request of \$5k pa.
26/3/12	Hardy Street Road Sale Representations from: Representative of the property owner An objector to the proposal.
17/4/12	Esplanade Foreshore Erosion – Victor Harbor Coast Care gave a presentation on this matter.
23/4/12	Hardy Street Road Sale Permission was given to address Council to: An objector to the proposal Representative of the property owner.
25/6/12	Hardy Street Road Sale Representations heard: Solicitor for property owners An objector to the proposal.
25/6/12	National Japanese Motor Cycle Club President was in gallery and invited to respond to questions from the members.

## PETITIONS

Petitions can be submitted to Council on any issue within the Council's jurisdiction. They should set out clearly the request or submission of the petitioners and be delivered to the Principal Office of the Council. A form to assist the petitioner is available on Council's Website.

## QUESTIONS FROM THE GALLERY

Questions from the Gallery at Council meetings enable an opportunity for members of the public to address questions to the Councillors or officers of Council. The following table outlines the number of questions registered during 2011/12. (Any question may have 3 or 4 sub-questions).

Date	Number of Questions from the Gallery
25/07/11	7
22/08/11	3
26/09/11	4
24/10/11	6
28/11/11	2
12/12/11	0
23/01/12	1
27/02/12	5
26/03/12	6
23/04/12	1
28/05/12	3
25/06/12	7
<b>Total</b>	<b>45</b>

## DELEGATIONS REGISTER

In accordance with Sections 44 and 101 of the Local Government Act 1999, the Council has delegated relevant powers or functions to the City Manager who may then sub-delegate to an employee or a Committee.

The Delegations Register reflects the delegated authority from the Council to the City Manager (and subsequently any sub-delegations). The delegations register is available for viewing at the Principal Office of the Council.

## **FREEDOM OF INFORMATION (FOI)**

### **STATEMENT**

Council is required under Section 9(1) and (1a) of the Freedom of Information Act 1991 to publish annually an Information Statement to comply with legislation and welcomes enquiries regarding the content of the statement.

Included in this statement is a list of all Council documents which are accessible to the community as required by legislation.

This statement also includes information about how members of the community may participate in Council processes, decisions, structure, functions of the Council and its Committees.

### **FOI APPLICATIONS**

Requests for information will be considered in accordance with the *Freedom of Information Act 1991*. This gives individuals the right to access documents (subject to certain restrictions) that are within the Council's possession. It also allows for the amendment of documents which contain personal information that is incomplete, incorrect, out of date or misleading.

In 2011/12 five Freedom of Information applications were received. A full release was granted to all applications relating to the following:

- Horse Tram Service
- Development and Planning Applications

### **REQUIREMENTS FOR SUBMITTING A FOI REQUEST**

A person wishing to seek access to the Council's documents that are not available publicly must apply in writing. As prescribed in the *Freedom of Information Act 1991*, the application must:

- Be in writing, preferably on the form provided on Council's website;
- Specify that it is made under the *Freedom of Information Act 1991*;
- Be accompanied by the application fee as prescribed on the form;
- Must contain information as is reasonably necessary to enable the document to be identified;
- Specify an address in Australia to which notices under the Act should be sent; and
- Be lodged at the Council office and may specify that access to the document be given in a particular way.

The application will be dealt with by an accredited FOI Officer of the Council and will be dealt with within 30 days after it has been received.

### **FOI FEES**

Fees will be determined by the FOI Officer in accordance with the *Freedom of Information (Fees and Charges) Regulations 2003*.

Fees will be waived for concession card holders or persons under financial hardship.

The Regulations currently provide a fee structure. (Refer to Council's Fees and Charges Register on Council's Website).

The FOI Officer will work with the applicant to define the scope of the request and the costs involved.

Access to documents under the Freedom of Information Act is subject to the exceptions and exemptions necessary to protect essential public interests and the private and business affairs of persons. However, Council supports the purpose of the Act, which is to promote openness and accountability in government and to emphasise the importance of government held information being made available to the public.

## **INTERNAL REVIEW OF COUNCIL DECISIONS**

During 2011/12 there were no formal requests for a review of a Council decision under section 270 of the Local Government Act 1999.

## DOCUMENTS AVAILABLE FOR PUBLIC INSPECTION

The following documents are available for inspection by the public in the Civic Centre reception. A copy of any document may be obtained, for which a charge will apply. Alternatively, most documents can be viewed on the Council website at [www.victor.sa.gov.au](http://www.victor.sa.gov.au).

- Annual Budget\*
- Annual Business Plan\*
- Annual Report\*
- Any Review of Council boundaries
- Asset Accounting Policy
- Asset Management Plan overview\*
- Asset Management Policy
- Audited Financial Statements\*
- Building Application Information (Plans, footing reports, etc.)
- Charter for subsidiaries established by the Council
- Code of Conduct for Elected Members\*
- Code of Conduct for Employees\*
- Code of Practice for Access to Meetings and Documents\*
- Complaints Handling Policy\*
- Council and Council Committee Meeting Agenda and Minutes\*
- Council By-laws\*
- Development Plan Amendment Reports\*
- Development Plan\*
- Documents and Reports to the Council or Council Committee (except any excluded under the confidentiality provisions of Section 90 of the Local Government Act)
- Donations Policy\*
- Elected Member Allowances and Support Policy\*
- Elected Member Training and Development Policy\*
- Extracts from Council's Assessment Book
- Fees and Charges Register\*
- Fraud and Corruption Policy\*
- Freedom of Information Statement\*
- Grievance Handling Procedures\*
- Internal Control Manual
- Internal Review of Council Decisions Procedure\*
- Long Term Financial Plan\*
- Media Policy
- Meeting Procedures Policy 'Agenda Format'\*
- Order Making Policy\*
- Procurement Policy\*
- Public Consultation Policy\*
- Rates Policy Summary\*
- Record of Delegations Register
- Register of Community Land
- Register of Elected Member Allowances and Benefits\*
- Register of Elected Member Returns
- Register of Salaries & Wages
- Road Naming Policy\*
- Rural Property Addressing Signage Management Policy\*
- Sale and Disposal of Council Land and other Assets\*
- Strategic Management Plan\*
- Street Traders Policy\*
- Treasury Policy\*
- Whistleblower Protection Policy\*

\* denotes available on Council's Website: [www.victor.sa.gov.au](http://www.victor.sa.gov.au).

## COMMUNITY CONSULTATION

The Council has documented its Community Consultation commitments within the Public Consultation Policy, as required by the Local Government Act 1999. The Policy identifies the circumstances which would give rise to community consultation and the methods of consultation that may occur. For example information sessions, displays in Council offices and libraries, mail outs, newspaper articles, workshops, surveys/questionnaires and on the Council Website. Council also produces a fortnightly e-newsletter, "Victor Viewpoint", which is placed on Council's website and emailed to registered subscribers.

Council ensures that the public are given the opportunity to be involved in the development and review of its Strategic Management Plans and Annual Business Plan.

Other examples where Council will seek consultation include:

- Major roadworks that effect the broader community
- Permanent Road Closures under the Local Government Act or the Road Traffic Act
- Preparation of Strategic Documents
- Significant vegetation clearance
- Proposals for major infrastructure or community asset development
- Policy development of a substantive nature
- Initiating and coordinating special events and celebrations
- Making a Council By-law
- Classification of community land

Community consultation also occurs on matters associated with development in the area as prescribed in the Development Act 1993. Examples include:

- Development Plan Amendments
- Certain development applications
- Reviews of Council's Development Plan and amendment priorities (Section 30 review)

As an extension to the Council's consultation and decision making function, community involvement has been encouraged through a structure of Advisory Committees and Working Parties established under Section 41 of the Local Government Act 1999. The Committee structures are documented earlier in this report.

## COMPETITIVE TENDERING

The City of Victor Harbor has contracted out a number of services in order to achieve savings for the community, source particular expertise, ensure independence and/or provide valuable support to the limited Council staffing resources.

Services that have been contracted out or subject to a competitive process include:-

After Hours Call Centre	Land Conveyancing & Acquisition Services
Bituminous Sealing & Cold Overlay	Legal Services
Block Mowing (Fire Prevention)	Photocopier & Printer Leasing
Building Maintenance & Construction	Plant, Equipment & Vehicle Purchases
Civil Construction Works	Playground Equipment Acquisition
Civil Engineering Services	Printing
Cleaning Services	Property Advice
Development Assessment Services	Real Estate Sales
Development Plan Amendment Preparation Services	Recreation Centre Caretaking
Editorial/Copy Writing Services	Security Services
Electrical & Plumbing Services	Stationery & Consumables Purchases
Financial Auditing Services	Strategic Planning Support
Footpath Paving Program	Street Sweeping
Grant Application Preparation	Telecommunications Services
Graphic Design Services	Waste Collection Services
Horse Maintenance Services	Website Development
Information Technology Support	Weed Spraying

Other services are constantly reviewed in light of changing community demands or where an opportunity is identified that will enable the provision of services more cost effectively. In assessing the contracting of services Council also has regard for the capacity of Council's limited staffing resources.

Council gives consideration towards the availability of local providers and the impact on the local economy when calling for tenders for goods and services. All tendering follows strict procedures and are subject to audit process.

## NATIONAL COMPETITION POLICY

In accordance with National Competition Policy, all Council by-laws have been reviewed to ensure that they place no barrier on market entry and that they don't discriminate between competitors.

The City of Victor Harbor operates the following Business Activities –

- Victor Harbor Horse Drawn Tram
- South Australian Whale Centre
- Victor Harbor Indoor Recreation Centre

Council adopted a Competitive Neutrality Complaint Procedure on 22 September 1997, which is reviewed annually. No competitive neutrality complaints were received during the reporting period.

## COMMUNITY LAND

Council adopted its initial Community Land Register and Management Plans in December 2004. The Register and Management Plans are reviewed annually.

In accordance with Chapter 11 of the Local Government Act 1999, the following properties were subject to inclusion as Community Land within the Register during 2011/12.

Assess Number	Certificate of Title	Lot	Plan	Community Land	Description
A12231	CT6084/104	46	D87402	Yes	Roadside boundary buffer on Inman Valley Road near Murray Street, 101.8 m <sup>2</sup>
A12263	CT6084/105	47	D87402	Yes	Roadside boundary buffer at western end of Shields Crescent, 19.3 m <sup>2</sup>
A12247	CT6084/106	48	D87402	Yes	Roadside boundary buffer at the end of Shields Crescent, 17.4 m <sup>2</sup>
A12238	CT6084/107	49	D87402	Yes	Roadside boundary buffer at eastern end of Shields Crescent, 20.6 m <sup>2</sup>
A12318	CT6085/819	2103	D87410	Yes	Open Space Reserve off Wishart Crescent, 0.44 hectares
A11406	CT6085/820	2104	D87410	Yes	Open Space Reserve off Prime Boulevard, 0.85 hectares
A12355	CT6088/900	20	D87407	Yes	Ocean Street walkway 152.2 m <sup>2</sup>
A4713	CT5791/958	494	F165	No	81 Armstrong Road, 6.88 hectares Excluded Government Gazette 21 June 2012

## ORGANISATIONAL

### OUR VISION

Our Vision describes what we want the City of Victor Harbor to be like in the future:

*A thriving and sustainable regional coastal centre offering a wide range of attractive, high amenity lifestyle choices to our local community, the wider Fleurieu region, our visitors and future generations.*

This Vision acknowledges the needs of current and future residents and visitors and recognises Victor Harbor's role as the regional retail, commercial, educational and service centre of the Southern Fleurieu.

### STRATEGIC PLANNING

Council has a series of interlinked plans in place to ensure that Council's activities are focused on achieving our Vision.

Long term strategic management plans:

- Community Plan 2021
- Long Term Financial Plan
- Asset Management Plan

Medium term plans:

- Strategic Directions 2011-2015
- Various medium term operational plans

Annual Plans:

- Annual Business Plan and Budget
- Key Planned Activities
- Work area plans

Many of the above plans are available from Council's website or viewed at the Council Office.

### OBJECTIVES AND APPROACHES

To achieve our Vision, the Council has identified four broad, interlinked objectives.

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

For each Objective, Desired Outcomes are identified which indicate "what differences" we hope to make to achieve our Vision.

### OUR MEASURES OF SUCCESS

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

1. Completion of Key Planned Activities
2. Financial management
3. Levels of service delivery
4. Strategic Indicators

### OUR ACHIEVEMENTS

#### COMPLETION OF KEY PLANNED ACTIVITIES

Council's performance target is to complete at least 90% of the listed Key Planned Activities (KPA) in each financial year.

176 different Key Planned Activities were identified for 2011/12. The end of year review shows 101 "Completed", representing 58% of the total number of current Key Planned Activities. A further 18 Key Planned Activities have been substantially completed (i.e. 80% or more completed), bringing the total number of completed or substantially completed to 119, or 68%.

When the 15 KPAs identified as not being completed due to matters outside of Council's control and unexpected external factors are taken into account, Council completed, or substantially completed 78% of current Key Planned Activities over which it has control.

This figure is below the stated target of 90%. The majority of KPAs not completed were because of timelines being ambitious, capacity factors including staff/resource numbers, and an underestimation of workload against available staff resources. While this in part reflects a number of unexpected factors, 2011/12 was also the first year in which Council's annual business plan included Key Planned Activities, and completion of those Key Planned Activities as a performance measure. It is likely that in future years listed KPAs will be based on more realistic timeframes and better reflect resources and workload.

A detailed report showing status, percentage complete, and reasons for not being on track, for 2011/12 Key Planned Activities is included as an appendix to the Annual Report.

In 2012/13, 144 Key Planned Activities have been identified to contribute towards achieving Council's long term objectives.

## FINANCIAL MANAGEMENT

Ratio	2012	2011	2010	Medium Term Target (3-5 years)	Long Term Target (5-10 years)
<b>Operating Surplus</b>	0%	-12%	-4%	Breakeven 0%	Between 5%-15%
<b>Net Financial Liabilities</b>	72%	78%	91%	Less than 75%	Less than 50%
<b>Asset Sustainability</b>	46%	46%	53%	80% Average (3 years)	Over 80% Average

Council's 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 the community's long term objectives.

Pages 41 to 44 give an outline of Council's financial management and the health of the Council in terms of financial sustainability, and the key factors affecting these results.

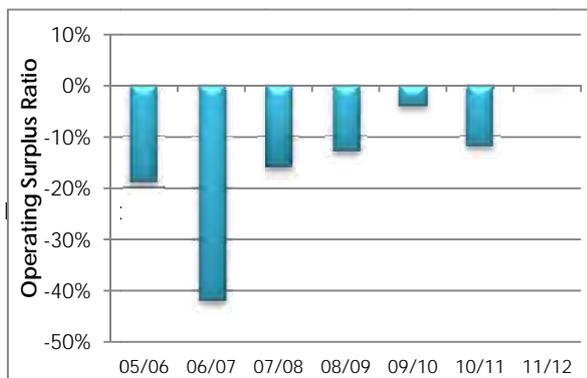
Financial Indicators provide an indication of emerging trends and comparative information and are an important internal reference for long term financial planning and performance measurements.

Indicators need to be considered as a package rather than individually, as some measures may be explained by offsets in other areas.

The table above shows target ratios over a medium to long-term period.

### OPERATING SURPLUS RATIO

The graph below shows the operating surplus over the last 7 years. Whilst Council has been moving towards a breakeven position, some fluctuations have been experienced, particularly in 2006/07 and 2010/11 due to the inclusion of expenses for landfill remediation. However, the medium term target of 0% (breakeven) was achieved in 2011/12.

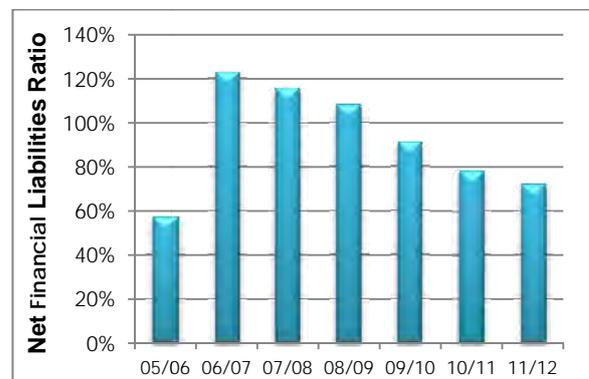


### NET FINANCIAL LIABILITIES RATIO

The Net Financial Liabilities Ratio continues to show heavy borrowing commitments made over the past decade, in particular civic centre and

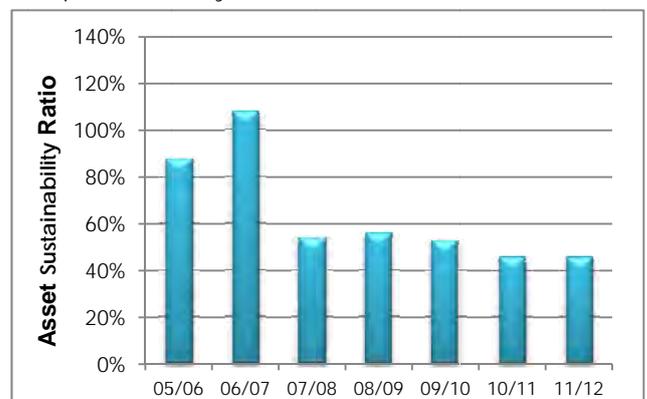
ring road projects. The ratio has continued to decrease due to annual repayments and minimal new loans for lower cost capital works projects.

The target of less than 75% was achieved in 2011/12 with a ratio of 72%.



### ASSET SUSTAINABILITY

The asset sustainability ratio compares the capital expended on existing assets to the cost of consumption (depreciation) for the year. The ratio is heavily impacted by the referral, removal or reduction of capital works to renew or replace existing assets. Council has consistently budgeted as per the target ratio of 80%. However, the final ratio of 46% in 2011/12, following ratios of 46% in 2010/11 and 53% in 2009/10 identifies the trend that a significant amount of capital works are not completed each year.



## **LEVELS OF SERVICE DELIVERY AND HIGHLIGHTS**

Council reports 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.

The following pages identify some of the services and some 2011/12 highlights for each objective.

## **STRATEGIC INDICATORS**

A series of high order "strategic indicators" have been identified which indicate how Council is performing against its objectives. These indicators show how effective Council has been in "making a difference" in order to achieve our vision.

Included as an appendix is a table showing performance against 2011/12 targets, and also identifies targets for 2012/13. Council met or exceeded 19 of 26 targets for which data was available in 2011/12, and is progressing towards targets for the remaining seven.

Four of the seven targets not met related to the provision of infrastructure and facilities, specifically: roads, footpaths and cycle tracks; sporting facilities, parks, gardens and playgrounds; community halls and cultural buildings; and facilities for the aged, disabled, and special needs groups. This in part reflected the high value that the community placed on the provision and maintenance of infrastructure and facilities.

Council also rated below the state average for quality of life, as measured by the Local Government Comparative Performance Measurement Index. This was in part due to the community placing a higher importance than the rest of the state on the role of Council in helping to improve quality of life in the community.

Council did not meet its target for the number of people who access Council's library. However, while not included as a performance target in Council's annual business plan, Council's performance in providing libraries services to the community, as measured by the Local Government Comparative Performance Measurement Index, was significantly higher than the state average.

## OUR ACHIEVEMENTS

### Objective 1

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

### HIGHLIGHTS

#### PLANNING FOR THE UPGRADE OF THE MAINSTREET PRECINCT

Council obtained a State Government grant (*'Places for People'*) to provide an urban design framework for the Main Street Precinct area (Ocean Street and Coral Street). Initial design work and investigations have been undertaken in the 2011/12 period. First draft designs are likely to be created and subsequent community consultation sought in early 2013.

#### WHALETIME PLAYTIME FESTIVAL



The fifth Whaletime Playtime Festival took place on Sunday 3 June 2012 on Warland Reserve and coincided with the Whale Season launch. An attendance of just over 3100 people was recorded for the event, which featured a number of children's performers and activities. Channel 10 provided promotional sponsorship to the event as part of its partnership with the South Australian Whale Centre.

#### ROCK 'N' ROLL FESTIVAL



The Rock 'n' Roll Festival has established itself as one of Victor Harbor's Major Events. The 2012 event was the fourth Rock 'n' Roll Festival held in Victor Harbor. The program consisted of two full days of events and activities on and around Warland Reserve and Ocean Street. A total of nine Rock n Roll bands performed at the event across two stages on Saturday and three stages on Sunday. Approximately 150 show vehicles attended the event across both days. The event attracted a crowd of around 4,150 people providing an estimated local economic impact of \$178,000.



## OFF PEAK TOURISM MARKETING CAMPAIGN

Based on data collected by Flinders University and the Visitor Information Centre, this interstate campaign targeted western Victoria, with a particular focus on Ballarat. The campaign involved the distribution of 25,000 holiday guides to Ballarat households, extensive radio advertising through Power FM Ballarat & 3BA Ballarat and television advertising into 320,000 Western Victorian homes with funding support achieved by the Victor Harbor Business Association through the South Australian Tourism Commission. The campaign culminated with a team from Victor Harbor in attendance at an information stand at the Wendouree Shopping Centre over the last three days of the campaign. The team personally connected with over 300 people. A "Victor Harbor holiday" competition was used as part of the promotion.

## NEW BOOKING SERVICE FOR THE VISITOR INFORMATION CENTRE

A number of new booking service and advertising customers were added to the tourism operators associated with the Visitor Information Centre (VIC), including the addition of the Cockle Train and the Adelaide and Monarto zoos. Booking sales increased by 3% during the reporting period while advertising package sales have increased by 15%. This is despite an approximate decline of 5% tourist numbers through the VIC. Grant funding through the South Australian Tourism Commission (SATC) 'Sell SA' program was secured, with the aim of realising increased sales and marketing potential through the VIC. The project included training and familiarisation activities for the centre's three staff and 56 volunteers. Profile of the VIC as a premier local booking and tourism support facility was enhanced through new packaging and conference assistance activities.



Mayor Graham Philp drawing the winner of the "Victor Harbor Holiday" competition promoted in Ballarat

## SOUTH AUSTRALIAN WHALE CENTRE

As a local tourism and educational support activity of Council, the South Australian Whale Centre (SAWC) has experienced growth in some key result areas during 2011/12. This is reflected by an increase of 15% in general admissions. Initiatives involving the merchandise sales floor and school holiday program yielded increases in sales of 69% and 260% respectively.

Key activities during the reporting period include:

- Official Whale Season launch held in Gawler Place, Rundle Mall, Adelaide.
- Launch of social media sites and related marketing activities.
- Commissioning of a 3D theatrette as a new exhibition.

Sponsorship partner developments to include Network 10, Head of the Bight, Urimbirra Wildlife Park and Girdler Family Amusements.



New media partnership with network 10

## VICTOR HARBOR HORSE DRAWN TRAM

Having only operated for approximately three months of the reporting period, ticket sales and patronage was well down on previous years. Closures of the service occurred as a result of the Council's Causeway Plaza upgrade project and the State Government Department of Planning Transport and Infrastructure maintenance upgrade project for the Causeway. The closures did, however, provide opportunity for improvement works to take place at the horse agistment paddock.

## THE BETTER DEVELOPMENT PLAN – DEVELOPMENT PLAN AMENDMENT (DPA)

This DPA project involves alignment of Council's Development Plan with the State model. It will provide consistency and improve the legibility of the Victor Harbor Development Plan and may also reduce the future costs incurred when conducting future DPAs. The project has progressed to a re-formatted and consolidated draft Development Plan in preparation for broader consultation in late 2012.

## VICTOR HARBOR CONNECT

A new iPhone App, prepared by Connect Media has been launched. Victor Harbor Connect is designed to provide visitors with a hands on guide for places to go, places to eat and places to stay within Victor Harbor. It supplements the existing modes of print and website tourist related information provided by Council but provides a focus on what the future of information sourcing is all about.



The App provides a profile listing of all tourism and related businesses in the Council area free of charge. Businesses may upgrade their profiles to include images, editorial plus the ability to feed social media stories through a number of facebook & twitter accounts. Council's tourism service units, including the Visitor Information Centre, SA Whale Centre, Horse Drawn Tram, and Events are also profiled on the App. It is available for downloading from iTunes by searching 'Connect Victor Harbor' or by linking through the tourism website

[www.holidayatvictorharbor.com.au](http://www.holidayatvictorharbor.com.au)

## SUPPORT FOR TRANSPORT DISADVANTAGED PEOPLE TO ACCESS MEDICAL AND OTHER ESSENTIAL SERVICES

In March 2012 the Southern Communities Transport Scheme (SCOTS) leased a new 11 seat Toyota Commuter to replace the old Ford station wagon in their fleet. The extra seats have assisted in meeting the fast growing demand in the community by people who are transport disadvantaged. The Rotary Club of Encounter Bay was very generous in their donation of \$3,000 to assist with the setup of the new vehicle.



*Coordinators Trudy & Mary-anne with volunteer driver Trevor, and the new leased Commuter*

SCOTS is provided in partnership with the Alexandrina Council, and State and Federal

Governments, and provided 12,026 passenger trips to 879 transport disadvantaged people in 2011/12. SCOTS has a dedicated team of approximately 40-45 volunteers who assist with driving, attending the vehicles and bus, and assisting in the office.

## CAUSEWAY PLAZA PROJECT

The project key construction elements were:

- concrete kerbing and watertable
- undergrounding of drainage
- road and pathways base preparations
- re-built boat ramp car park – asphalt surface
- undergrounding of utility services (power, mains water, sewage)
- line marking
- placement of lighting columns and feature lights
- concrete wave retaining wall
- irrigation systems
- provision for future CCTV installation
- paving of pathways and roads
- revegetation
- installation of new tables and seats
- newly placed lawned areas
- bollards, bicycle holders
- tram platform,
- children's viewing platform and balustrade
- mulching of garden areas
- garden planter boxes
- drinking fountains
- bin enclosures

The cost of the project was \$2.2m, Council secured external funding from the State for \$1.015m.

### Causeway Plaza Project Milestones

Milestone	Date
Decision by Council	Dec 10
Draft design plans completed	Feb 11
Draft designs approved by Council in readiness for community consultation and engagement	Feb 11
Draft Designs approved by Council	March 11
Successful Tender Awarded to 'Dig It Landscapes Pty Ltd'	April 11
Signing of Contract	May 11
Project Commences	July 11
Project Completed Ready for Operations	Dec 11

## PARKING CONTROLS

Council has continued an active response to parking issues, particularly those identified within the town centre. This includes responding to requests for changes to time limits and zones for car parks, parking permits, and closure activities to support orderly and safe community activities, festivals and special events.

## OPPORTUNITIES FOR YOUNG PEOPLE TO PLAN IMPLEMENT AND PARTICIPATE IN ACTIVITIES

Council's Youth Development Officer's support various projects and opportunities for young people to be involved in our community, including the Southern Fleurieu Youth Mental Wellbeing Group, which in 2011/12 released a report on a survey of more than 900 local young people.

Issues of concern identified by young people included:

- body image
- drugs and alcohol
- bullying
- school and study problems
- coping with stress.

Wet Paint Youth Theatre's two Youth Showcase Extravaganzas were a huge success with over 100 people attending each Showcase.



*Anastasia and Ben in Wet Paint's Performance at the Youth Showcase Extravaganza in June 2012*

The Southern Fleurieu Youth Advisory Committee's (YAC) 27 members have been working on a variety of events including:

- Colour Me Senseless Annual Youth Art Exhibition
- Youth Showcase Extravaganzas
- FUSION Youth Music and Skating Event
- Blue Light Discos.



*YAC Members: Jasmine, Veronica, Des, Dylan, Laura, Chris, Imogen and Timisha, with Youth Development Officer Lucretia Sperring & Mayor Graham Philp at the Youth Showcase Extravaganza in June 2012*

These events are great opportunities for young people from the wider community to express their creativity and be recognised for their talents.

- 350 people attended FUSION
- 200 people attended each of the four Blue Light Discos
- YAC members volunteered more than 6,600 hours of their time.



*Suspended Styles member doing his moves at FUSION 2012*

The locally based Youth Radio Station STRUTH FM is on air weekly and members have hosted a range of local youth events in the region.

## OUR ACHIEVEMENTS

### Objective 2 Achieve the sustainable provision of physical infrastructure and community services.

#### HIGHLIGHTS

##### OPEN SPACE AND CONSTRUCTION TEAMS

Council's Open Space and Construction Teams have worked closely together to achieve many projects including:

- The Footpath Program, including three additional streets completed on time and under budget
- Ridgeway Street construction
- Cemetery Terrace Lawn
- Bay Road and Wood Street kerbing
- O'Leary Street improvements.

Other works completed by the Open Space Team were:

- Pine Tree Removal Program
- Walking Trail Maintenance
- Streetscape Entrance Maintenance
- Street Tree Planting Program.

The Construction Team has also completed a number of projects including:

- Kerb Capital Replacement Program
- Road Resheeting Program
- Drain Inlet Upgrade Program
- Unsealed Roads Program.

Depot staff also assisted with the set up of community events such:

- Tour Down Under
- Annual Christmas Pageant
- Rock n' Roll Festival
- Victor Harbor Triathlons
- Schoolies Festival
- Whale Time Play Time Festival
- AFL 2012 NAB Cup game at the Encounter Bay Oval.

A total of \$350,000 was spent on new brick paved and asphalt footpath construction covering a total of 6,250 square metres.

#### ENVIRONMENTAL AND PUBLIC HEALTH SERVICES

Council exercised its statutory obligations with respect to environmental and health functions under the Public and Environmental Health Act, Food Act and Supported Residential Facilities Act. This achieved the following outcomes:

- 28 waste control applications and 55 waste control inspections
- 12 public swimming pool and spa inspections
- 4 immunisation clinics conducted
- 8 'vulnerable population' food audits
- 67 food business compliance inspections
- 10 European Wasp nest treatments.

##### AN EFFICIENT AND SUSTAINABLE WASTE COLLECTION SERVICE

21,500 tonnes of recycling and green waste was diverted away from landfills across the region by the Fleurieu Regional Waste Authority.

##### LANDFILL CLOSURE

The most pressing waste management issue for Council for a number of years has been to follow the direction from the Environment Protection Authority (EPA) to close the Victor Harbor Landfill, and to find an alternative and sustainable site for ratepayers waste and recycling.

Whilst discussions regarding a suitable alternative site were occurring with Alexandrina Council, the second and final stage of the closure and capping of the Victor Harbor landfill took place. Design plans for the closure of the Victor Harbor Landfill have been approved by the EPA, and have been progressively implemented over the last four years.



Stage 1 Landfill Cap – 2011

Stage 2 of the landfill capping occurred over an area of just under three hectares. The cap itself consisted of the following layers:

- 300mm of interim cover over the compacted waste body
- 600mm of low permeability compacted clay cap
- 800mm of subsoil layer
- 100mm of topsoil

Much of the subsoil layer was from the Franklin Island development when the salt water lake was constructed, saving Council approximately \$0.5 million during this project.

The water that does pass through the waste body, or leachate, mainly from springs, is collected in a 20kL tank at the toe of the landfill and then solar pumped to an evaporation pond.

Volumes of water pumped each day, rainfall, power supply and the water level in the tank are all monitored remotely from the Council offices via the internet.



*Landfill Cap Stage Boundary across to the Evaporation Pond*



*Landfill Evaporation Pond*

## RENEWABLE ENERGY STREET LIGHTING

A hybrid renewable energy lighting project was developed for the Recreation Centre car park. The public lighting fixture comprises a solar panel and Darrieus blade wind turbine with a battery storage facility. Planning for the project was completed and funding support of the project was provided by the Local Government Association under the Solar Council's Community Program. Placement of the structure will occur in late 2012.



## OLD SCHOOL BUILDING COMMUNITY CENTRE

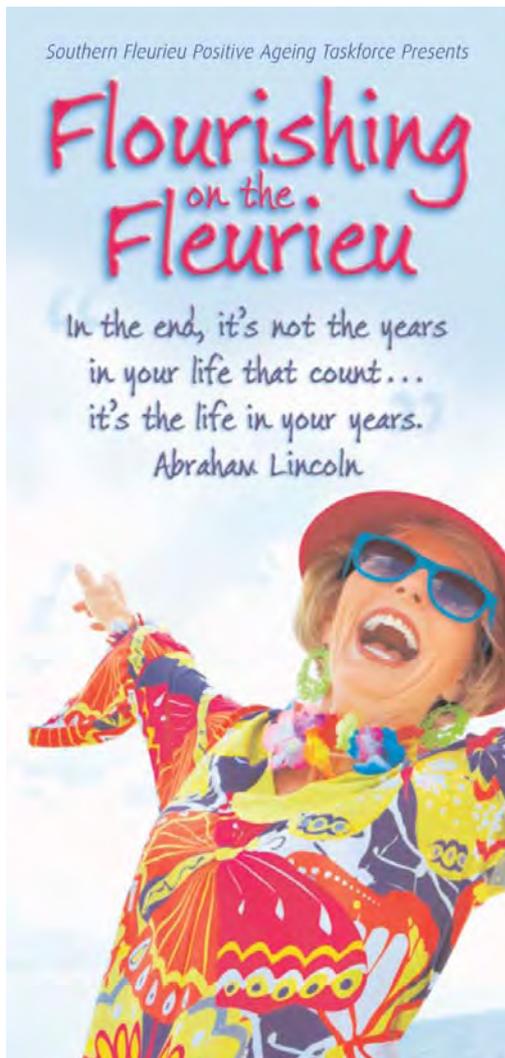
The Old School Building Community Centre, located in Torrens Street in Victor Harbor has continued to demonstrate its value as an affordable and centrally located venue for community groups to meet. 44 community groups used the building in 2011/12 (up from 37 groups in 2010/11), with 30 of these being regular user groups. The building was booked for 281 days for a total of 770 sessions (up from 623 in 2010/11).

## FLOURISHING ON THE FLEURIEU

The "Flourishing on the Fleurieu" Positive Ageing Expo was a free community event facilitated and funded by the Southern Fleurieu Positive Ageing Taskforce and supported by local Councils. It was held on 18 April 2012 at the Victor Harbor Civic Centre.

The aim of the Expo was to showcase the wide range of activities, clubs, exercise groups and healthy living supports that are available to older people living on the Southern Fleurieu.

A total of 40 different groups provided either static or interactive displays. Activities included tai chi, yoga, walking, stretching classes and zumba. There were also displays of healthy food, gardening and floral arts and crafts. Three community choirs attended and provided choral interludes throughout the day. An estimated 500 people attended the day.



## COMMUNITY GRANTS PROGRAM

The City of Victor Harbor Community Grants Program is funded to assist not for profit community groups and organisations in the planning, coordination and provision of community services to improve the quality of life, independence and well being of people within the Victor Harbor community.

Nine applications were funded for a total of \$4,781.

### A NEW STRATEGIC DOG AND CAT MANAGEMENT PLAN

Council's Strategic Dog and Cat Management Plan 2007/11 was reviewed and a draft plan 2012/17 was prepared, adopted by Council and submitted to the Dog and Cat Management Board for endorsement. The plan makes provision for the ongoing education, monitoring and enforcement of companion animal related activity and reinforces Council commitment under the Dog and Cat Management Act. The plan also reinforces Council's commitment to seeking an appropriate location for a dog exercise park.

Council continues to support the management of dogs through registration services, retrieval activities and impoundment facilities. Dog registrations have increased by 4.8%, from 2683 registrations in 2010/11 to 2812 in 2011/12.

### CLOSED-CIRCUIT TELEVISION (CCTV) PROJECT INTO TOWN CENTRE AREA

Council continued its Main Street Public Safety Initiative by installing the network infrastructure necessary for the next stage of CCTV cameras to proceed. In 2011/12 additional cameras were installed throughout the Ocean Street / Coral Street precinct providing more coverage to further improve public safety.

Signage was provided to local businesses to act as a further deterrent, as well as inform the public of the CCTV being in operation.

### UPGRADE OF SOLDIERS MEMORIAL RESERVE

Redevelopment of Soldiers Memorial Reserve commenced by placing permeable type paving for the new pathways and installing electric BBQs.

## OUR ACHIEVEMENTS

### Objective 3 Balance the pressures of high level growth with safeguarding the environment and lifestyle.

#### HIGHLIGHTS

##### DEVELOPMENT APPLICATIONS AND LAND DIVISIONS

Council processed 515 development applications under the Development Act during the 2011/12 financial year, totalling \$53.6m in development value. Overall, development has decreased when compared to previous years as indicated in the table below.

Number of Development Approvals and Values					
Year		Number Approvals	Total	Value	Total Value
05/06	Dwelling	219	661	\$49.7m	\$74.1 m
	Other	442		\$24.4m	
06/07	Dwelling	200	569	\$43.4m	\$66.9 m
	Other	369		\$23.5m	
07/08	Dwelling	231	695	\$45.1m	\$75.3 m
	Other	464		\$30.2m	
08/09	Dwelling	189	656	\$47.9m	\$60.9 m
	Other	467		\$13.0m	
09/10	Dwelling	172	627	\$42.3m	\$70.2 m
	Other	455		\$27.7m	
10/11	Dwelling	182	605	\$52.1m	\$68.6 m
	Other	423		\$16.5m	
11/12	Dwelling	152	511	\$38.2m	\$53.6 m
	Other	359		\$15.4m	

\*Other includes commercial, industrial and residential development ancillary to a dwelling

Thirty five land division applications were processed creating an additional 652 allotments. 2% of all development applications processed were determined by the Council Development Assessment Panel.

Of the 515 development applications, Building Rules approvals were processed by Council for 326 applications, with the remaining 189 being issued by private certifiers. 376 building rules

approval/compliance related inspections were carried out during the reporting period.

##### STREET TREE PLANTING PROGRAM AND STREETScape ENHANCEMENT PROGRAM

More than 6,950 native and indigenous seedlings were planted throughout the natural gullies in our coastal areas and in our native gardens.

##### COASTAL PROTECTION WORKS

A total of \$56,000 was spent on infrastructure to minimise sand erosion occurring and sand was carted to replenish the beaches, in partnership with the Coast Protection Board.

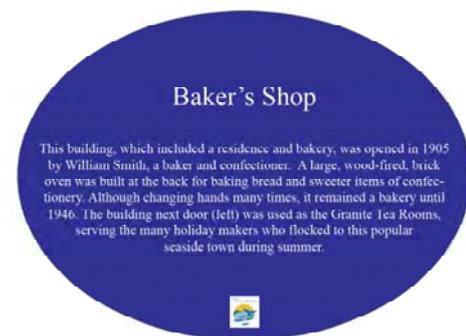
150 tonnes of waste was prevented from entering the sea by our gross pollutant traps along the coast.

##### FIRE PREVENTION ACTIVITIES

Council's fire prevention activities in preparation for the 2011/12 bush fire season culminated in the issue of 463 Hazard Reduction Notices. This was a reduction of 18% from the previous year. The fire prevention program included the slashing of road side areas and a number of vacant blocks.

##### HERITAGE PLAQUES

The first of a series of interpretive plaques were commissioned for local and state heritage places. 10 blue interpretive plaques have been received in preparation for placement on heritage places around Railway Terrace, Coral Street and Flinders Parade.



##### LOCAL HERITAGE INCENTIVES GRANT SCHEME

Council's Local Heritage Incentives Grant Scheme continued to operate during 2011/12 with a total of \$10,000 made available in grant funding to owners of local heritage buildings. The grants served to advance the maintenance, enhancement and protection of these places. The scheme also provided heritage related support services such as advice on architectural heritage design.

### **CENTRAL BUSINESS DISTRICT (CBD) FAÇADE MAINTENANCE GRANT SCHEME**

Council's Central Business District Façade Maintenance Grant Scheme continued to operate during 2011/12 with a total of \$10,000 made available in grant funding to owners and tenants of the mainstreet precinct shops and businesses. The grants serve to encourage enhancement of the precinct image.

### **FINAL STAGE OF THE HERITAGE TRAIL LINKING PETREL COVE TO THE HEYSEN TRAIL AT KING'S BEACH ROAD COMPLETED**

The Final Stage of the Heritage Trail was completed in 2011/12 linking to the Heyesen Trail at Kings Beach Road. The trail provides a comfortable walk from Kent Reserve along Franklin Parade to the Bluff and along the picturesque cliff line to Kings Beach Road where it meets the Heyesen Trail to Cape Jervis. Interpretive signage promotes an awareness of our cultural, environmental and historical heritage. Expenditure in 2011/12 was \$116,000 including a Grant of \$75,000 from the Open Space Grant Program.



### **RAILWAY PRECINCT PROJECT – WALKWAY**

Council endorsed the 'Railway Precinct Project' and obtained a supporting State Government grant ('Places for People'), in 2011/12. In conjunction with the three adjoining property owners Council designed a public pedestrian walkway ('McLaren Lane') between Ocean Street and Railway Terrace. The walkway is complete and now provides a vital pedestrian link, encouraging greater accessibility and further enhancing the town centre.



### **SUPPORT FOR VOLUNTEERS**

Council is very fortunate to have more than 450 volunteers involved in various Council programs, and as members of Council advisory committees.

Around 190 Council volunteers attended a function organised to enable staff and elected members to express their appreciation on behalf of the community to volunteers for their involvement in Council programs. The event was held in December 2011, in association with International Volunteers Day.

Around 100 volunteers also attended a breakfast at the Civic Centre, held in June, as a part of South Australia Volunteers Day.

In May 2012, Council's National Volunteer Week Small Grants Program allocated small grants to 27 non-profit community groups to celebrate and recognise the contribution of up to 725 community volunteers.

### **VICTOR HARBOR LIBRARY**

In 2011/12 we have seen the further development of many existing programs. Personal Computer Help, Family History Help, Chess Club, Book Club and Children's Programmes all experienced record numbers.

Through kind donations totalling \$6,500, from the Friends of the Victor Harbor Library and the Encounter Bay Family History Group the Library was able to refurbish its Local History Area. Pin boards, slat walls, and display cabinets were installed and hopefully this will make the area much more accessible.

An eye catching addition has been the installation of a Victor Harbor diorama donated by artist Will Hendrix and the Commonwealth Bank.

### **CARING NEIGHBOURHOOD PROGRAM CELEBRATES 15TH ANNIVERSARY**

The Caring Neighbourhood Program recognises that maintaining social connection and involvement is vital in ensuring better health and well being. Volunteers provide companionship, friendship and links into the community for people who for a variety of reasons are not able to easily maintain those social connections.

The Caring Neighbourhood Program celebrated its 15<sup>th</sup> anniversary with a BBQ for volunteers and presentation of service awards.

## Objective 4 Deliver excellence in leadership, service delivery and organisational management that underpins our strategic directions.

### HIGHLIGHTS

#### TRAINING FOR STAFF TO OPTIMISE USE OF INFORMATION TECHNOLOGY

Council upgraded to a later version of Microsoft Office and staff were provided with a series of training courses. Support issues around the software were minimal due to this training which was provided by an external company.

#### ORGANISATIONAL MANAGEMENT

In 2011/12 Council commenced a number of tasks to ensure effective governance and legislative compliance including:

- Review of the Long Term Financial Plan, Asset Management Plan, and Ten Year Plant Replacement Program.
- Providing risk management training.
- Review of Council's public relations and communications strategies.
- Developing new communications strategies such as "Victor Viewpoint".

Council has continued to work with State and federal governments, neighbouring Councils and the non government sector to plan for and respond to the needs of the community.

#### RECOGNISING OUR COMMUNITIES ACHIEVEMENTS

Australia Day was celebrated with a citizen's breakfast assisted by members of the Victor Harbor Rotary Club, and an award ceremony on Warland Reserve, attended by approximately 300 people.



2012 Victor Harbor Australia Day Awards were presented to:



*Citizen of the Year  
Geoffrey Pfeiffer*



*Young Citizen of the Year  
Victor Harbor High School Senior Band*



*Community Event of the Year  
"Oliver" – the Musical*

Mayor Graham Philp also conducted a Citizenship ceremony for nine new Australian citizens.

## FINANCE

The Council prepared its 2011/12 Annual Business Plan in conjunction with the Annual Budget process. The Annual Business Plan is a framework of services, programs and projects for the year and provides important links and references to the Council's Strategic Plan and other long term plans and policies.

The Council's total rate revenue increased from \$13.7 million in 2010/11 to \$14.9million in 2011/12, a total increase in revenue of 9%. The increase included a 30% increase in the Natural Resources Management Levy collected by Council on behalf of the State Government. The average residential rates payable increased by 8.5% after discounting growth factors (i.e. subdivisions and property improvements).

Council adopted the Valuer-General's total capital valuation for the district of \$3.9 billion of which \$3.8 billion was rateable, representing a total valuation increase of 4.5% across all rateable properties.

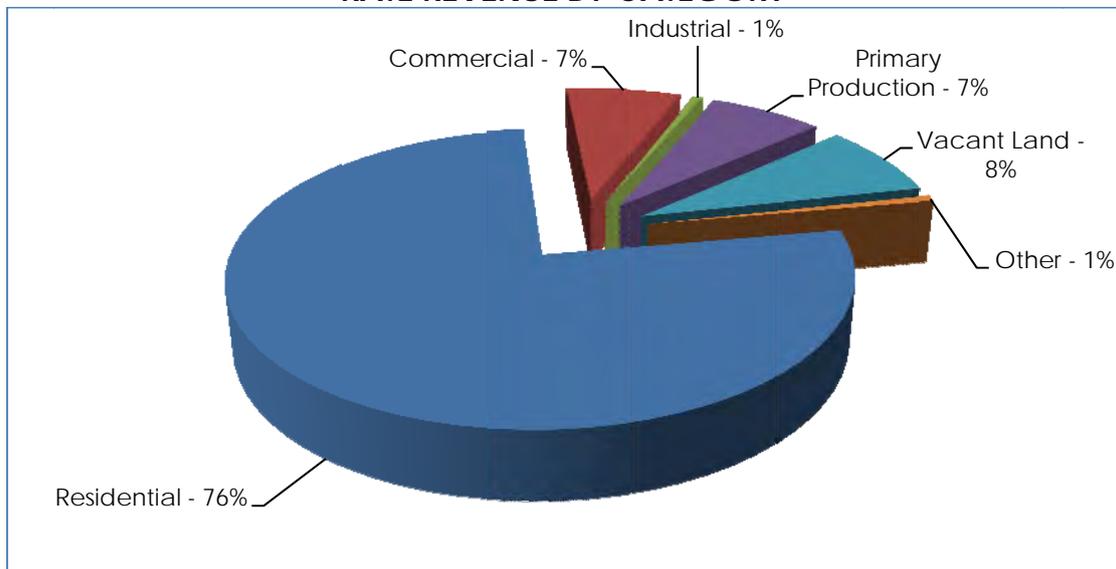
The adopted rates in the dollar were determined using the following land use categories:

LAND USE CATEGORY	DIFFERENTIAL BASIS	RATE IN THE DOLLAR
<b>Residential</b>	Base Rate	0.3011 cents
<b>Commercial</b>	Base Rate + 30%	0.3914 cents
<b>Industrial</b>	Base Rate + 15%	0.3463 cents
<b>Primary Production</b>	Base Rate - 15%	0.2559 cents
<b>Vacant Land</b>	Base Rate + 40%	0.4215 cents
<b>Other</b>	Base Rate	0.3011 cents

The fixed charge imposed by Council was increased from \$280 to \$300. This amount recovered 20% of the total rate revenue, with the remainder funded through the above differential rating structure.

Council's annual Commonwealth Financial Assistance Grant is distributed by the SA Local Government Grants Commission. The General Purpose component of the grant increased by 32% to \$356,637 and Road Grants by 25% to \$413,961. The significant increase is due to the receipt of two advance payments rather than one in late June.

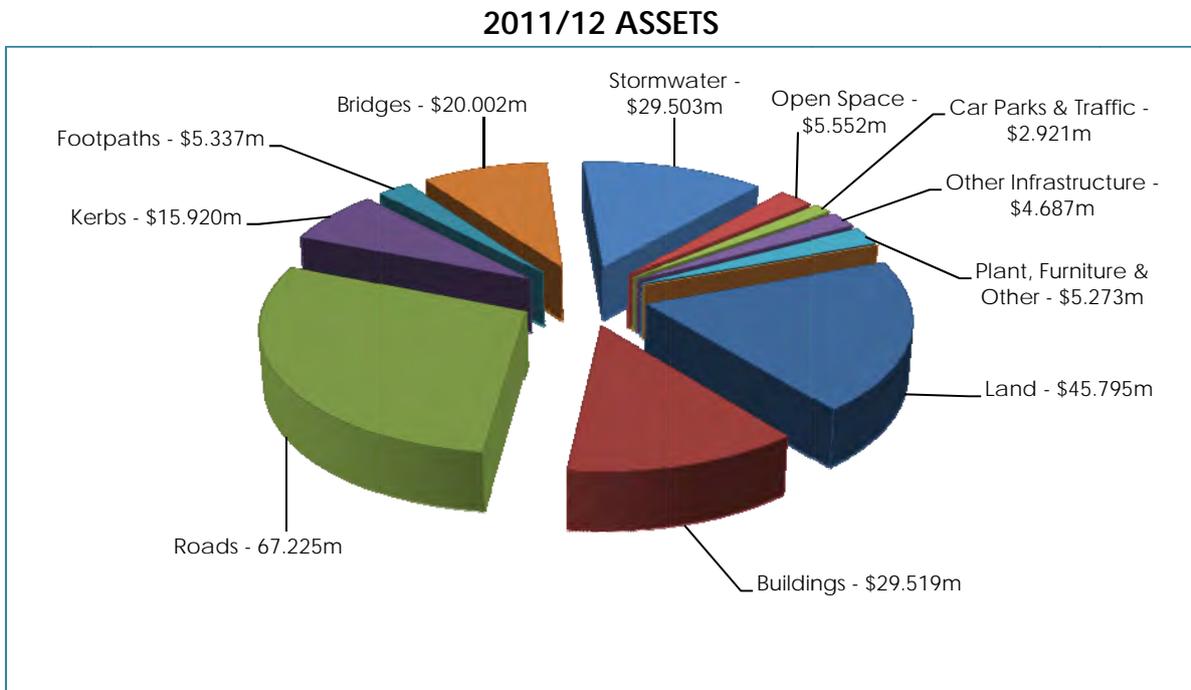
**RATE REVENUE BY CATEGORY**



Council borrowed \$2.06 million of a budgeted \$3.2 million as funds were not required due to the removal or deferral of major projects such as Torrens Street drainage, purchase of land for cemetery, renovation of horse tram and the waste transfer station. Loan principal repayments of \$940,007 were made during the year.

Council's existing asset base was increased by the inclusion of capital projects worth \$4.7 million and subdivision infrastructure received from developers valued at \$0.7 million. Revaluations of land, buildings, roads and kerbs resulted in an increase in the value of assets by \$19.7 million.

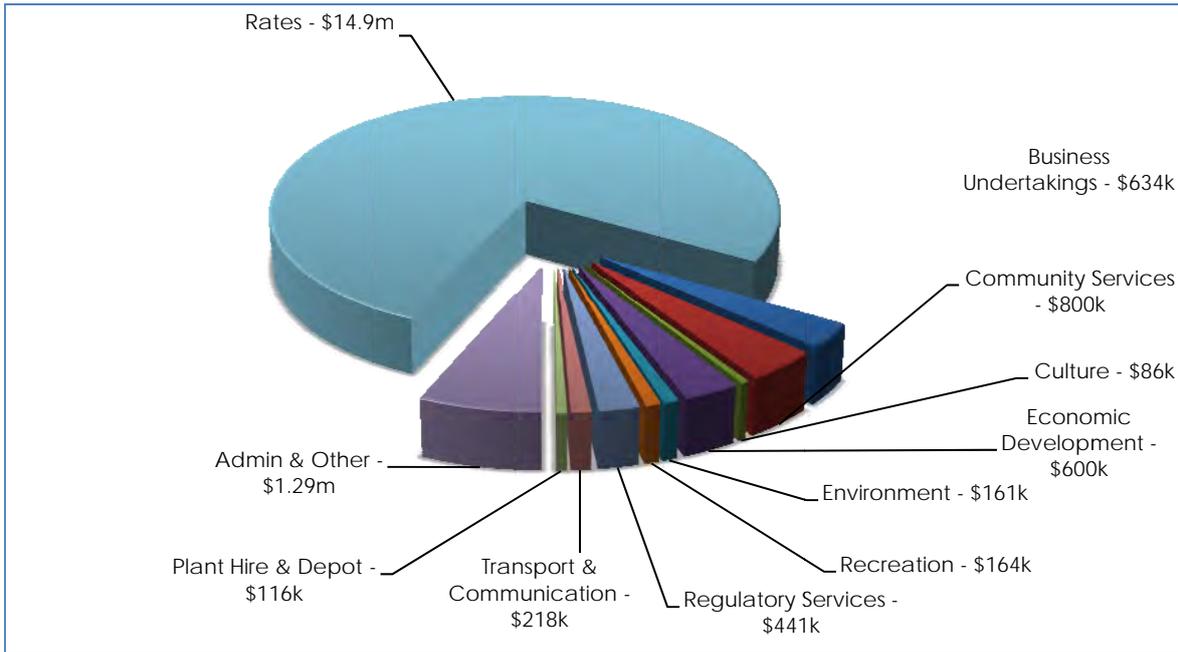
Council's total assets were valued at \$231.7 million as at 30 June 2012 and consist of the following:



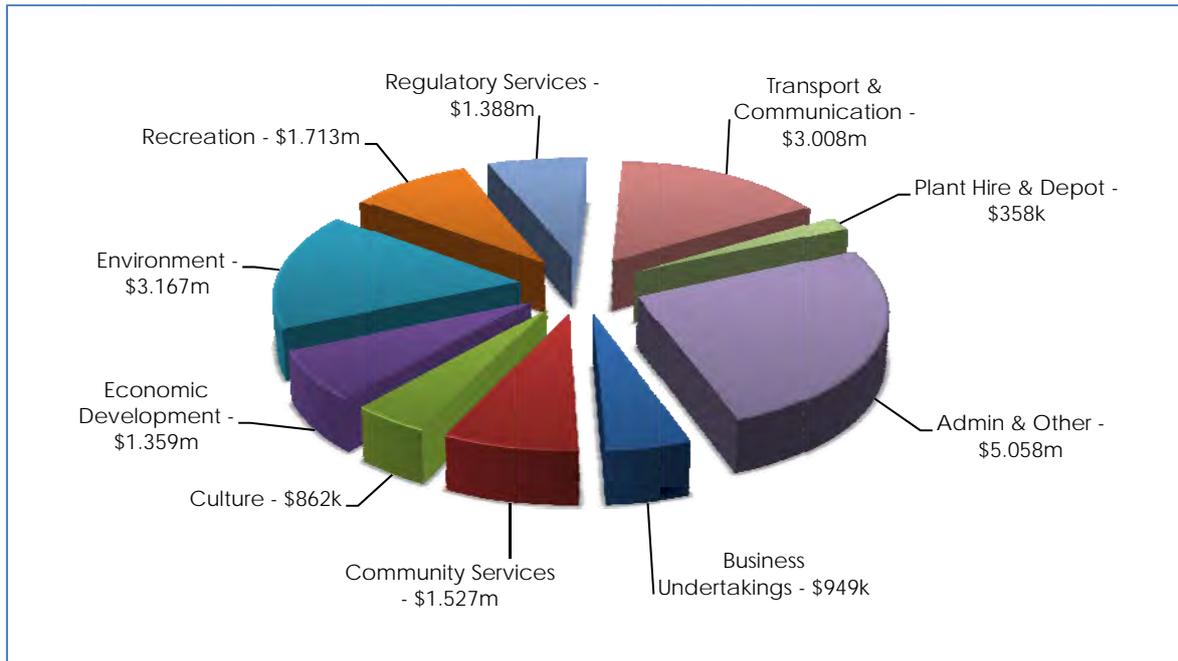
The 2011/12 Statement of Comprehensive Income indicates income of \$19.410 million in operating income and \$19.389 million in operating expenses. This results in an Operating Surplus of \$21,000.

The following graphs indicate the proportions of the Operating Result by activity:

**2011/12 OPERATING INCOME BY ACTIVITY**

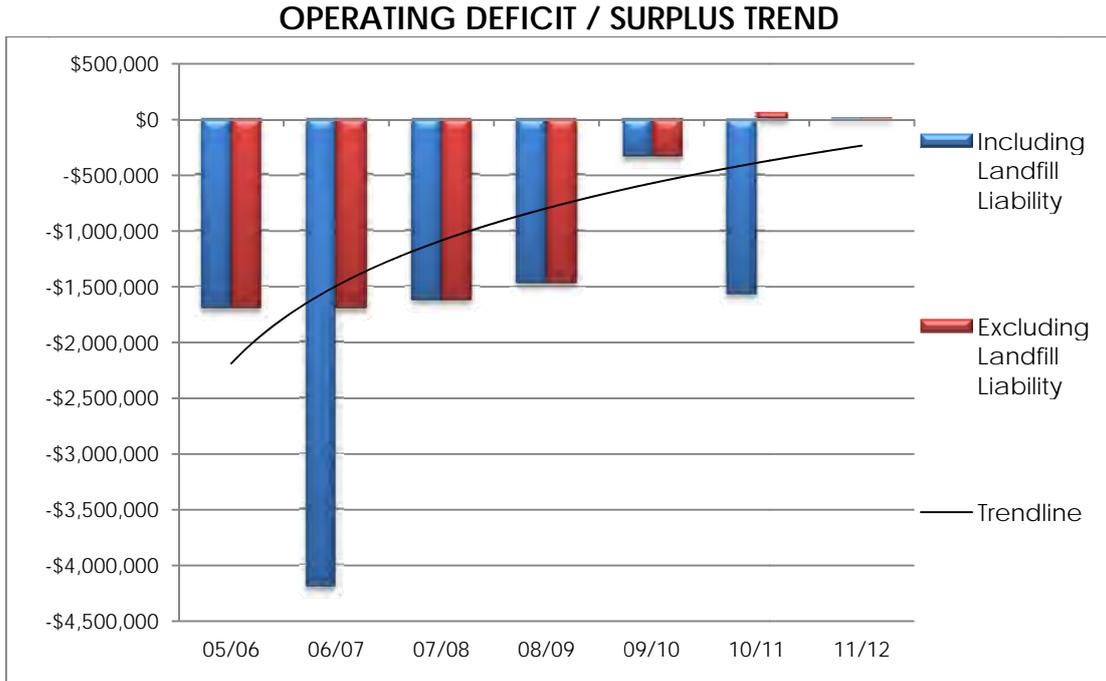


**2011/12 OPERATING EXPENSES BY ACTIVITY**



Council continued to acknowledge its responsibilities to strengthen its financial sustainability. The inclusion of financial indicators in the budgeting and annual reporting process provides Council with the opportunity to measure its financial performance and to identify and address any unfavourable trends.

The following chart shows the significant progress of Council towards reducing its operating deficit over the past seven years. The chart displays a favourable trend, notwithstanding the extraordinary items relating to landfill liability in 2006/07 and 2010/11.



The Council's audited financial statements for the year ended 30 June 2012 are provided as an appendix to the Annual Report.

## ANNUAL BUSINESS PLAN 2012/13

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.

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 2012/13 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 2012/13 Annual Business Plan are:

<b>Key Planned Activities</b>	<ul style="list-style-type: none"> <li>144 Key Planned Activities have been identified to contribute towards achieving Council's long term objectives.</li> </ul>
<b>Capital Budget</b>	<ul style="list-style-type: none"> <li>\$5.98 million of Capital Works. Major projects include Stormwater Drainage (\$1.28m), Road Works (\$1.65m), Footpaths (\$310k) and Reserves and Recreation (\$305k).</li> </ul>
<b>Operating Budget</b>	<ul style="list-style-type: none"> <li>Operating Deficit of \$49k including depreciation, in contrast to an expected Operating Deficit of \$147k in 2011/12.</li> </ul>
<b>Loans</b>	<ul style="list-style-type: none"> <li>New loans of \$1.5 million, in line with the Long Term Financial Plan.</li> </ul>
<b>Rates</b>	<ul style="list-style-type: none"> <li>General rate revenue of \$15.9 million (additional 7.6%)</li> <li>Average Residential Rate increase of 6.4%.</li> <li>Fixed Charge increased to \$310, to raise 20% of total rate revenue.</li> </ul>
<b>Rating Policy</b>	<ul style="list-style-type: none"> <li>Differential rate percentages on all land use categories unchanged except for Primary Production (reduction of subsidy from 15% to 12.5%).</li> <li>Differential on Commercial &amp; Industrial properties to be used for economic development activities.</li> <li>Rate capping for residential properties and opportunities for seniors rate postponements.</li> </ul>
<b>Financial Sustainability</b>	<ul style="list-style-type: none"> <li>Operating Deficit of \$49k (-0.3%) compared to an Operating Deficit of \$147k (-1.0%) in 2011/12.</li> <li>Net Financial Liabilities Ratio to increase from 81% to 95%</li> <li>Asset Sustainability Ratio increase from 72% to 84%.</li> </ul>

## SIGNIFICANT PROJECTS FOR 2012/13

PROJECT	SUMMARY
PUBLIC CONVENIENCES	Provision has been made to supply and erect a public convenience within Starfish Park in the Rise Development adjacent Ocean Road (\$60k).
WASTE MANAGEMENT	<p>Council will undertake a joint waste transfer station with Alexandrina Council at the Goolwa Landfill. A contribution towards operating expenses (\$100k) and an initial contribution to capital expenses (\$200k).</p> <p>Waste collection services will continue to be provided by the Fleurieu Regional Waste Authority at a cost of \$1.04 million.</p>
STORMWATER DRAINAGE	Major stormwater drainage projects proposed are 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	<p>Development and upgrade of the playground, furniture settings, barbeques and extension of the bikeway are proposed at the Soldiers Memorial Reserve. The Heritage Trail upgrade will continue.</p> <p>The Irrigation Upgrade Program will continue.</p> <p>Upgrade of facilities at the Youth Park.</p> <p>Construction of a Pontoon at the Bluff Boat Ramp.</p> <p>The total cost of parks, reserves and sporting facilities is expected to be (\$305k).</p> <p>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.</p>
ROADS AND FOOTPATHS	<p>Total road construction allocation of \$1.65 million includes major resealing and re-sheeting programs, and reconstruction of Harborview Terrace and Flinders Parade.</p> <p>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 (\$310k).</p>
PLANT AND EQUIPMENT	<p>Council's grader changeover approximate price of (\$250k).</p> <p>Other significant purchases include the replacement of a skid-steer loader and changeover of a truck.</p>
BUSINESS ACTIVITIES	Significant development (\$65k) within the Whale Centre has been planned including the installation of a large interactive map and a thematic entrance with photo booth.
OTHER PROJECTS	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.