

City of Victor Harbor Annual Business Plan 2011-2012



city of
Victor Harbor



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

2011-2012 ANNUAL BUSINESS PLAN AT A GLANCE

Council will develop and maintain essential infrastructure such as roads, footpaths, stormwater 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 2011-2012 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 2011-2012 Annual Business Plan are:

- | | |
|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Key Planned Activities | <ul style="list-style-type: none"> • 174 Key Planned Activities for 2011-2012 have been identified to contribute towards achieving Council's long term objectives |
| Capital Budget | <ul style="list-style-type: none"> • \$7.1 million of Capital Works, including major projects of Causeway Plaza Redevelopment (\$2.2m), Road works (\$1.2m), Stormwater drainage (\$715k), Footpaths (\$350k) and Reserves and Recreation (\$395k). |
| Operating Budget | <ul style="list-style-type: none"> • Operating surplus of \$10k including depreciation, an improvement of \$254,000 on the current year's expected operating result. |
| Loans | <ul style="list-style-type: none"> • New loans of \$3.2 million, well within that proposed in the Long Term Financial Plan. |
| Rates | <ul style="list-style-type: none"> • Total revenue requirement of \$14.7 million (additional 9%) • Average Residential Rate increase of 6.8% (8.5% overall). • Fixed Charge increased to \$300, to raise 20% of total rate revenue. |
| Rating Policy | <ul style="list-style-type: none"> • Differential rate percentages on all land use categories unchanged. • Differential on Commercial & Industrial properties to be used for economic development activities. • Rate capping for residential properties and opportunities for seniors rate postponements. |
| Financial Sustainability | <ul style="list-style-type: none"> • Operating Result reduced from \$244,000 deficit (-2%) in 2010/11 to \$10,000 surplus (0%). • Net Financial Liabilities Ratio to increase from 75% to 83%. • Asset Sustainability Ratio to increase from 57% to 90%. |



2010 Rock 'N Roll Festival

INTRODUCTION

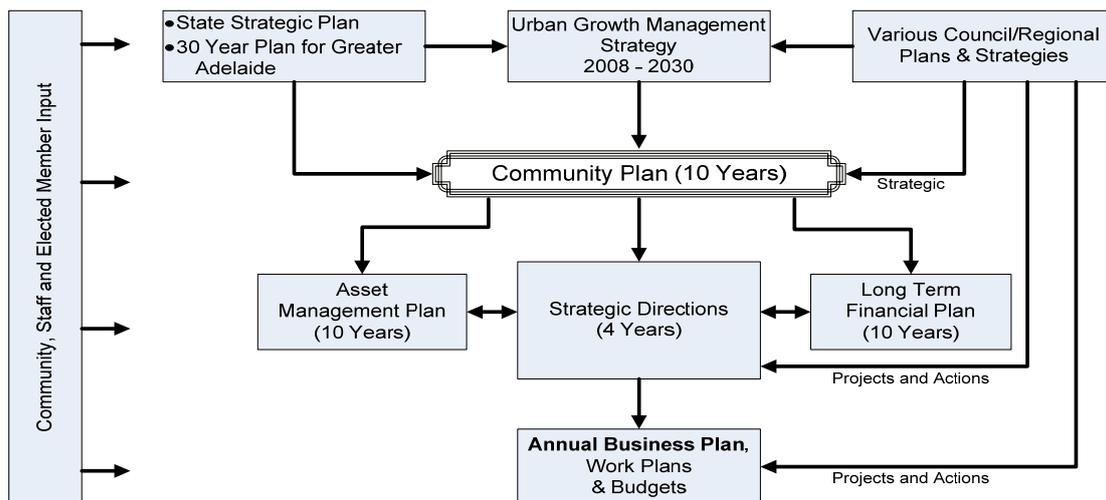
Section 123 of the Local Government Act 1999 requires that Councils prepare an annual business plan and budget which provides a summary of Council’s long term objectives, provides an outline of objectives and activities for the coming financial year, and provides an outline of how Council plans to measure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

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

HOW THE ANNUAL BUSINESS PLAN FITS WITH OUR OTHER PLANS

Council’s 2011-2012 Annual Business Plan shows how Council will allocate its budget and what services, programs and projects will be developed in the coming financial year to contribute to achieving Council’s long term objectives. It is informed by its Strategic Directions 2011-2015, which in turn is informed by Council’s Community Plan 2021. Council’s Long Term Financial Plan and Asset Management Plan, both of which cover a ten year period also provide important input into the Annual Business Plan.

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



OUR LONG TERM OBJECTIVES

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

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

For each Objective a series of Approaches have been identified, which in broad terms, explain how to achieve our Objectives. These Objectives and Approaches provide the framework for our Key Planned Activities in 2011-2012.

SIGNIFICANT INFLUENCES

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

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

Other significant factors include:

- Consumer Price Index of 3.6% (March 2011) and Local Government Price Index of 3.4% (March 2011) (Note: LGPI reflects those items in CPI which impact directly on Local Government costs)
- Fees/charges imposed by other levels of government.
- Commitments to continuing projects and partnership initiatives over more than one year,

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

- The budget will reflect the proposals contained in the Long Term Financial Plan, which seeks to deliver financial sustainability (i.e. an operating surplus) by 2013;
- The Long Term Financial Plan proposes that total revenue raised through general rates will need to increase by 9%. The draft budget also proposes this increase which equates to an average rate increase of 8.5% (residential 6.8%).
- Total operating expenses to be held within 2% of the current year's level, and less than that proposed in the Long Term Financial Plan;
- Major projects will maximise funding partnership opportunities, i.e. Federal, State, private;
- Loan borrowings will be contained within long term objectives of the Council;
- All legislative obligations will be provided for.

SUMMARY OF ACTIVITIES FOR 2011-2012

ONGOING ACTIVITIES

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

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

SIGNIFICANT PROJECTS FOR 2011-2012

Causeway Plaza

Construction of the Causeway Plaza project will commence in July 2011 and will consist of a redevelopment of the area adjacent to the Horse Drawn Tram office, Visitor Information Centre and amusements area. Upgrades will include a new horse drawn tram terminus and viewing platform, paving, lighting, turf, furniture and landscaping. The project is expected to cost \$2.2 million, assisted by grants of \$1.1 million.

Waste Management

The closure of the Victor Harbor Landfill Depot will be followed by the establishment of a waste transfer station. Council will be responsible for the remediation of the landfill site in accordance with the requirements of the EPA at a cost of \$1.5 million. Waste services will continue to be provided by the Fleurieu Regional Waste Authority at a cost of \$1.2 million.

Stormwater Drainage

Several major stormwater drainage projects are proposed, including Torrens Street/Hill Street in the CBD and the completion of the inlet upgrade program in high risk areas. Design work will also commence on future projects at Breckan Avenue, Acraman Street and the Bacchus detention basin. Total cost is expected to be \$715,000.

Parks, Reserves and Sporting Facilities

Significant upgrades of playgrounds, outdoor furniture settings, barbeques and paving are proposed at the Soldiers Memorial Reserve and other locations. The Heritage Trail will be completed and Bluff Walking Trail will be designed and commenced during the year. Recreational activities will include the reconstruction of the BMX track and a shelter at the Youth Park. Total cost is expected to be \$395,000.

Roads and Footpaths

A total road construction allocation of \$1.24 million includes major resealing and re-sheeting programs, the reconstruction of Ridgeway Street and Harborview Terrace and design for future works at Bay Road, Pine Avenue and Torrens Lane East. A total of \$350,000 has been allocated to upgrade 15 footpaths in accordance with the Council's condition rating model.

Mainstreet Projects

A further eight closed circuit television cameras will be installed in the CBD and the walkway linking Ocean Street with the Railway Precinct will be completed. Allowances have been made for planning and design of the future redevelopment of Ocean Street and the Railway Precinct.

Other Projects

Other projects proposed in the budget include the purchase of chairs for the Town Hall, carpark lighting at the Recreation Centre, replacement of public computers at the library, renovation of another horse drawn tram and purchase of land as a site for the new cemetery.

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.

Grants and Contributions

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

KEY PLANNED ACTIVITIES FOR 2011-2012

Council has identified 174 Key Planned Activities to be undertaken in 2011-2012. Whilst not an exhaustive list of everything that Council does, Key Planned Activities illustrate what Council will do over the next year, to respond to issues that Council believes will be critical to the future of Victor Harbor. The following pages identify around 70 of the more significant Key Planned Activities for 2011-2012, listed under Objectives. The numbers in brackets after each activity refer to relevant strategies contained in the document. A full list Key Planned Activities can be viewed on Council's website.

Objective 1

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

Desired Outcomes

- A supportive environment for business
- A range of housing types
- Strong linkages locally, interstate and overseas
- Learning and training opportunities provided locally
- A culturally diverse and vibrant place to live

Examples of Key Planned Activities for 2011-2012

- Consider opportunities to promote Victor Harbor's assets in order to encourage new businesses that attract a younger demographic. (1.1.1)
- Complete the review of Council's signage policies. (1.2.2)
- Prepare a design framework and concept plans for the Main Street Precinct/Ocean Street Streetscape. (1.2.11)
- Review Strategic Direction Report (s30 Review) to align with 30 Year Plan for Greater Adelaide in accordance with Ministerial requirements (1.2.12)
- Initiate Enterprise DPA as per section 30 Review (1.2.17; 1.2.18; 1.2.19; 1.2.20)
- Investigate the impacts and opportunities relating to the new South Australian Tourism Commission Regional Tourism Plan. (1.2.22)
- Initiate Centres Review DPA as per section 30 Review (1.3.1; 1.3.2; 1.3.4)
- Commence town centre car parking strategy (1.3.3)
- Develop an event impact monitoring tool and report framework for measuring and reporting the value of festivals and events. (1.4.1)
- Organise and stage the Whale Time / Play Time Festival, and Rock and Roll Festival. (1.4.1)
- Develop a Business Differential Rates Expenditure Strategy for disbursement of Economic Development Fund. (1.4.4)
- Advocate so that fishing activities are not unreasonably impacted upon by Government proposals for the establishment of marine parks. (1.4.4)
- Further develop tourism support business opportunities, such as booking services, advertising packages and tour packages, at the Visitor Information Centre. (1.4.7)
- Coordinate development of a local convention/conference facility marketing resource pack in partnership with appropriate local venues. (1.5.2)
- Progress Better Development Plan DPA (1.7.6; 1.7.7)
- Support the Southern Communities Transport Scheme to assist transport disadvantaged people to access medical and other essential services. (1.10.6)
- Commence the newly developed footpath installation and upgrade program as a result of the condition rating assessments undertaken during 2009/10 for Council asset management plans (1.12.1; 1.12.4; 1.12.5)
- Work with the Disability Access Committee to identify and upgrade problem footpath areas (1.12.1)
- Review service standards and maintenance of existing footpaths. (1.12.3)
- Continue Playground Development Program – including upgrade of Youth Park & renewal at Soldiers Memorial Reserve (1.15.4)
- Develop the Victor Harbor BMX track as per Recreation and Open Space Strategy (1.15.4)
- Undertake the construction of the Causeway Plaza Project (stage 1) (1.16.1)
- Support the Southern Fleurieu Youth Advisory Committee including the provision of opportunities for young people to plan, implement and participate in arts and cultural activities. (1.17.1)

Objective 2

Achieve the sustainable provision of physical infrastructure and community services.

Desired Outcomes

- Effective management of urban growth
- Sustainable developments that minimise dependence on resources and impacts on the natural environment
- Move towards self-sufficiency in water, wastewater, hard waste and energy
- Efficient and timely provision of health and community services

Examples of Key Planned Activities for 2011-2012

- Progress the development of a suitable Waste Transfer Station to meet the needs of Victor Harbor. (2.2.1)
- Together with the Fleurieu Regional Waste Authority provide an efficient and sustainable waste collection service. (2.2.1)
- Implement Landfill closure actions for closure in 2012. (2.2.4)
- Continue with the design and construction of stormwater upgrades identified in the Urban Stormwater Masterplan, and included in Council's Ten Year Capital Works Program (2.3.1)
- Review the strategies included in the Flood Management Master Plan and include priority measures in future budgets, and incorporate the findings of the Masterplan into the Development Plan and the Emergency Management Plan (2.3.2)
- Initiate Climate Change Study as per section 30 Review (2.5.1)
- Investigate feasibility of renewable energy system deployment for Council buildings and infrastructure (including street lighting). (2.6.2)
- Incorporate opportunities for "hybrid" street lighting into Ocean Street Streetscape Framework and Concept Design Process where appropriate and following feasibility evaluation. (2.6.4)
- Complete the City of Victor Harbor Community Venues Study. (2.7.1; 2.7.2)
- Review the delivery of the immunisation program. (2.8.8)
- Review and develop a new Strategic Dog and Cat Management Plan (2.8.8)
- Deliver Stage 3 of CCTV Project into town centre area (2.9.2)
- Continue negotiations for a future cemetery site. (2.10.1, 2.10.4)
- Review Council's Disability Discrimination Act Action Plan. (2.11.2)
- Incorporate improved disability access, where feasible, in toilet upgrades, playground and reserve development, and beach access and paths.(2.11.2)
- Undertake reserve and street furniture upgrade programs (2.12.1)
- Undertake playground renewal, development and upgrade (2.12.1)
- Commence planning and construction of Bluff Walking Trail upgrade for 2012/13. (2.12.6)
- Work with the Boating Facilities Working Party to refine the concept for an eastern boat ramp and obtain a preliminary cost estimate for Council's consideration (2.12.8)
- Design of Bridge Terrace Reserve toilets as per Toilet Upgrade Program (2.12.10)
- Further develop the proposal of a privately contracted and operated regional aquatic complex (2.12.11)

Objective 3

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

Desired Outcomes

- Landscapes, townscapes and natural environment are protected, conserved and enhanced
- Ecologically sustainable urban design and development
- A sense of community ownership and involvement

Examples of Key Planned Activities for 2011-2012

- Complete Water Quality and Conservation Action Plan as identified in the Environmental Management Plan (3.1.2, 3.1.5)
- Undertake Coastal Protection Program including seeking funding from the Coastal Protection Unit (3.1.2, 3.1.13)
- Undertake Roadside Vegetation Program (3.1.4)
- Continue Street Tree Planting Program and Streetscape Enhancement Program (3.1.4, 3.1.5)
- Implement Urban Forests Project Stage 2 (3.1.5)
- Undertake Native Vegetation Set Aside Revegetation Program (3.1.6)
- Incorporate biodiversity conservation measures into the Better Development Plan DPA process (3.1.11)
- Facilitate Council's Local Heritage Incentives Grant scheme. (3.2.3)
- Facilitate CBD façade maintenance grants. (3.2.3)
- Develop Stage 3 of the Heritage Trail linking Petrel Cove to the Heysen Trail at King's Beach Road (3.2.5)
- Complete Stage 1 of Railway Precinct Project – Walkway. (3.2.8)
- Develop Victor Harbor Climate Change Action Plan as identified in Environmental Management Plan (3.4.3)
- Investigate future needs, options/strategies for performing arts venues. (3.5.2)
- Support the provision of a volunteer referral service for residents wanting to get involved in community life, and share their skills and experiences. (3.6.3)
- Support and further develop special interest groups in the library such as book clubs, the chess club, and the family history group. (3.6.5)
- Review the Library's Local History services. (3.6.5)
- Expand/Consolidate the Library's Housebound Service. (3.6.6)
- Expand Audio-Read Service at the Library. (3.6.6)
- Undertake programmed line marking, maintenance and signage upgrades of the bike ways and shared paths. (3.6.9)

Objective 4

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

Desired Outcomes

- A financially sustainable organisation
- An adaptable, skilled and satisfied workforce
- A safe working environment
- Excellent customer service
- Effective governance
- Legislative compliance
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Examples of Key Planned Activities for 2011-2012

- Undertake annual review of the Long Term Financial Plan, to incorporate major changes due to changes in annual budget and following review of the Asset Management Plan. (4.1.1)
- Review and consolidate Council's Treasury Management Policy (4.2.3)
- Review and update Asset Management Plans, including a review of levels of service. (4.3.1)
- Review and update the Ten Year Capital Works Program to incorporate changes in the annual budget and Asset Management Plan. (4.3.2)
- Conduct revaluation and condition assessment of land, building and road assets. (4.3.6)
- Complete an organisation wide risk management system, including addressing primary actions in the LGAMLS Risk Management Review Audit (4.5.1)
- Review and promote the LGA One System OHS&W Management System. (4.6.1)
- Provide apprenticeships, traineeships and work experience opportunities. (4.7.2)
- Develop consistent volunteer management policies and practices across all areas of Council volunteer activity. (4.7.6)
- Undertake an investigation to determine a preferred structure for human resource services to best meet the changing needs of the organisation. (4.7.7)
- Renew IT hardware on a regular basis to reduce the chance of failure, to increase up-time, and maintain a fleet of hardware under warranty. (4.9.1)
- Investigate opportunities for virtual desktop software deployment. (4.9.1)
- Improve the usability, content and look of Council's corporate website and ensure that Council's website is maintained and updated to maximise consultation exposure to the community. (4.9.2)
- Investigate opportunities to implement fibre optic cabling between sites in a cost effective manner including, private partnerships, commercial offerings, grant funding, joint project, in conjunction with other civil works, and/or national broadband network. (4.9.5)
- Reduce Council's risk of hardware failure through virtualisation of servers and by installing key equipment over multiple sites in low risk, secure locations. (4.9.6)
- Review Council's public relations and communication's strategies. (4.11.1; 4.11.4)
- Review and better define Council's complaints handling procedures including formal and informal options and Council's customer service philosophy. (4.12.3)
- Implement recommendations received as a result of the Good Governance Assessment Audit. (4.14.1; 4.14.2; 4.14.3)
- Work with State and Federal government, neighbouring Councils and the non government sector to plan for and respond to the needs of the community. (4.16.2)
- Support and recognise our community's achievements through Australia Day Awards and other opportunities. (4.18.3)

OUR MEASURES OF SUCCESS

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

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

COMPLETION OF KEY PLANNED ACTIVITIES

Council will regularly review its performance towards completing Key Planned Activities. Council's performance target is to complete at least 90% of the listed Key Planned Activities.

LEVELS OF SERVICE DELIVERY

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

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 its objectives.

In some cases targets are identified, and in other cases the indicator describes a desired direction i.e. an increase or decrease. In selecting indicators and data sources, consideration has been given to various criteria including how often the data is updated, the scale of the data and its compatibility with reporting. It is not intended that the indicators reflect a complete picture of every aspect of every objective.

Rather they reflect a trend towards a desired outcome and a desired direction. Council will report on their performance against those indicators, for which data is available, on an annual basis.



Revegetation program at The Bluff

Objective 1

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

Indicator	Measure	Target/Trend
Employment and Economic Development		
Workforce population	% of population in the workforce Number of people employed in local businesses	44% or higher Maintain at current level or increase
Business investment and employment	Number of new businesses Changes in business types	Maintain at current levels or increase
Population and Housing		
Proportion of younger people	% of population under the age of 45 Median age	39% or greater 54 years or less
Proportion of permanent residents	% of occupied dwellings	71% or greater
Housing affordability	Median rent compared to Australia Median housing loan repayment compared to Australia	84% or less 75% or less
Cultural diversity	% persons born overseas % of Indigenous people	18.5% or greater 0.9% or greater
Connectivity		
Use of public transport services	People using public and community transport services	Annual increase
Information technology services	% of occupied households with an internet connection	54% or greater
Community		
Child and family friendly community	% of family households consisting of children	30% or greater
Youth participation	Number of young people participating Council youth activities and events.	Annual increase

Objective 2

Achieve the sustainable provision of physical infrastructure and community services.

Indicator	Measure	Target/Trend
Physical Infrastructure		
Effective management of urban growth	To be developed	To be developed
Storm water and waste water reuse	Quantity of storm water and waste water reused by Council	Maintain at current level or increase
Energy efficient design/construction	To be developed	To be developed
Community		
Perceptions on safety and security	Safety and security - Index	Better than the state average
Accessibility to goods, services, amenities and facilities	Quality of Life - Index	Better than the state average
Provision of parks, reserves and open space	Providing and maintaining sporting facilities, parks, gardens, reserves and open space - Index	Better than the state average
Provision of community meeting places	Providing and maintaining community halls and cultural buildings - Index	Better than the state average
Provision of disability access and information services	Providing and maintaining facilities for the aged disabled and special needs groups - Index	Better than the state average

Objective 3

Balance the pressure of high level of growth with safeguarding the environment, lifestyle and prosperity.

Indicator	Measure	Target/Trend
Environment		
Safeguarding ecological values and biodiversity	Area of native vegetation in Council reserves	Maintain at current level or increase
Encouraging compact urban form	% of occupied dwellings that are semi – detached, terraces, townhouse , units or apartments	12% or greater
Addressing the impacts of climate change	Carbon savings through the use of renewable energy	Reduction
Community		
Community interaction	Number of people who volunteer	28% or greater
	Number of people who volunteer with Council Programs	Maintain at current level or increase
	Number of people who access Council's library	Annual increase

Objective 4

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

Indicator	Measure	Target/Trend
Financial and Operational Sustainability		
Financial sustainability	Operating Surplus Ratio and Net Financial Liabilities Ratio	0% or greater 75% or less
Asset sustainability	Asset Sustainability Ratio	Average 80% over any 3 year period
Organisational Development and Workforce		
Safe and healthy workplace	Number of Lost Time Claim Injuries	Less than average of similar size Councils
	Compliance OHS&W and Risk Management Legislation	Maintain Exempt Employer Status
Satisfied workforce	Staff turnover	Less than 5%
Effective risk management	Risk management Processes	Continual improvement
Service Delivery		
Engaging with the community	Conducting quality, timely and accurate consultation with the community - Index	Better than the state average
Access to Council information, documents and meetings	Providing community access to Council information, documents, and meetings - Index	Better than the state average
Providing services and facilities	Providing services & facilities for the community – Index	Better than the state average
Customer service satisfaction	Customer service delivery - Index	Better than the state average
Governance and Community Leadership		
Community participation in local government	Proportion of eligible voters voting in general Council elections	42% or greater
	Number of community members on Council committees	Maintain at current levels or increase
Decision making	Investigations by the Ombudsman identifying deficiencies in administration/governance	Nil
	Good Governance Assessment Audit	Rating score of "Good" or better
Awareness of long term and strategic objectives	Making the community aware of long term strategic objectives - Index	Better than the state average

FUNDING OUR ANNUAL BUSINESS PLAN

Operating expenses of \$19.427 million will be funded by revenue of \$19.437 million, resulting in an operating surplus of \$10,000 in 2011/12. This represents an improvement of \$254,000 on the expected result for 2010/11.

The Council's long-term financial sustainability is dependent on ensuring that, on average over time, its operating expenses are less than or equal to its revenue. The Long Term Financial Plan proposes that the Council will reach a breakeven position by 2013. The Council's operating income consists of the following elements:

Rates (\$14.9 million)

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

- General Rates (\$14.7 million)
- Natural Resource Management Rates (\$0.3 million)
- Rebates and Remissions (\$0.1 million)

User Pay Charges (\$2.0 million):

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

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

Revenues received are used to assist to maintain and upgrade Council's facilities.

Statutory Charges set by State Government (\$0.5 million):

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

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

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

Grants and Partnerships (\$1.1 million):

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

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

Other Revenue (\$0.9 million)

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

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

Capital Revenues (\$0.7 million)

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

Loans (\$3.2 million):

Council expects to borrow \$3.2 million in accordance with its established loan program and Long Term Financial Plan. Loan repayments of principal and interest totalling \$1.99 million represent approximately 13% of rate revenue in 2011/12, the lowest in more than ten years.

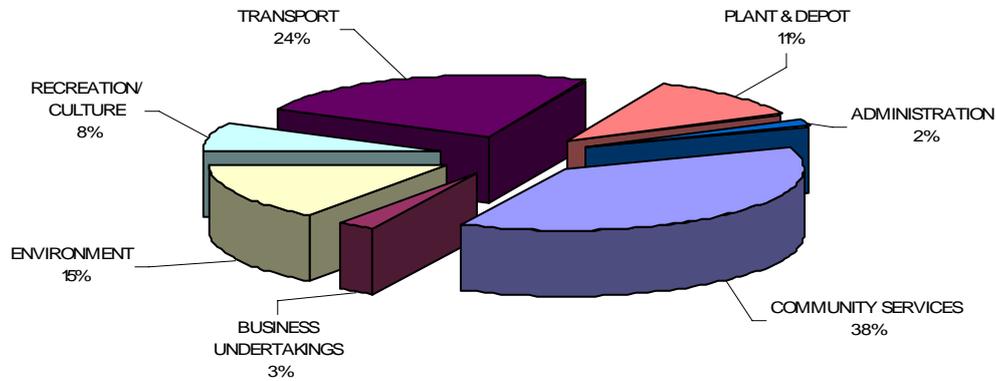
BUDGET OVERVIEW

The following table provides details of the Council's consolidated budget for 2011/12:

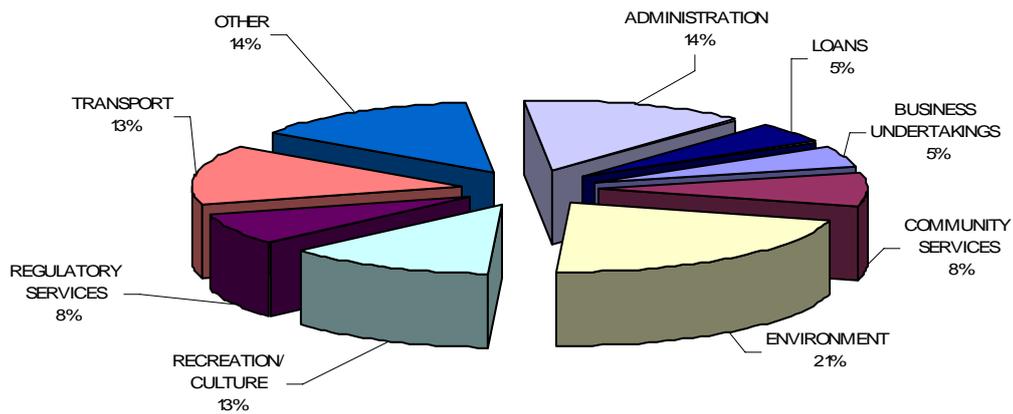
SERVICES	PROGRAM	CAPITAL (\$'000)			OPERATING (\$'000)		
		REVENUE	EXPENSES	RESULT	REVENUE	EXPENSES	RESULT
BUSINESS UNDERTAKINGS	CARAVAN PARK	\$0	\$0	\$0	(\$276)	\$72	(\$204)
	PRIVATE WORKS	\$0	\$0	\$0	(\$95)	\$85	(\$10)
	HORSE TRAM	\$0	\$166	\$166	(\$275)	\$447	\$172
	WHALE CENTRE	\$0	\$9	\$9	(\$179)	\$405	\$226
COMMUNITY SERVICES	CRIME PREVENTION	\$0	\$40	\$40	(\$1)	\$82	\$81
	FIRE PROTECTION	\$0	\$0	\$0	(\$13)	\$77	\$64
	HEALTH SERVICES	\$0	\$0	\$0	(\$1)	\$5	\$4
	SENIOR CITIZENS FACILITIES	\$0	\$0	\$0	\$0	\$18	\$18
	COMMUNITY ASSISTANCE	\$0	\$0	\$0	(\$14)	\$421	\$407
	AGED SERVICES	\$0	\$0	\$0	(\$92)	\$143	\$51
	CARING NEIGHBOURHOOD PROJECT	\$0	\$0	\$0	(\$112)	\$112	\$0
	COMMUNITY TRANSPORT - SCOTS	\$0	\$0	\$0	(\$368)	\$368	\$0
	OLD SCHOOL BUILDING	\$0	\$0	\$0	(\$5)	\$32	\$27
	CEMETERY	\$0	\$380	\$380	(\$133)	\$166	\$33
	PUBLIC CONVENIENCES	\$0	\$15	\$15	\$0	\$209	\$209
	CARPARKING	(\$36)	\$40	\$4	(\$121)	\$103	(\$18)
	CAUSEWAY PLAZA	\$0	\$2,200	\$2,200	\$0	\$0	\$0
	CULTURE	LIBRARY	(\$56)	\$111	\$55	(\$60)	\$909
TOWN HALL		\$0	\$15	\$15	(\$17)	\$72	\$55
OTHER CULTURAL SERVICES		\$0	\$0	\$0	(\$9)	\$76	\$67
ECONOMIC DEVELOPMENT	TOURISM MARKETING	\$0	\$0	\$0	(\$59)	\$411	\$352
	VISITOR INFORMATION CENTRE	\$0	\$5	\$5	(\$608)	\$810	\$202
	OTHER ECONOMIC DEVELOPMENT	\$0	\$0	\$0	(\$75)	\$342	\$267
ENVIRONMENT	WASTE COLLECTION/RECYCLING	\$0	\$0	\$0	\$0	\$826	\$826
	WASTE DISPOSAL FACILITY	\$0	\$70	\$70	(\$1)	\$418	\$417
	COASTAL PROTECTION	(\$44)	\$76	\$32	(\$2)	\$144	\$142
	OTHER ENVIRONMENTAL PROJECTS	\$0	\$0	\$0	(\$69)	\$457	\$388
	STORMWATER DRAINAGE	\$0	\$715	\$715	\$0	\$433	\$433
	STREET CLEANING	\$0	\$0	\$0	\$0	\$83	\$83
	STREET LIGHTING	\$0	\$0	\$0	\$0	\$305	\$305
	STREETSCAPING	\$0	\$230	\$230	(\$49)	\$547	\$498
RECREATION	PARKS AND GARDENS	(\$180)	\$295	\$115	(\$40)	\$1,072	\$1,032
	OUTDOOR SPORTS FACILITIES	\$0	\$100	\$100	(\$34)	\$350	\$316
	RECREATION CENTRE	\$0	\$2	\$2	(\$114)	\$267	\$153
REGULATORY SERVICES	DOG AND CAT CONTROL	\$0	\$0	\$0	(\$72)	\$135	\$63
	BUILDING CONTROL	\$0	\$0	\$0	(\$96)	\$267	\$171
	TOWN PLANNING	\$0	\$0	\$0	(\$186)	\$872	\$686
	HEALTH INSPECTION	\$0	\$0	\$0	(\$30)	\$174	\$144
	PARKING CONTROL	\$0	\$0	\$0	(\$72)	\$124	\$52
	OTHER REGULATORY SERVICES	\$0	\$0	\$0	(\$10)	\$45	\$35
TRANSPORT	SEALED ROADS	\$0	\$1,040	\$1,040	(\$165)	\$1,662	\$1,497
	UNSEALED ROADS	\$0	\$80	\$80	\$0	\$464	\$464
	KERBING AND FOOTPATHS	\$0	\$430	\$430	\$0	\$405	\$405
	BRIDGES	\$0	\$40	\$40	\$0	\$283	\$283
	TRAFFIC MANAGEMENT	(\$50)	\$130	\$80	\$0	\$180	\$180
	COMMUNITY BUS SERVICE	\$0	\$0	\$0	(\$9)	\$62	\$53
PLANT, DEPOT & INDIRECT	PLANT AND MACHINERY	(\$333)	\$709	\$376	\$0	\$14	\$14
	DEPOT	\$0	\$71	\$71	(\$1)	\$321	\$320
	INDIRECT WORKS	\$0	\$0	\$0	(\$3)	\$71	\$68
UNCLASSIFIED ACTIVITIES	OTHER PROPERTY	\$0	\$0	\$0	(\$119)	\$84	(\$35)
	LOANS	\$0	\$0	\$0	(\$59)	\$938	\$879
	INTEREST	\$0	\$0	\$0	(\$160)	\$0	(\$160)
COUNCIL ADMINISTRATION	GOVERNANCE	\$0	\$35	\$35	(\$73)	\$2,406	\$2,333
	ADMINISTRATION	\$0	\$90	\$90	(\$57)	\$560	\$503
REVENUE	GENERAL RATES	\$0	\$0	\$0	(\$14,930)	\$0	(\$14,930)
	LG GRANTS COMMISSION	\$0	\$0	\$0	(\$480)	\$0	(\$480)
		(\$699)	\$7,093	\$6,394	(\$19,339)	\$19,329	(\$10)

The following graphs indicate the expected proportions of gross capital, operating expenditure and operating revenue by category:

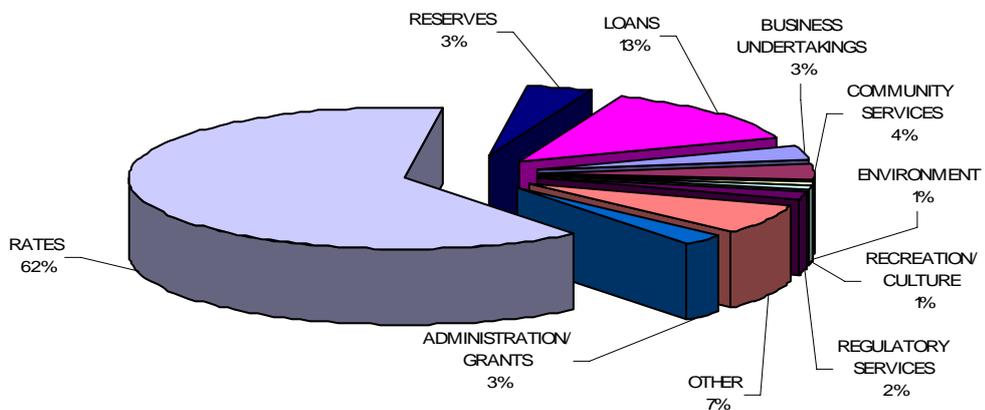
2011/12 GROSS CAPITAL EXPENDITURE BY CATEGORY



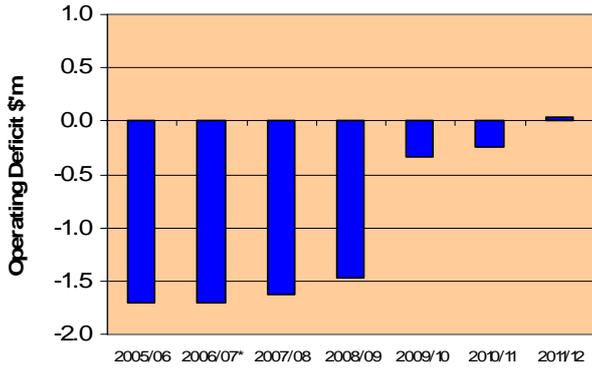
2011/12 OPERATING EXPENDITURE BY CATEGORY



2011/12 OPERATING REVENUE BY CATEGORY

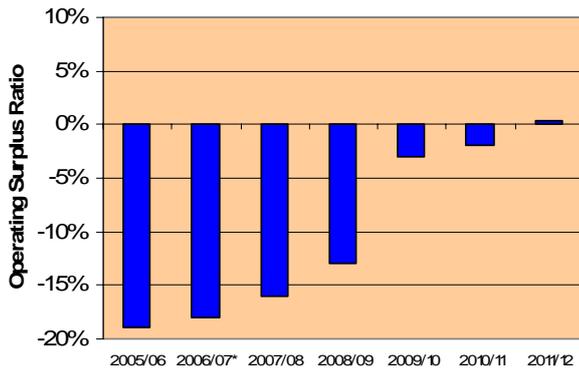


The key Financial Performance Indicators used in Local Government are as follows:



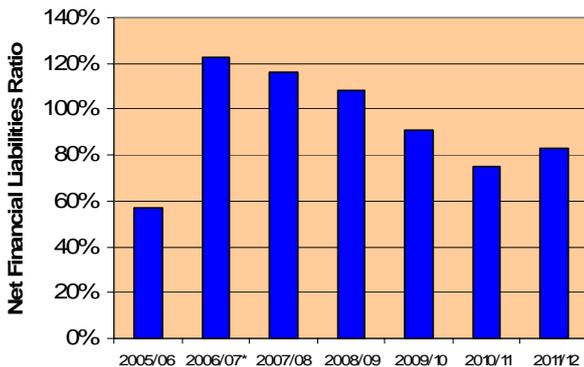
An **Operating Surplus** of \$10k is targeted for 2011/12, continuing the steady improvement on the high deficit levels of the past. Operating deficits of the past were heavily influenced by interest payments on loans and depreciation of assets. Council seeks to achieve a breakeven position for the first time in ten years.

* excludes Landfill closure liability \$2.5m in 2007

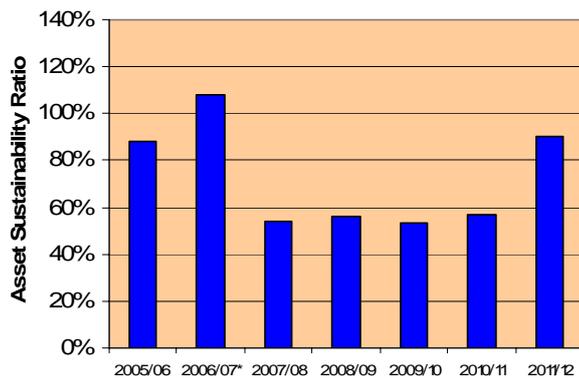


The **Operating Surplus Ratio** expresses the operating surplus or deficit as a percentage of net general and other rates. The ratio reflects Council's commitment to maintenance and servicing of existing programs as well as introducing new projects. The ratio is challenged by increasing costs including depreciation charged against recently acquired assets. Council seeks to achieve and maintain a positive ratio from 2013.

* excludes Landfill closure liability \$2.5m in 2007



The **Net Financial Liabilities Ratio** expresses the Council's net financial liabilities as a percentage of operating revenue. The ratio peaked in 2007 due to the maximum debt exposure associated with the Civic Centre and Library project and is expected to further reduce following the closure of the Landfill Depot in 2012. The ratio is managed in accordance with Council's long term borrowing strategy.



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

The above indicators are heavily influenced by Council's recent investment in major infrastructure projects such as the Victor Harbor Ring Road, Civic Centre, Landfill Depot, Bluff Boat Ramp and Mill Road reconstruction, as well as recognition of the future Landfill liability of \$2.5m for closure and capping in 2012.

WHAT IT MEANS FOR RATES

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

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

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

RATES AND VALUATION SUMMARY

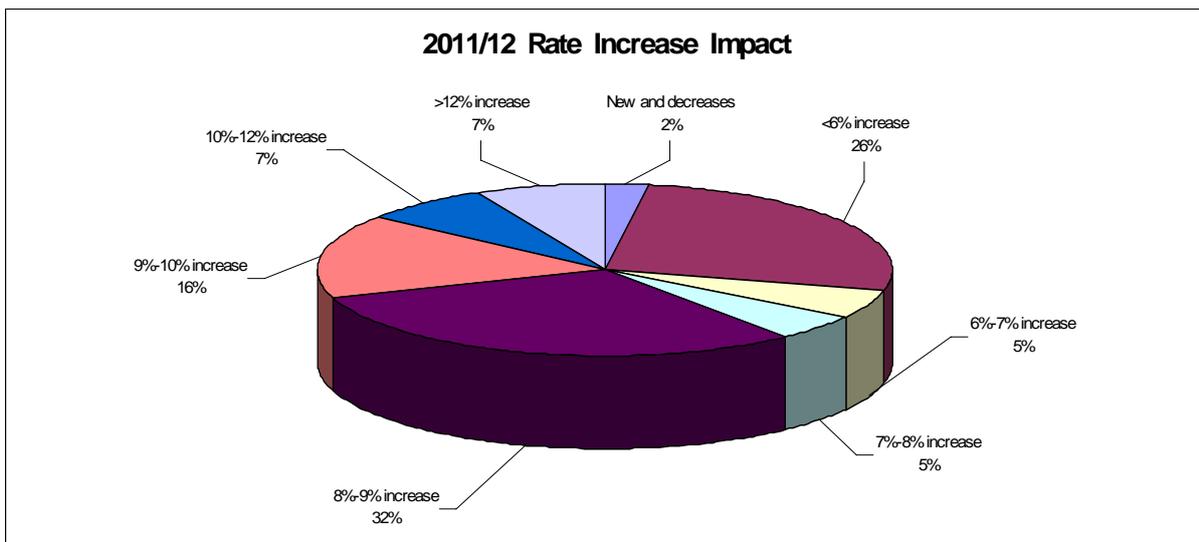
Council has received Capital Valuations from the Valuer General up to 4th July 2011. The valuation of all rateable properties in the district has increased by 4% to \$3.9 billion.

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

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

In total, Council is proposing that ratepayers will pay an average rate increase across all categories of approximately 8.5%, with residential ratepayers paying approximately 6.8% more on average than last year.

The following chart indicates the distribution of the rate increases for 2011/12:



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

RATING POLICY 2011-2012

METHOD USED TO VALUE LAND

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

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

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

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

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

ADOPTION OF VALUATIONS

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

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

The address of the Office of the Valuer General is:

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

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

NOTIONAL VALUES

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

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

BUSINESS IMPACT STATEMENT

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

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

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

DIFFERENTIAL GENERAL RATES

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

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

Council has identified that its business rating structure has been deficient in raising the necessary revenue to offset related costs and has increased the differential rating component on Commercial and Industrial Land Use categories. The proportion of differential rates above the base rate, anticipated to be about \$220,000 per annum, will be deposited into a fund and used exclusively for the purpose of delivering new and expanded promotional and economic development initiatives, consistent with the Economic Development Strategy.

Council has continued to recognise the economic and social importance of primary production to the district and therefore the need to support its long term viability during and immediately following prolonged periods of drought. The Council has retained the subsidy provided to primary producers at 15% less than the base residential rate, which is still more than the 10% subsidy provided prior to the commencement of the recent drought.

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

The 2011/12 land use categories, the respective differential general rates to apply and approximate revenue to be raised will be as follows:

▪ Residential Rate	0.3011	cents in the \$	(base rate)	\$11.23 million
▪ Commercial Shop Rate	0.3914	cents in the \$	(base + 30%)	\$0.51 million
▪ Commercial Office Rate	0.3914	cents in the \$	(base + 30%)	\$0.10 million
▪ Commercial Other Rate	0.3914	cents in the \$	(base + 30%)	\$0.45 million
▪ Industry Light Rate	0.3463	cents in the \$	(base + 15%)	\$0.04 million
▪ Industry Other Rate	0.3463	cents in the \$	(base + 15%)	\$0.04 million
▪ Primary Production Rate	0.2559	cents in the \$	(base – 15%)	\$1.05 million
▪ Vacant Land Rate	0.4215	cents in the \$	(base + 40%)	\$1.20 million
▪ Other Rate	0.3011	cents in the \$	(base rate)	\$0.10 million

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

FIXED CHARGE

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

Council will impose a fixed charge on rateable properties of \$300. The main reason for imposing a fixed charge is to establish a minimum base payment for each assessable property within the Council area. In determining the fixed charge amount, Council has decided to recover 20% of its total rate revenue through this method, with the remaining 80% of rate revenue to be funded via differential rating.

SEPARATE RATE – NATURAL RESOURCES MANAGEMENT LEVY

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

The rate will be based on the capital value of all rateable properties as follows:

- Rateable properties located within the area of the Council and of the Adelaide and Mount Lofty Ranges Natural Resources Management Board:
0.0077 cents in the dollar to raise a total of approximately \$290,000;
- Rateable properties located within the area of the Council and of the SA Murray Darling Basin Natural Resources Management Board:
0.0110 cents in the dollar to raise a total of approximately \$2,000.

REBATES (RATE CAPPING)

Council will provide relief against what would otherwise amount to substantial change in rates payable by the ratepayer due to substantive changes in valuation or changes to the basis of rating.

Council will apply rate capping to general rates for the 2011/12 financial year and will grant to the principal ratepayer of an assessment where the residential property is the owner's principal place of residence, a rebate of the amount by which the general rate amount payable exceeds the 2010/11 general rate payable by 15%.

The rebate would not apply where:

- ❑ The property has been acquired by the ratepayer or has become their principal place of residence after 1st January 2010;
- ❑ The increase in general rate payable is due in whole or in part to an increase in valuation of the property attributable to improvements;
- ❑ The increase in general rate payable is due in whole or in part to an increase in valuation of the property attributable to a change in the zoning of the land under the Development Act 1993.

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

RATE CONCESSIONS

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

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

PENSIONER CONCESSION

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

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

STATE SENIORS CARD RATEPAYER (SELF FUNDED RETIREE)

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

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

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

RATES POSTPONEMENT (STATE SENIORS CARD HOLDERS)

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

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

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

REMISSION AND POSTPONEMENT OF RATES

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

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



REBATE OF RATES

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

OTHER CONCESSIONS

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

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

It may also apply to ratepayers in receipt of a pension as a war widow under legislation of the United Kingdom or New Zealand and the holders of a State Concession Card issued by Family and Youth Services.

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

PAYMENT OF RATES

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

One single payment that is due on the 8th September 2011, or by quarterly instalment payments due on the following dates:

- **1st Instalment** 8th September 2011
- **2nd Instalment** 8th December 2011
- **3rd Instalment** 8th March 2012
- **4th Instalment** 8th June 2012

Rates will be accepted as follows:

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

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

city of
Victor Harbor



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