



City of Victor Harbor

# ANNUAL REPORT 2019/20





## ACKNOWLEDGEMENT OF COUNTRY

The City of Victor Harbor is committed to working with Traditional Owners, supporting their role as custodians of their traditional lands and helping ensure the future prosperity and cultural enrichment of the community. We acknowledge that the Ngarrindjeri and Ramindjeri people are the Traditional Owners of our beautiful lands and surrounding waters of the City of Victor Harbor. As a community we recognise and respect their cultural connections with the land and waters.

# CONTENTS

<b>Reading This Annual Report .....</b>	<b>5</b>	<b>Our People .....</b>	<b>46</b>
<b>Mayor's Welcome .....</b>	<b>6</b>	Organisation Structure .....	47
<b>CEO Introduction .....</b>	<b>8</b>	Council Staff .....	49
<b>About The City of Victor Harbor .....</b>	<b>10</b>	Volunteers .....	51
Our History .....	11	<b>Corporate Reporting .....</b>	<b>52</b>
Council Background .....	11	Decision Making Structure .....	53
Our Council .....	12	Representation Quota .....	56
Our City .....	12	Transparency .....	57
Our Community .....	13	Procurement .....	60
<b>2019/20 In Review .....</b>	<b>14</b>	Local Nuisance And Litter Control .....	61
Major Capital Projects .....	15	Community Land .....	62
Major Festivals And Events .....	19	Council Documents .....	64
COVID-19 Response .....	20	<b>Appendix 1 - 2019/20 Key Planned Activities ...</b>	<b>66</b>
Engaging Our Community .....	22	<b>Appendix 2 - 2019/20 Financial Statements .....</b>	<b>84</b>
Key Financial Results .....	24		
Key Performance Results .....	25	<b>Attachments:</b>	
<b>Performance Against Our Strategic Plans .....</b>	<b>26</b>	• Victor Harbor Horse Tram Authority	
Strategic Planning Framework .....	27	2019/20 Annual Report	
Strategic Plan Outcomes .....	28	• Southern and Hills Local Government Association	
Key Financial Indicators .....	34	2019/20 Annual Report	
<b>Elected Members .....</b>	<b>36</b>	• Fleurieu Regional Waste Authority	
Profiles .....	38	2019/20 Annual Report	
Allowances .....	43	• Fleurieu Regional Aquatic Centre Authority	
Training And Development .....	43	2019/20 Annual Report	
Meeting Attendance .....	43		
Workshop Attendance .....	44		

The 2019/20 Annual Report was adopted by the City of Victor Harbor on 23 November 2020.





King's Beach Viewing Platform

## READING THIS ANNUAL REPORT



In accordance with the Local Government Act 1999, councils must publish an Annual Report to provide an update to our community and stakeholders about Council's finances, performance and how we have delivered against our plans.

The Annual Report 2019/20 reports against our **Community Plan 2036 and Strategic Directions 2016-2020**. This report also includes a summary of our performance against Council's Annual Business Plan and Budget 2019/20. The Annual Report gives our ratepayers and key stakeholders insight into how we invest public funds to provide essential services and infrastructure and promote social, environment and economic advancements across the City of Victor Harbor.

It is a chance to share the opportunities and challenges faced during the financial year, and some of the noteworthy achievements during 2019/20, in our effort to serve ratepayers, residents and visitors.

The report is divided into the following sections:

- About Victor Harbor (pages 10-13)
- 2019/20 In Review (pages 14-25)
- Performance Against Our Strategic Plans (pages 26-35)
- Elected Members (pages 36-45)
- Our People (pages 46-51)
- Corporate Reporting (pages 52-65)
- 2019/20 Key Planned Activities Status (pages 66-83)
- 2019/20 Financial Statements (pages 84-138)

Legislation also requires the Annual Report of Council subsidiaries to be attached to this report.

## MAYOR'S WELCOME



**Dr Moira Jenkins**  
**Mayor**

It gives me great pleasure to present the City of Victor Harbor's 2019/20 Annual Report. Despite treading through exceptional waters due to the COVID-19 pandemic, Council achieved a significant amount this year and has many highlights to share with our stakeholders.

### **STEPPING UP IN UNPRECEDENTED TIMES**

From the outset of the COVID-19 public health emergency the Council was clear that the health and safety of the community was our number one priority. We were quick to implement considered measures to keep our community safe, at the same time as ensuring that essential services remained accessible, even if they may not have been delivered in traditional ways.

The Council listened to the community's concerns around the potential for an influx of visitors over the Easter long weekend and the impact this would have on our highly vulnerable community, and publicly discouraged people visiting our region until restrictions eased. As a place that relies heavily on tourists to keep our economy ticking, this message was certainly one that we had not delivered before but was essential to protect our community and give our residents piece of mind.

I thank South Australians for helping us protect our community by staying away over the Easter break but also for coming back to our region as restrictions eased to support our local businesses.

The Council was also quick to respond with its own community support package that aimed to help ratepayers and local businesses weather the impacts of COVID-19. Council adopted COVID relief by the waiving of Council rate late payment fines, and specific fees and charges for local businesses and community groups. The Council also introduced a business grants program to support the relief and recovery for our local economy.

Our emergency response showed our strength in remaining accessible to our community. With many of our 500 volunteers unable to support our vital community services, staff were re-assigned to support the remaining volunteers in assisting with our community transport program (SCOTS) and more than 2,200 calls were made to our most vulnerable community members.

As Mayor, I truly appreciate the efforts of Council volunteers and staff to ensure our frontline and community services continued with adjustments in line with the advice of government authorities to ensure the mental and physical safety of our residents.

## CELEBRATING OUR ACHIEVEMENTS

During 2019/20 there were many achievements that contributed to making Victor Harbor an even better place. While many of these are celebrated throughout this Annual Report, there are a few that deserve to be highlighted:

- In 2019/20 the City of Victor Harbor became one of the first regional councils in South Australia to change all residential street lights to Light Emitting Diode (LED). This represented the single greatest electricity reduction project in the Council's history. The transition to LED street lights will save the Council an estimated \$2.8 million over the life of the new lights, at the same time as reducing greenhouse gas emissions by approximately 3,200 tonne.
- The transition to fortnightly kerbside waste collection was an overwhelming success with an extra 18 per cent of waste being diverted from landfill. The reduction in waste to landfill and increase in green waste highlights the success of the Fleurieu Regional Waste Authority's community education program around food waste, and how to maximise the use of the green waste bins. In the lead up to the new kerbside collection changes, more than 500 City of Victor Harbor residents and school children attended an information session, compost workshop or school workshop; supporting the resident readiness and the initial success of fortnightly collection implementation.
- The Victor Harbor Mainstreet Precinct Master Plan continued to come to life during 2019/20 with the completion of Stage Two works and commencement of Stage Three. The northern end of Ocean Street was alive with colour and activity in September 2019 when the community came together to celebrate the completion of the second stage. Council's work to transform our Mainstreet Precinct has been about creating a welcoming, accessible and vibrant public space, where people want to spend time, businesses want to invest and most importantly, a space that our community can be proud of. The results so far have been excellent!

- The Council has continued its commitment to developing the arts and culture sector in the community through initiatives like the Artisan Markets, Coral Street Art Space and arts and culture grant program. The addition of public art throughout the city has also been a focus. A number of new pieces were installed in 2019/20 including the 'Elemental' entry statement to Ocean Street, Telstra Building mural, and steel sculptures on the whaler's well at The Bluff. Council also continued to work towards the development of an Arts and Culture Centre which will continue into 2020/21 following the purchase of the Victa Cinema to be included in the facility.

## WORKING TOGETHER FOR VICTOR HARBOR

As our neighbours battled horrific fires and then COVID-19 emerged, we saw communities band together with people rolling up their sleeves and asking how they can help. Faced with an emergency the strength and empathy of the Victor Harbor community shined bright.

Victor Harbor is known for its passionate, dedicated people who want to see Victor Harbor be the best it can be. This is underpinned by a warm and caring community that looks out for each other. I am both humbled and proud of the generosity and selflessness demonstrated by many in our community through these challenging times. I thank everyone in our community for the roles they played in helping keep Victor Harbor safe this year.

On behalf of the Elected Members and staff at the City of Victor Harbor, I would like to thank the many volunteers in our community for their contribution and dedication. The work you do is highly valued and plays an important role in building a stronger community.

I would also like to thank my fellow Elected Members, the Senior Management Team and all Council staff for their contribution to making Victor Harbor a great place to live, work, visit and invest in.

I am excited about the future of our city. There are many great things ahead for Victor Harbor!

## INTRODUCTION FROM THE CEO



**Victoria MacKirdy**  
**Chief Executive Officer**

During 2019/20 the Council continued to work collaboratively with our community, businesses, industry and other tiers of government to fulfil our vast and growing service delivery commitments.

I am extremely proud of what we have achieved together, and how we are creating a strong future for Victor Harbor.

### **SUPPORTING OUR COMMUNITY**

There is no doubt that as a result of COVID-19, Council's role in the community has been even more critical. Our community continues to look to Council for leadership and support.

From the outset of the emergency declaration, the Council based its decision making on the advice of government authorities and was conscious to only suspend services or temporarily close facilities where absolutely necessary. Our priority was to adapt where possible, and to continue to provide our community with essential services.

The City of Victor Harbor was one of a handful of councils in South Australia to keep their library borrowing services open to its community throughout the toughest restrictions.

Despite being physically closed for six and a half weeks our staff and volunteers provided call-and-collect and home delivery services. The take up of this service highlighted just how valued our library services are to our community.

While our library service continued, albeit in a different way, the Council did close its Visitor Information Centre, SA Whale Centre and Coral Street Arts Space for almost 13 weeks.

During the height of the emergency, our contact with the community was second to none. Our role as an information provider was also extremely important. Since the COVID-19 emergency, traffic to the Council's website has increased by 48% and our social media messaging has been shared far and wide.

From the outset of this emergency, it has been made very clear that COVID-19 is something we are going to be responding to for many months. While we have seen some encouraging results, we continue to operate within a 'new normal' to keep our community safe.



## **FINANCIAL MANAGEMENT**

The Council continues on the path of financial sustainability through considered budgeting and prudent financial management, along with balancing the need for services and infrastructure against the impact that funding these initiatives has on ratepayers.

As a result, in 2019/20 the Council was able to maintain its differential rate at 2018/19 levels whilst increasing its fixed charge by \$40.

In 2019/20 the City of Victor Harbor performed well against its key financial indicators. These indicators help with Council's decision making process as it strives to achieve and maintain a surplus position over the long term, manage borrowings and debt prudently, employ sound asset management principles and achieve intergenerational equity.

## **PLANNING FOR OUR BRIGHT FUTURE**

There is no doubt that Victor Harbor's future is bright and robust planning is required to achieve the best results for our community. During 2019/20 the Council developed its new Community Plan 2030, a guiding strategic document that outlines the community's aspirations for the future and the measures that need to be in place to work towards these goals.

This is an important document that sets a direction for Council's future planning and decision making. It will also assist to determine where resources are allocated so we can deliver services and projects that keep us on track towards our shared aspirations.

The Community Plan 2030 strongly links with the Council's Long Term Financial Plan and Asset Management Plans, and together these documents underpin a robust strategic planning framework. Following the adoption of the Community Plan 2030, the Council has commenced a review of its Long Term Financial Plan and Asset Management Plans.

## **ACKNOWLEDGEMENTS**

During 2019/20 I have seen our community stand up to the challenges that have been thrust upon us in the most incredible way. Where possible, we have seen local businesses adapt what they do to continue to support our community. Workers in the frontline going about their duties in the most professional and caring ways. Community groups reaching out to lend a helping hand for those in need. These are signs of a resilient and strong community.

I would also like to acknowledge my team at the City of Victor Harbor who demonstrated impressive agility in the swift response to COVID-19 to ensure that our city and community continues to function and thrive. The response continues into 2020/21 as we continue to operate in a state of emergency and plan for recovery.

I look forward to continuing to work together with Elected Members, staff and volunteers to deliver much-valued services and projects for the City of Victor Harbor. I feel privileged to be part of the wonderful City of Victor Harbor community and look forward to working together to make this great place, even better.



# ABOUT THE CITY OF VICTOR HARBOR

# ABOUT THE CITY OF VICTOR HARBOR

## OUR HISTORY



For thousands of years, the Ngarrindjeri and Ramindjeri people hunted and gathered in the region they called 'Wirramulla'. The fertile lands supported huge animal populations while the waters were sheltered and rich with life. Among the local dreamtime stories, Nulcoowarra or Kaiki (the Ngarrindjeri name for Granite Island) has tremendous spiritual significance, as does the southern right whale, told in the Kondoli dreaming. The first non-Indigenous settlers approved of the region for the same reasons – rich lands, sheltered waters and whales.

The famous encounter between Captain Matthew Flinders of the British sloop Investigator and Captain Nicholas Baudin of the French ship Le Geographé occurred in waters off Victor Harbor over 200 years ago. The ships sheltered in the bay, later named Encounter Bay by Captain Flinders.

In 1837 Captain Richard Crozier in command of the Cruiser-class H.M.S. Victor anchored just off Granite Island on his way back to Sydney and India. Captain Crozier named the place 'Victor Harbour' (the original spelling of the town name) after his ship.

About the same time as Captain Crozier's stop over, two whaling stations were established, one at Rosetta Head (popularly known as "The Bluff") and the other near the point opposite Granite Island. Whale oil became South Australia's first export. From 1839 the whaling station was managed for a time by Captain John Hart, a later Premier of South Australia. Whaling stations continued trading until around the mid-1860s.

## COUNCIL BACKGROUND



On 31 October 1975, the District Council of Encounter Bay and the Corporation of Victor Harbor amalgamated to form the District Council of Victor Harbor. The amalgamation recognised the strong communities of interest that existed between the two former local government areas and the resource, cost and efficiency benefits that would be generated by the combining of the two councils.

Potential for further amalgamation was considered in 1996-1997, this time involving the Local Government areas of Victor Harbor, Port Elliot, Goolwa, Strathalbyn, Yankalilla and Willunga. Although some council mergers did result from these extensive investigations, Victor Harbor remained an independent entity.

On 1 February 2000, the District Council of Victor Harbor became known as the City of Victor Harbor. The new name, new logo and new direction was a reflection of the dynamic changes occurring within the community and the significance of Victor Harbor as the regional centre for the southern Fleurieu Peninsula.

# ABOUT THE CITY OF VICTOR HARBOR

## OUR COUNCIL



The coastal city of Victor Harbor is located on South Australia's Fleurieu Peninsula, about 80 kilometres south of the Adelaide CBD. It is the largest population centre of the Fleurieu region. It is considered the hub of the southern Fleurieu and neighbours Alexandrina Council to the east and the District Council of Yankalilla to the west.

The Council encompasses an area of 346 square kilometres, including a world-class coastline and stunning rural vista.

The Council owns and operates the Victor Harbor Public Library, Victor Harbor Recreation Centre, Old School Building, Town Hall, Victor Harbor Visitor Information Centre, Coral Street Art Space and the South Australian Whale Centre. Council also owns the Victor Harbor and Encounter Bay sports grounds.

The City of Victor Harbor is involved in four subsidiaries. Three are established under Section 43 of the Local Government Act 1999 including Fleurieu Regional Waste Authority, Southern and Hills Local Government Association and Fleurieu Regional Aquatic Centre Authority. These subsidiaries are run along with neighbouring councils to support key elements in the region's functions.

The fourth subsidiary, the Victor Harbor Horse Tram Authority, was established under Section 42 of the Local Government Act 1999 to oversee the operations of the much loved horse drawn tram service.

## OUR CITY



Victor Harbor is the largest population centre and economic hub for the southern Fleurieu region. It is South Australia's premier tourist destination.

Victor Harbor has a rich colonial heritage and beautifully preserved heritage buildings as well as an operational heritage rail service, the SteamRanger.

The town overlooks the beautiful Encounter Bay with a coastline featuring the huge rock outcrop of The Bluff and the very popular Granite Island. The island is most notably known for the iconic horse drawn tram that is pulled by magnificent Clydesdales across the 630 metre causeway to Granite Island.

Victor Harbor has long been a favoured holiday destination. Attracting 1.2 million visitors annually, tourism is seen as the significant contributor to the local economy with visitors injecting \$163 million each year.

Victor Harbor is very much a coastal community with some of South Australia's best surf beaches, coastal outlooks and mediterranean climate favouring outside living. In the cooler months, between May and October, Encounter Bay frequently welcomes Southern Right Whale mothers and calves frolicking within its safe waters.

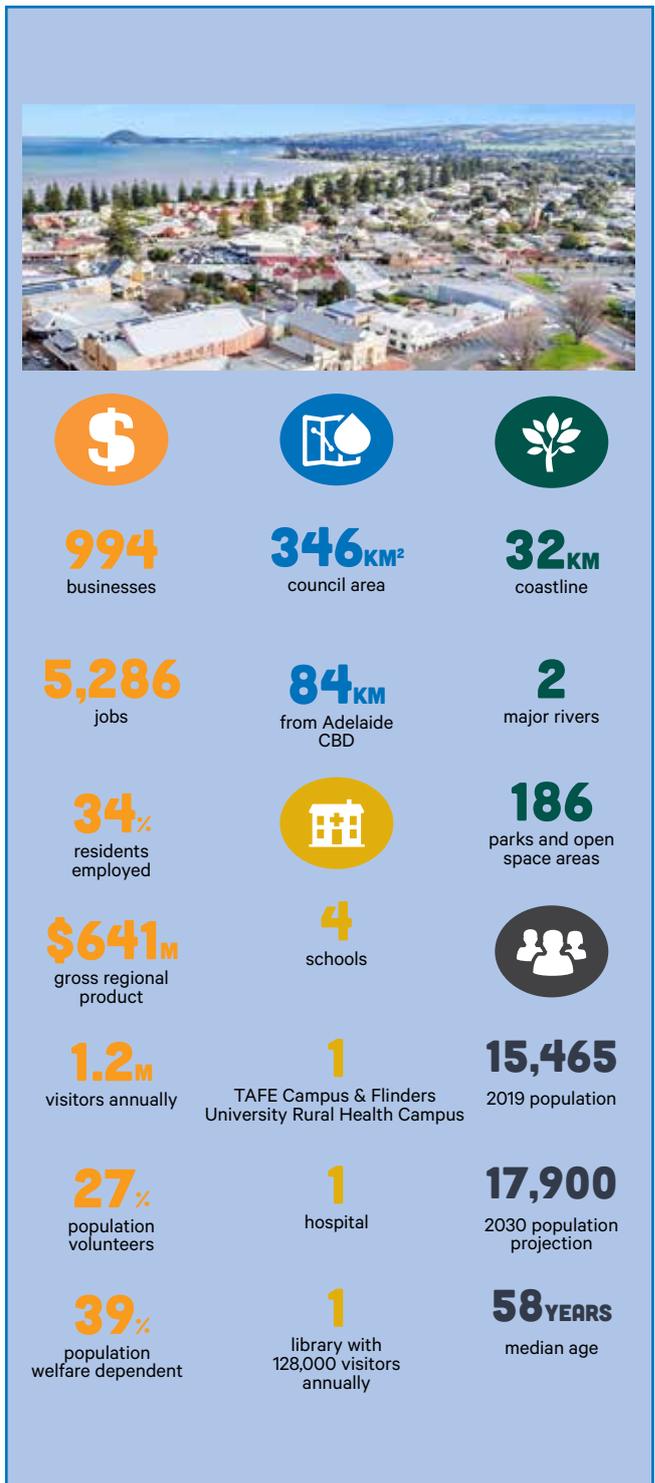
## OUR COMMUNITY



Victor Harbor has a welcoming, friendly and family focussed community, which is underpinned by a strong culture of volunteering. While around one in three people in the City of Victor Harbor volunteer in some capacity, the Council is also fortunate to have a team of around 500 volunteers who assist with the delivery of services, programs and initiatives. Volunteering brings a broad range of residents together – youth, seniors, new residents and families and people from a wide range of socio-demographic backgrounds.

The average age of people in Victor Harbor is 58 years, with 39 per cent aged over 65 years. However, in 2020 Victor Harbor is attracting more than retirees. The lure of a leisurely lifestyle has seen many families settle in the area. The combined schools of the city have almost 2,000 students who are drawn from across the southern Fleurieu Peninsula.

Victor Harbor's close proximity to metropolitan Adelaide has seen an emergence of commuters who live in Victor Harbor for the lifestyle and travel to the metropolitan area for work.



# 2019/20 IN REVIEW



# MAJOR CAPITAL PROJECTS

## ADELAIDE ROAD SHARED PATHWAY



In 2017 Council developed a Footpath and Crossing Master Plan that proposed pedestrian and bicycle infrastructure on Adelaide Road. The proposed new infrastructure aimed to provide better connectivity to shops, schools, businesses and homes along Adelaide Road and its surrounds, and make it safer for pedestrians, cyclists and motorists.

In December 2017, public consultation was undertaken to seek community feedback on the Footpath and Crossing Master Plan and included the proposed new footpaths, shared pathways and crossings on and around Adelaide Road, McCracken.

Council undertook this project during 2018/19 and 2019/20. Works involved the construction of a shared pathway, kerbing, garden beds and underground stormwater infrastructure on Adelaide Road, from McCracken Drive to Southern Cross Care.

Due to the unforeseen construction of a large retaining wall to stabilise the footpath, the project cost came over budget at \$1.97 million with minor works to be completed in 2020/21.

## VICTOR HARBOR OVAL COMPLEX CAR PARK



In 2016/17 the City of Victor Harbor consulted with and resolved to support the Victor Harbor Returned Service League (RSL) and Football Club Incorporated with their planned clubroom development project on the Victor Harbor oval site they lease from Council.

Part of Council's resolution to support the community project included the construction of a car park at a cost estimate of \$827,000. A competitive tender process awarded Tonkin Consulting as the design consultant and in December 2018 key stakeholders were consulted on the concept plan.

Council engaged Civil Tech to undertake the construction works of the car park. Work commenced onsite in early December 2019 and was completed at the end of March 2020.

The new car park was designed to provide more safety for pedestrians and vehicles within the oval complex, and delivered 104 car parks, including four disability car parks.

Construction works included upgrading the oval car park to an asphalt surface with the provision of 71 new parks on the oval side and 33 on the southern side. Works also included underground stormwater drains, lighting, footpaths and minor landscaping works.

The Victor Harbor Oval Complex Car Park was completed under budget at \$671,045.

# MAJOR CAPITAL PROJECTS

## MAINSTREET PRECINCT MASTER PLAN

The Victor Harbor Mainstreet Precinct Master Plan, adopted by Council in 2014 and derived from the original 2006 visionary Town Centre Plan, is a six stage upgrade planned to be undertaken over a number of years.

The upgrade will see the heart of Victor Harbor's Town Centre transformed into a vibrant public space that celebrates the town's character, encourages more activity and improves the links with other areas of the town centre.

Following the successful completion of Stage One in 2016 (Coral Street and Ocean Street intersection), Stage Two construction works commenced in May 2019 and culminated in a community street party to celebrate the official completion in October 2019.

Stage Two of the upgrade extends along Ocean Street from the Torrens Street entrance to the end of Stage One, just before the Coral Street intersection. Stage Two involved new paving, feature lighting, garden beds, street furniture, landscaping, public art and drainage.

The final construction costs of the Stage Two of the Mainstreet Precinct Upgrade came under budget at \$2.4 million.

During 2019/20 the Council also commenced construction works for Stage Three. Council appointed South Australian based company Axiom Projects SA to deliver the project which started in May 2020.

The design themes and materials used within the first two stages of the upgrade are carried through Coral Street to create a vibrant public space while maintaining vehicular access and increasing pedestrian and cyclist safety and connectivity. Whilst the design continues to draw on the Southern Right Whale as inspiration with unique references to the majestic creatures found in the garden beds and landscaping treatments, it is intended for the design to gradually change and transform as it approaches the foreshore area.



The design also works to further highlight the heritage character of the Precinct and railway infrastructure by widening footpaths and creating more space and higher amenity around the numerous buildings along the street and into Soldiers Memorial Gardens. The foreshore area at the end of Coral Street will become a feature with the inclusion of a stepped amphitheatre that provides both seating and pathways, leading to a small boardwalk and steps, providing more of a connection with the beach. It will also turn an underutilised space on our foreshore into a multi-functional space for activation activities.

The space will be brought to life through better lighting and the inclusion of public art.

Construction for Stage Three is due to be complete in October 2020. Council is currently working to finalise the design of Stage Four (southern end of Ocean Street including part of Albert Place).

The final construction cost for Stage Three of the Mainstreet Precinct Upgrade is estimated to be on budget at \$2.13 million over two financial years.

## MAJOR CAPITAL PROJECTS

### WAITPINGA AND BATTYE ROAD INTERSECTION UPGRADE



As a result of a petition received by Council on 12 November 2013, Council resolved the budget allocation of \$647,000 for the redesign and construction of the Waitpinga Road and Battye Road intersection in the 2014/15 budget. However, due to other major capital project priorities this project was moved to 2019/20.

The upgrade design saw a significant safety improvement for through traffic on Waitpinga Road by constructing sheltered turning lanes for vehicles turning left and right into Battye Road and Waitpinga Road. Specifically, this intersection upgrade improved safety for vehicles turning right into Battye Road to protect from following heavy vehicles with limited stopping distance and limited room to manoeuvre around these turning vehicles

Through Council's tender process, Buttrose Earthmovers were awarded the contract and in October 2019 commenced pavement widening and sheltered turning lanes. The Waitpinga and Battye Road intersection upgrade came under budget with a total of \$585,000 expended to deliver this project.

### WAITPINGA ROAD UPGRADE



The Waitpinga Road upgrade was a four year project with the Council allocating \$620,000 for the final stage in 2019/20.

Including the Blocker and Waitpinga Road junction and west of Blockers Road, the entire reconstruction project was to improve safety for all road users and to improve road longevity.

Due to the state of the road, vehicles had to drive below the posted speed limit to reduce their risk of an accident and conditions were more dangerous during wet weather due to ponding on the road. The condition of the road also made it difficult for the Waitpinga CFS to travel at an appropriate speed during an emergency.

Metro and Country Civil Pty Ltd was awarded the contract for Waitpinga Road upgrade and completed the stormwater upgrade and road reconstruction project under budget at \$475,000.

# MAJOR CAPITAL PROJECTS

## PINE AVENUE RENEWAL



Council allocated \$365,000 within the 2019/20 budget to undertake 440 metres of resurfacing of Pine Avenue from Riverview Road towards Warland Avenue as part of the Asset Management Plan Road Capital Renewal Works Program.

The resurfacing was undertaken on the existing sealed urban street to improve road safety and improve road longevity.

The construction works were undertaken by the City of Victor Harbor Operations Team and were completed in February 2020. The project came in \$160,000 under budget.

## CAKEBREAD ROAD STORMWATER UPGRADE



Following a number of properties along Cakebread Road, Encounter Bay experiencing significant stormwater flow traversing their properties during the September 2016 rainfall events, Council engaged Southfront to commence the Cakebread Road stormwater upgrade design process.

The stormwater design along Cakebread Road, from Clair Avenue to Rumbelow Street, was completed in 2018/19 and Neo Infrastructure was engaged to construct the upgrade. With an allocated budget of \$548,000 underground pipes and side entry pits were installed to increase stormwater inlet capacity and reduce water pooling.

Construction commenced in November 2019 and was completed in April 2020, with delays caused by the discovery of bluestone rock. The project included new road pavement, asphalt, stormwater drainage and pit works.

Although coming in over budget at \$581,000 due to the bluestone rock, the project improved resident's personal and property safety by minimising the likelihood of the flooding reoccurring.

## MAJOR FESTIVALS AND EVENTS

During 2019/20 there were a number of major festivals and events held in the City of Victor Harbor.

### VICTOR HARBOR ROCK N ROLL FESTIVAL

20-22 September 2019



### COMMUNITY STREET PARTY

4 October 2019

### VICTOR HARBOR HALF MARATHON

15 November 2019

### SCHOOLIES FESTIVAL

22-24 November 2019

### VICTOR HARBOR CHRISTMAS PAGEANT AND CAROLS BY THE SEA

14 December 2019

### NEW YEAR'S EVE CELEBRATION

31 December 2019



### ROTARY ART SHOW

11-18 January 2020

### ARTISAN MARKET

11 January 2020

### SANTOS TOUR DOWN UNDER (STAGE FIVE FINISH)

25 January 2020



### SPOKES BY THE SEA

25-26 January 2020

### FLEURIEU MILK GIFT

25 January 2020

### AUSTRALIA DAY CELEBRATIONS

26 January 2020



### AUTO JUMBLE

2 February 2020

### ASIC'S VICTOR HARBOR TRIATHLON

8 March 2020

### COAST TO COAST BIKE RIDE

15 March 2020

## COVID-19 RESPONSE

Local Government performs a critical role in South Australia's emergency management arrangements as it is the level of government closest to the community and has valuable local knowledge.

On 22 March 2020, the South Australian government declared a Major Emergency under the Emergency Management Act 2004 due to the serious risk to public health posed by Coronavirus (COVID-19).

In response to the COVID-19 pandemic, the City of Victor Harbor activated its Business Continuity Plan (BCP) on 16 March 2020 to help manage business interruption from a corporate perspective while also providing an emergency management function.

The City of Victor Harbor took responsibility for our community and staff as a priority and played an integral role in the COVID-19 emergency preparedness, response and recovery while maintaining our essential services.

### CONTINUITY MANAGEMENT TEAM

The Continuity (or Emergency) Management Team met up to three times per week to coordinate and manage Council's response to the COVID-19 pandemic. The team was responsible in supporting the Chief Executive Officer in:

- Emergency management and community recovery
- External and internal communications
- Staffing matters
- Business continuity planning and delivery
- Information technology planning
- Community, contractors and other considerations.

The Continuity Management Team consisted of the Chief Executive Officer; Senior Management Team; Manager Public Safety and Regulation; Work, Health and Safety Officer; Manager Library and Customer Service; Manager People and Culture; Manager Information; Executive Assistant; the Communications Team and the Corporate Administration Officer, with the Mayor also joining the meetings regularly.

The Local Government Functional Support Group played an important role in facilitating advice on the interpretation and application of State Government public health directives to South Australian councils, including City of Victor Harbor.

### OUR SERVICES

In line with State Government directives and for the protection of our community - the State's most at-risk due to our ageing population - Council postponed many events and closed some of our facilities including the SA Whale Centre for ten and a half weeks, the Visitor Information Centre for eight weeks, Coral Street Arts Space for thirteen weeks and closed the doors to the Victor Harbor Public Library for six and a half weeks. Through the ongoing commitment of staff and volunteers, our Library was able to continue providing borrowing services with 'call and collect' and contact free home delivery services.

Based on government directives, Council closed access to our playgrounds and fitness equipment during a five and a half week period and ensured appropriate signage was made available when the State Government assessed these facilities to be safe for re-opening. We also ceased bookings at our sporting facilities and community facilities.

To ensure continuation of essential services, our organisation was split into two teams with each working a week on-site and a week at home. Staff from the SA Whale Centre and Visitor Information Centre were redeployed to ensure that our most vulnerable members of our community were able to receive essential services. Along with volunteers, this team provided a shopping service so that our elderly had access to food, pharmaceuticals and transport to medical appointments both locally and in Adelaide.

### COVID-19 WEB HUB

The City of Victor Harbor established a dedicated COVID-19 information hub on our website providing information on Council's service changes, community support, business support, and links to trusted information sources.

We communicated through social media and our news section of our website about staying connected virtually and offered an online space called COVIDConnections designed with our community in mind to connect, share ideas and help others through the challenging times. Between March and June 2020 web traffic to [www.victor.sa.gov.au](http://www.victor.sa.gov.au) increased by 48 per cent on the same period the previous year.

### **EASTER SCHOOL HOLIDAYS**

Actively supporting the clear directive of both the Federal and State Government to stay home during the Easter long weekend the City of Victor Harbor, with the aim to protect our vulnerable population, campaigned for more than two weeks for visitors to not come to Victor Harbor. Council posted on social media with messages of 'Please help keep our community safe by staying home this Easter and School Holidays' and through the Mayor publically communicating on television, newspapers, radio and social media that Victor Harbor did not welcome tourists over the long weekend.

### **OUR COMMUNITY**

Like many South Australians, our local community and businesses have been hit hard by COVID-19 and potentially will continue to be impacted for years to come.

As an immediate support measure the City of Victor Harbor resolved to refund, waiver and defer a number of fees and charges that relate to local businesses and community organisations. These included:

- Refund of outdoor dining fees from 1 March to 31 August 2020
- Fee waiver for small business leases and licenses held with Council from 1 March to 30 June 2020
- Deferral of community loan repayments for 12 months from 1 March 2020
- Bulk waiver of fines and interest on overdue rates from 1 March to 30 September 2020
- Targeted COVID-19 rates remission allocation of \$100,000
- Payment arrangements with waiver of fines and interest to 30 June 2020



- Due date extensions with waiver of fines and interest to 30 June 2020
- Hold on external debt collection and court action for existing accounts to 31 December 2020
- Hold on external debt collection and court action for new accounts to 30 June 2021
- Increase in procurement weighting for local content from 10 per cent to 20 per cent.

Additional measures for the business community were adopted at a Special Council Meeting and an Ordinary Council Meeting in May 2020. These support measures included:

- a business support grants program worth \$250,000
- funding for Business Victor Harbor to provide targeted local business support valued at \$120,000 over two financial years
- \$24,000 to support a proposal for Business SA to provide business advisory services
- \$10,000 community and sporting group grants (extension of three months at CEO discretion)
- 50% discount for business related fees and charges in 2020/21
- Waiver options for activation / recovery fees and charges in 2020/21.

Council acknowledges that the COVID-19 pandemic has affected communities world-wide and that we have all had to become flexible in our working life and home arrangements. We are proud of the COVID-19 specific support we provided to our Victor Harbor community and feel we have the resources and capability to face any future challenges of this nature.

## ENGAGING OUR COMMUNITY

Community engagement is a fundamental part of Council's planning and delivery of services, land-use planning, major capital projects and works, and understanding the priorities of our local community.

The City of Victor Harbor takes pride in our community consultation. We recognise that effective community engagement delivers genuine benefits by ensuring our community are properly consulted with and listened to when they inform us on their views, needs and concerns. It enables people to share their views and actively contribute to shaping their community.

In addition to our formal committees, advisory and working groups, Council takes a proactive approach to consulting and engaging with our community stakeholders including residents, ratepayers, businesses, customers, community groups, Traditional Owners and visitors.

Community engagement for Council is about gaining information from the community to contribute to its decision making. Council is committed to open, accountable and responsive decision making achieved by effective communication and consultation between Council and the community.

Key projects that set a direction or define a position of Council, have a high level of community interest, or decisions that have significant financial implication are considered by Council to adopt a community consultation plan and commence public consultation.

We communicate opportunities to engage with our community through a variety of channels, including the monthly Victor Viewpoint e-newsletter, social media, media releases, advertising, public notices, radio interviews and then engage participants through our Your Say Victor Harbor website, face to face opportunities and hard copy forms.

### OUR PROMISE

The City of Victor Harbor's Public Consultation Policy outlines our commitment to community engagement and the principles for conducting engagement. Council is committed to five principles that underpin our approach to community engagement:

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



McKinlay Street Car Parking Precinct Consultation

- **Open and Accountable.** We will provide clear and easy to understand information that will inform our community and encourage meaningful engagement
- **Accessibility.** Our community will be able to access information in a variety of ways
- **Careful Planning and Evaluation.** We will carefully plan community engagement activities and evaluate all feedback to meet the needs of our community
- **Closing the Loop.** We will inform our community of our decisions and outline how feedback was considered.

## OUR PROCESS

The City of Victor Harbor’s engagement approach involves a five step process:

- **Plan.** Develop a Communications and Engagement Plan to maximise opportunities for people to provide input through a simple, easy-to-use process
- **Prepare and Promote.** Prepare for community engagement by developing quality information and communication materials
- **Engage.** Facilitate and deliver the community engagement process
- **Report.** Prepare a report for Council consideration on the outcomes and findings
- **Close the Loop.** Promote the findings and the next steps by making reports and information on final decisions available to the community.

City of Victor Harbor Public Consultation Policy draws on the International Association for Public Participation’s engagement spectrum to ensure that we meet our obligation under the Local Government Act 1999. Council also has a responsibility to consult with community members under other relevant Acts (e.g. Planning Development and Infrastructure Act 2016).

## 2019/20 CONSULTATIONS

During 2019/20 the City of Victor Harbor undertook public consultation on the following:

- Community Land Revocation: Allotments 87 and 109 Waterport Road, Hindmarsh Valley
- Encounter Bay Bowling Club Lease
- Victor Harbor Netball Club Lease
- Bridge Terrace Public Toilets
- Telstra Exchange Building Mural (Ocean Street)
- City of Victor Harbor Community Plan 2030
- McKinlay Street Car Parking Precinct
- Footpath and Pedestrian Strategy
- Bridge Terrace Master Plan
- Community Land Revocation: Welch Road, Hindmarsh Valley
- Flinders Parade Pedestrian Improvements
- Encounter Bay Netball Club Lease Proposal
- 2019/20 Annual Business Plan and Budget
- Victor Harbor Croquet Club Lease Proposal



## KEY FINANCIAL RESULTS

Total Capital Spend	2019/20	<b>\$11.3 MILLION</b>
	17/18   \$7.9 million 18/19   \$6.9 million	
Total Operating Spend	2019/20	<b>\$28.5 MILLION</b>
	17/18   \$26.0 million 18/19   \$27.4 million	
Operating Result	2019/20	<b>\$349,000 SURPLUS</b>
	17/18   \$201,000 surplus 18/19   \$131,000 surplus	

### INCOME BREAKDOWN (\$'000,000)

	Rates	User Pay Charges	Statutory Charges	Operating Grants and Partnerships	Other Revenues
<b>2019/20</b>	\$23.1 million	\$2.0 million	\$0.5 million	\$1.9 million	\$1.4 million

### EXPENSES BREAKDOWN (\$'000,000)

	Business Undertakings	Community Services	Culture	Economic Development	Environment	Recreation	Regulatory Services	Transport	Plant, Depot & Indirect	Administration
<b>2019/20</b>	\$1.2m	\$2.3m	\$1.4m	\$1.5m	\$4.7m	\$2.6m	\$1.7m	\$4.8m	\$2.1m	\$6.2m

## KEY PERFORMANCE RESULTS

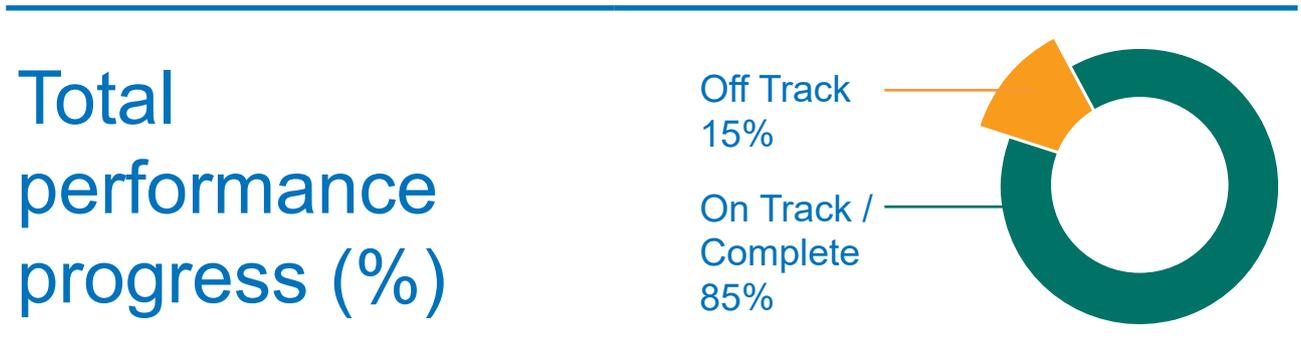
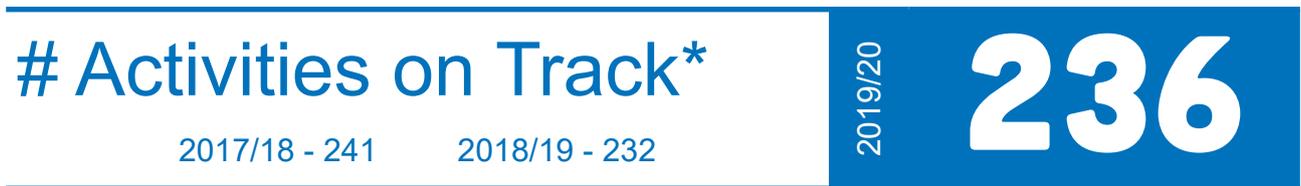
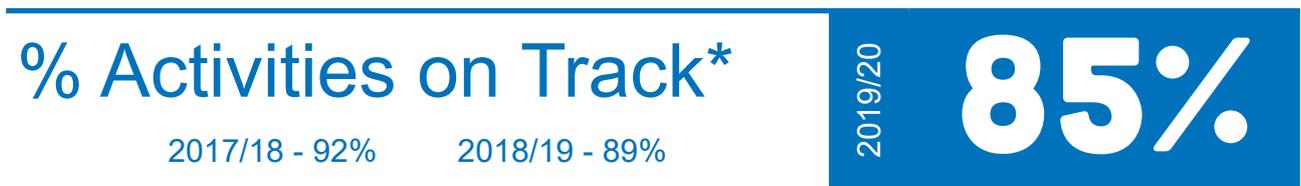
Key Planned Activities (KPA) outline what Council will focus on during the financial year to contribute to achieving our vision and objectives. These activities are generally initiatives that are reasonably defined, and include key tasks, significant activities or special projects undertaken in a 12 month period.

Council’s performance target is to complete (or substantially complete) at least 90% of these tasks each year. Of the 285 KPA identified for 2019/20:

- 7 were cancelled
- 229 were completed, and a further 7 were substantially complete
- 42 were identified as not on track.

Factors that contributed to the 42 KPA not being complete include staff capacity (17), environmental factors (8), ambitious timeline (10), change in strategic direction (3) and financial factors (4).

While a summary of the Council’s performance is outlined below, a detailed list of KPA and their status is provided in **Appendix 1 (page 66)**.



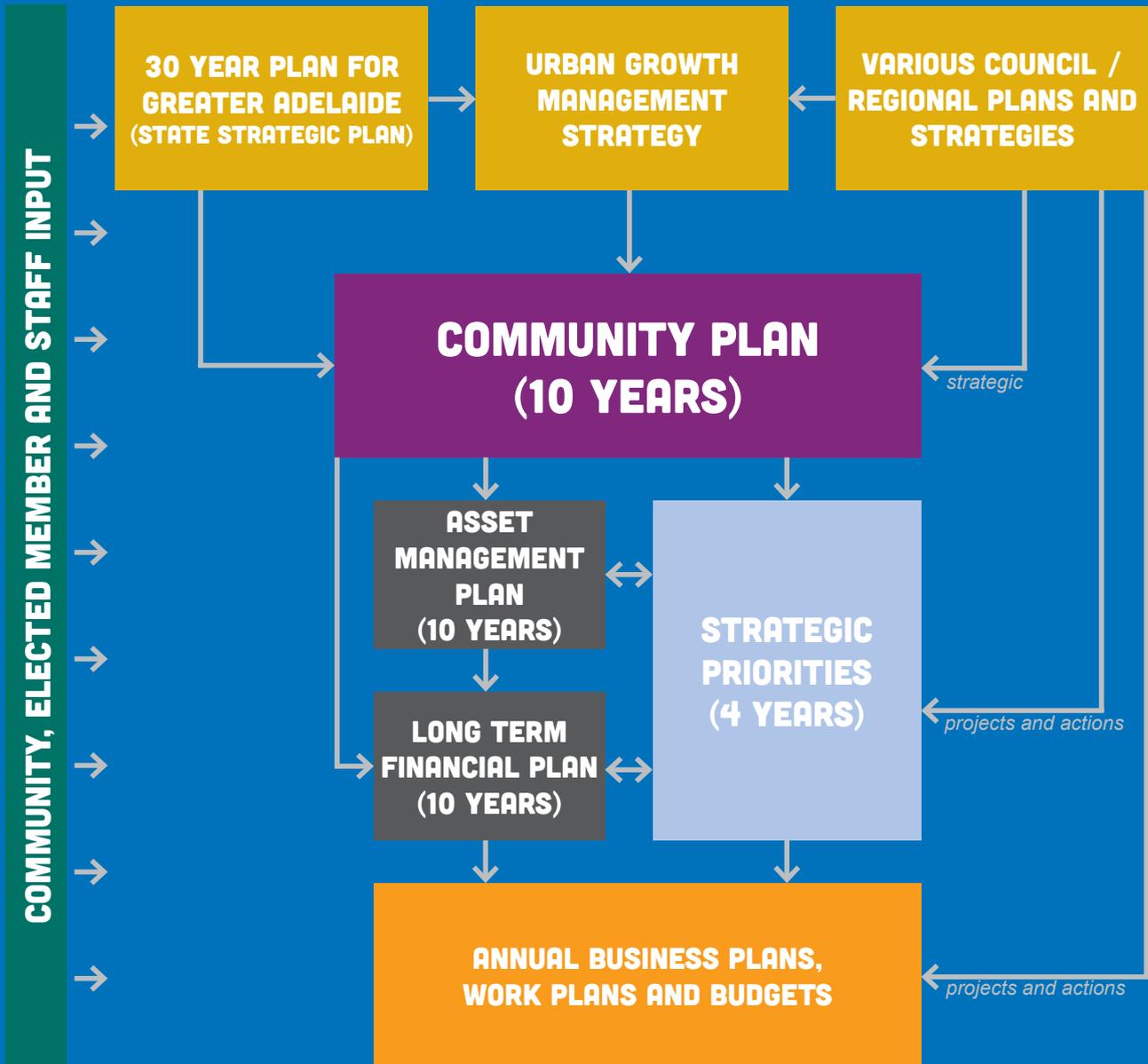
\*Activities on Track include KPA completed or substantially completed.

An aerial photograph of a rugged coastline. In the foreground, a rocky peninsula with green vegetation and scattered boulders meets the sea. The water is a vibrant turquoise color near the shore, transitioning to a deeper blue further out. The sky is a clear, bright blue. At the top of the page, there are three decorative wavy bands in light blue, yellow, and dark green.

# PERFORMANCE AGAINST OUR STRATEGIC PLANS

# STRATEGIC PLANNING FRAMEWORK

The Council's Strategic Planning Framework assists with strategic decision making, and aligns with our aspirations for Victor Harbor. The framework that this Annual Report is based on is outlined below.



# STRATEGIC PLAN OUTCOMES

## DEVELOPMENT OF A NEW STRATEGIC (COMMUNITY) PLAN

During 2019/20 the City of Victor Harbor completed the development of a new Community Plan. The Community Plan 2030 is our roadmap to make sure our regional city remains a place of choice to live, work, visit and invest in. It describes what we want Victor Harbor to be like in the future, and how we plan to achieve this.

The Community Plan guides our decision making and centres around six broad aspirations that outline what we want Victor Harbor to be like in the future.

The aspirations include:



**We are a caring, connected and active community**



**We have a culture of innovation, collaboration and creativity**



**We manage growth and change responsibly**



**We protect our environment**



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



**We are a financially sustainable and well-governed organisation**

## REPORTING AGAINST THE COMMUNITY PLAN 2036 AND STRATEGIC DIRECTIONS

While the Council has recently adopted its new Community Plan 2030, this Annual Report is measured against the previous plan and the Council's progress towards achieving the vision, objectives and strategies outlined within the Community Plan 2036 and Strategic Directions 2016-2020.

The Community Plan 2036 and Strategic Directions 2016-2020 outlined a vision for Victor Harbor to be a "City that offers opportunity and lifestyle".

To achieve this vision for Victor Harbor, the Council identified five broad objectives:

1. Healthy environments
2. Attractive lifestyle and inclusive community
3. Thriving local economy
4. Services and infrastructure that meet the needs of the community
5. An innovative Council empowering the community

The City of Victor Harbor uses a number of methods to measure our progress towards achieving our objectives, as set out in the Council's Community Plan 2036.

### Key Planned Activities

A complete list of 2019/20 Key Planned Activities and their status is provided at **Appendix 1**, and also summarised by objectives over the following pages.

### Financial Management

An overview of Council's financial performance is provided in the Financial Statements at **Appendix 2**, and commentary around key financial indicators is available on **page 34**.

### Future Planning

The City of Victor Harbor adopted its 2020/21 Annual Business Plan and Budget on 3 August 2020. The plan shows where Council will spend money and the projects that will be undertaken in the coming financial year to help achieve our vision for Victor Harbor.

## Objective 1: **HEALTHY ENVIRONMENTS**



### **LIGHTING THE WAY TO A GREENER FUTURE**

The City of Victor Harbor was one of the first regional councils in South Australia to change all residential street lights to Light Emitting Diode (LED).

This represented the single greatest electricity reduction project in the Council's history. The transition to LED street lights will save the Council an estimated \$2.8 million over the life of the new lights, at the same time as reducing greenhouse gas emissions by approximately 3,200 tonne.

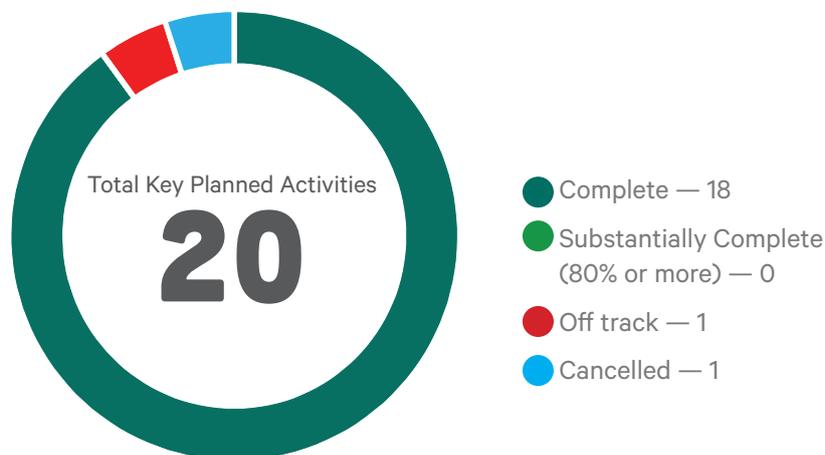
Street lighting is necessary but very expensive for councils to run. It is also the single largest source of greenhouse gas emissions. The City of Victor Harbor has around 2,100 street lights.

The transition to LED took four weeks to complete during February 2020.

The City of Victor Harbor council area is home to many wonderful assets such as Rosetta Head (The Bluff), Granite Island and the Little Penguin colony, Hindmarsh Falls, Glacier Rock and the Inman and Hindmarsh rivers. The natural environment, including the coastal and marine areas, rivers, natural vegetation, clean air and mild climate are all identified as things that make Victor Harbor a great place to live. This objective aims to have things in place to make sure the environment is protected and healthy. It also aims to assist the community to better manage the adverse impacts of climate change and take advantage of opportunities that arise.

### **KEY PLANNED ACTIVITIES**

In order to achieve its objective of healthy environments the City of Victor Harbor identified 20 Key Planned Activities in its 2019/20 Annual Business Plan. A summary of the Council's performance against this objective is provided below, with a detailed list of activities on [page 68](#).



### **KEY HIGHLIGHTS AND OTHER ACHIEVEMENTS**

- Transition of all street lights to Light Emitting Diode (LED)
- Implementation of Fortnightly Waste Collection achieving an additional 18 per cent of waste being diverted from landfill
- Upgrade of the rock wall adjacent the Victor Harbor Bowling Club to assist mitigate coastal erosion
- Adoption of the Victor Harbor Environmental Management Plan
- Climate Change Emergency Declaration illustrated Council's commitment to taking action against climate change

## Objective 2:

# ATTRACTIVE LIFESTYLE AND INCLUSIVE COMMUNITY



### CARING FOR OUR COMMUNITY

The Caring Neighbourhood Program supports older, isolated people to feel a sense of belonging and community. It is a highly valued Council service. With the challenges of 2020, the Caring Neighbourhood Program's role became more important than ever.

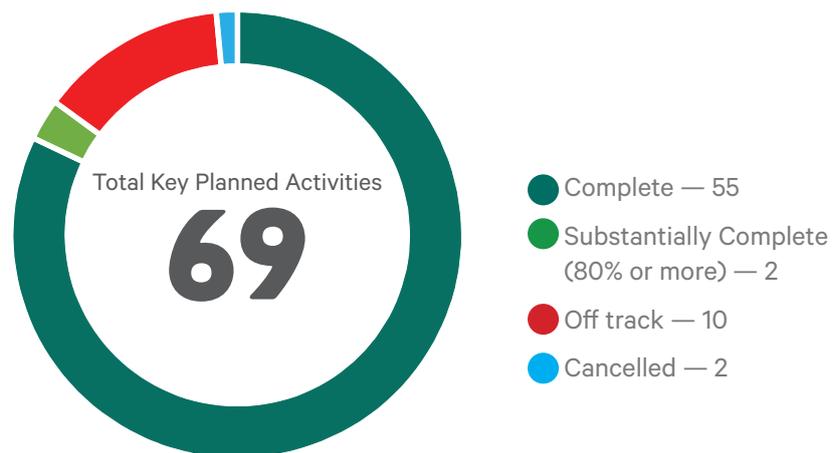
Throughout the year, a team of 50 volunteers provided more than 8,000 hours of social support to 170 clients of the Caring Neighbourhood Program – an extraordinary achievement!

From March to June 2020, there were over 2,200 phone calls made to touch base and check-in with clients. A shopping service was also provided to clients and other vulnerable members of the wider community and more than 250 residents received home delivered library books.

Victor Harbor is well known for its welcoming, friendly and family focussed community. This objective aims to help people feel connected to the community and enjoy living in Victor Harbor.

### KEY PLANNED ACTIVITIES

In order to achieve its objective of an attractive and inclusive community the City of Victor Harbor identified 69 Key Planned Activities in its 2019/20 Annual Business Plan. A summary of the Council's performance against this objective is provided below, with a detailed list of activities on page 70.



### KEY HIGHLIGHTS AND OTHER ACHIEVEMENTS

- 8,000 hours of social support provided through the Caring Neighbourhood Program
- Stage Two construction works for the Victor Harbor Mainstreet Precinct Master Plan were completed and Stage Three commenced
- A stunning mural was created on the facade of the Telstra Building in Ocean Street
- Coral Street Art Space was officially opened
- Dredging was undertaken at the Bluff Boat Ramp to provide safe access for boaties, and the addition of a new holding area to allow for the launching and retrieval of watercraft
- Hindmarsh River estuary access ramp was replaced

## Objective 3: **THRIVING LOCAL ECONOMY**



### **SUPPORTING OUR BUSINESS COMMUNITY IN HARD TIMES**

Twenty four Victor Harbor businesses shared in just over \$79,000 worth of grants from the council to help them navigate through COVID-19 challenges.

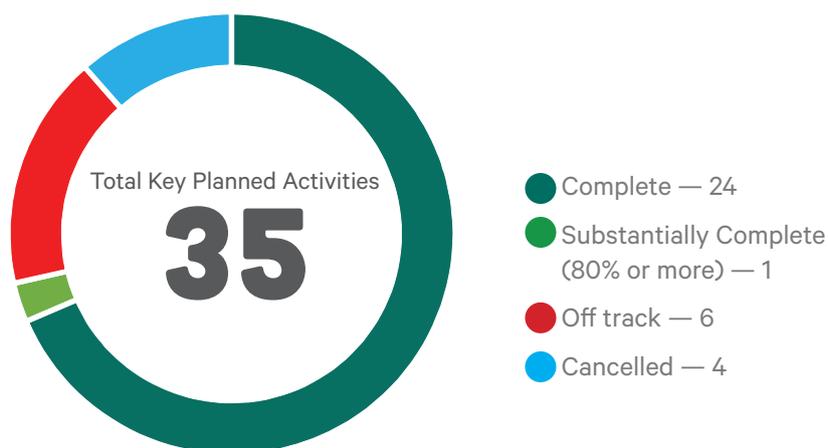
The Business Support Grants were one of the many measures adopted by council to support its community deal with the impacts of the COVID-19 pandemic. The program enabled Victor Harbor businesses to apply for up to \$5000 funding support to be used to assist with adaptation initiatives, cashflow and business planning.

Projects funded under the program included such things as website developments enabling businesses to serve their customers differently, physical changes to restaurants and cafes, as well as the purchase of plant and equipment that allows for alternative products and services to be offered.

The Victor Harbor economy is heavily reliant on income derived from tourism. This objective aims to set out a number of measures that will assist to diversify and strengthen the local economy, while providing opportunity for businesses and the broader community to prosper.

### **KEY PLANNED ACTIVITIES**

In order to achieve its objective of a thriving local economy the City of Victor Harbor identified 35 Key Planned Activities in its 2019/20 Annual Business Plan. A summary of the Council's performance against this objective is provided below, with a detailed list of activities on [page 73](#).



### **KEY HIGHLIGHTS AND OTHER ACHIEVEMENTS**

- Provided 24 local businesses with financial assistance through the COVID-19 Business Support Grants Program
- The inaugural Festivals and Events Sponsorship Program assisted the delivery of nine community events within the council area
- Completed the Cruise Ship and Boating Infrastructure Planning Study
- Developed the Buy Local Victor Harbor app to showcase how businesses adapted their services as a result of COVID-19 and beyond
- Worked collaboratively with Business Victor Harbor to deliver BizFest, a series of workshops and seminars
- Staged the 2019 Rock N Roll Festival

## Objective 4: **SERVICES AND INFRASTRUCTURE**



### **CONSTRUCTION OF A CHANGING PLACES FACILITY**

The City of Victor Harbor was successful in receiving a grant from the SA Government to deliver a Changing Places facility for its community and visitors. The facility was delivered during 2019/20 and is located on Soldiers' Memorial Reserve.

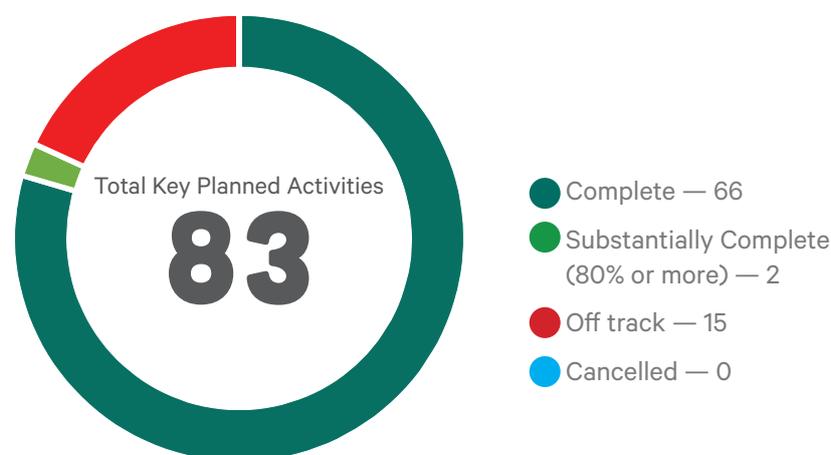
Changing Places facilities are larger than standard accessible toilets with a height adjustable adult-sized change table, a tracking hoist, centrally-located peninsula toilet, automatic door and a privacy screen.

To ensure the facility is not vandalised or mis-used it is fitted with a Master Locksmiths Access Key (MLAK). People with a disability are able to purchase a MLAK which will open all toilets and other facilities that are fitted with the specially designed lock. A key is also available at the Visitor Information Centre.

Our community considers infrastructure such as roads, footpaths, walking trails, bike paths and playgrounds as important for quality of life. Access to health and community services is also highly important to the community. This objective aims to facilitate access to services that people need, at the same time as helping them feel safe and healthy.

### **KEY PLANNED ACTIVITIES**

In order to achieve its objective of services and infrastructure supporting its community the City of Victor Harbor identified 83 Key Planned Activities in its 2019/20 Annual Business Plan. A summary of the Council's performance against this objective is provided below, with a detailed list of activities on page 75.



### **KEY HIGHLIGHTS AND OTHER ACHIEVEMENTS**

- Construction of a Changing Places facility at Soldiers' Memorial Reserve
- Delivery of Waitpinga Road/Battye Road intersection safety improvements including the provision of turning lanes and solar lighting
- Annual groundwater monitoring at the old Victor Harbor Landfill in accordance with post closure EPA licence requirements
- Commencement of construction of new bus shelters in conjunction with the Victor Harbor Men's Shed
- Completion of Cakebread Road Stormwater Construction Project
- Working with the Disability Access and Inclusion Advisory Committee to identify and improve access around Victor Harbor CBD through footpath maintenance and pram ramp upgrades

## Objective 5:

# INNOVATIVE COUNCIL EMPOWERING THE COMMUNITY



### OUR CUSTOMER SERVICE COMMITMENT

There is an expectation that the community will receive a high level of customer service. The City of Victor Harbor is committed to providing the highest quality customer service at all times within the scope of the organisation's operational capacity.

During 2019/20 the City of Victor Harbor developed a new customer service framework and charter.

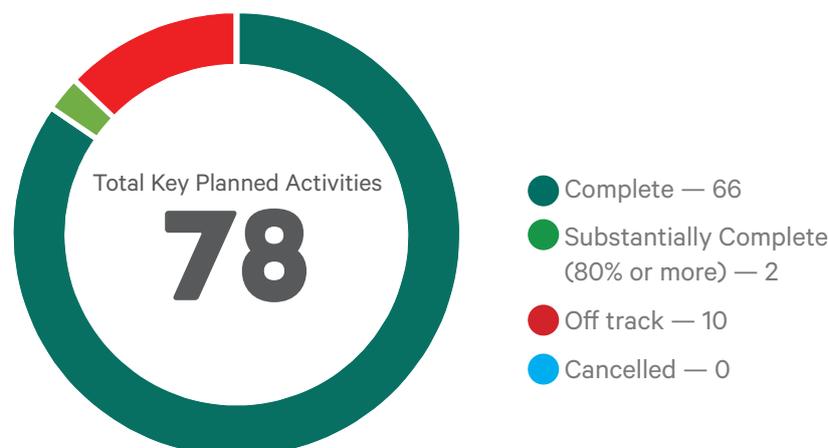
The charter is the external facing document that sets out in plain language the Council's customer service commitment, service standards and what members of the public can do if we don't meet our standards.

The charter is available on Council's website ([www.victor.sa.gov.au](http://www.victor.sa.gov.au)) as well as in hard copy at the Civic Centre.

Victor Harbor has a passionate community that is driven to help make the city the best it can be. This objective focusses on encouraging active citizenship and participation in council decision making, at the same time as ensuring there are processes in place to ensure council's financial and infrastructure assets are sustainably managed.

### KEY PLANNED ACTIVITIES

In order to achieve its objective of an innovative Council empowering the community the City of Victor Harbor identified 78 Key Planned Activities in its 2019/20 Annual Business Plan. A summary of the Council's performance against this objective is provided below, with a detailed list of activities on page 79.



### KEY HIGHLIGHTS AND OTHER ACHIEVEMENTS

- Developed a new customer service framework and charter
- Developed the new Community Plan 2030 and updated the Long Term Financial Plan
- Introduced the recording of Council meetings, in addition to livestreaming, to enable greater access to Council decision making
- Delivered a new corporate website
- Implemented a new maintenance module following migration of all asset data to new software

## KEY FINANCIAL INDICATORS

Financial indicators identify emerging trends and comparative information about Council's financial sustainability.

Although indicators provide an assessment of financial performance and sustainability, they need to be interpreted in the context of Council's operating environment.

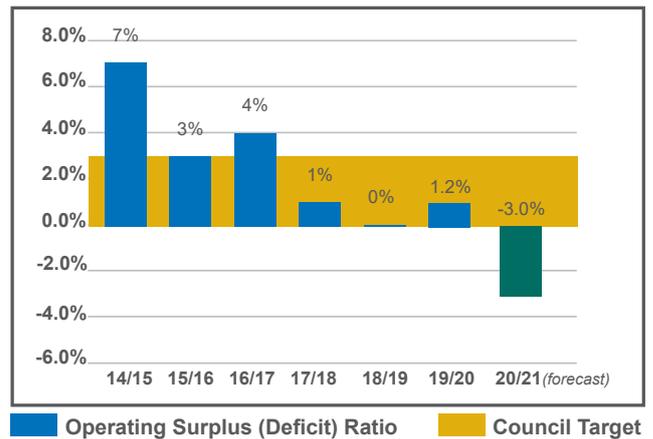
The following section provides an overview of the Council's performance against the three key financial indicators since 2014/15 including forecasts for 2020/21 based on the adopted budget.

In 2019/20 each of the financial indicators met Council's targets, as set out in the Long Term Financial Plan. Results, trends and commentary are provided in the following section.



### Operating Surplus (Deficit) Ratio

This ratio expresses the operating surplus (\$) as a percentage of total operating revenue. A positive ratio indicates that all operating expenses are being fully funded by operating revenue and current ratepayers are meeting the costs of the services that they are using. Council has had positive ratios since 2011/12, and in 2019/20 achieved a surplus ratio of 1.2% as demonstrated in the graph below:

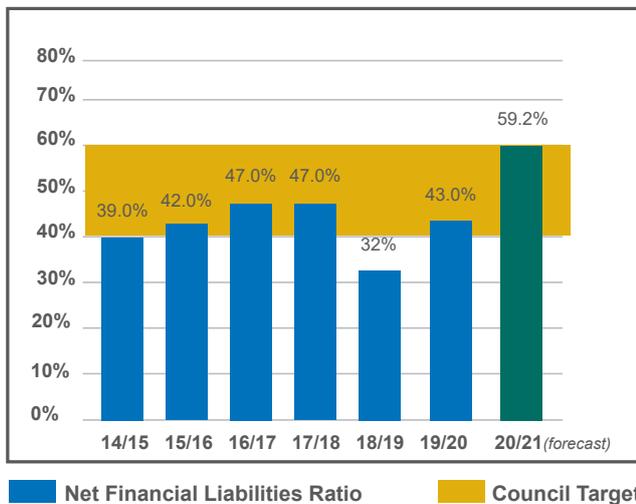


An Operating Surplus Ratio of 1.2% meets Council's target of between 0% and 3% as identified in the Long Term Financial Plan.

### Net Financial Liabilities Ratio

This ratio expresses total liabilities less financial assets as a percentage of total operating revenue. The ratio indicates whether Council can meet its financial liabilities for the year from operating revenue. A higher ratio may indicate higher levels of debt whilst a lower ratio indicates stronger capacity to meet financial obligations.

Council's Net Financial Liability Ratio has fluctuated over the past ten years in line with major capital expenditure with a low of 32% in 2018/19 followed by 43% in 2019/20 as shown on the graph below:

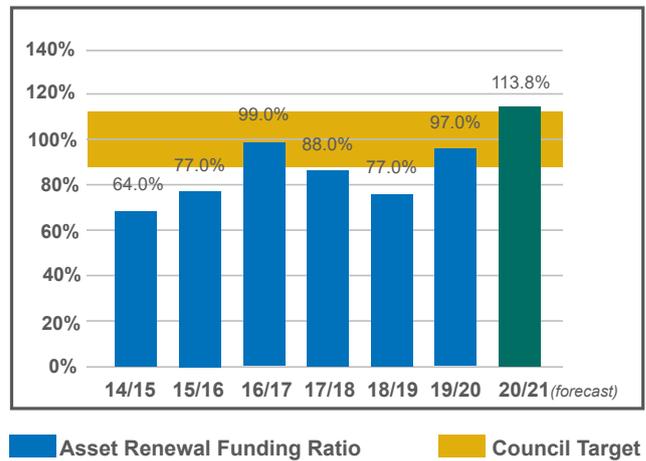


A Net Financial Liabilities Ratio of 43% falls within Council's target range of 40% to 60% as identified in the Long Term Financial Plan.

### Asset Renewal Funding Ratio

This ratio is based on expenditure on capital renewal (replacement) as a percentage of planned projects detailed in Council's Asset Management Plans. The ratio indicates whether assets are being renewed in line with Asset Management Plans, with a ratio of 100% indicating that Council is fully funding infrastructure requirements.

Whilst Council intends to fully budget for works required in the Asset Management Plans, the target range of 90% to 110% has been set to achieve an approximate 100% rolling average over a three year period. This allows for changing priorities and delays in completion of projects. It is expected that Council will meet the rolling three year target across the 2018/19 to 2020/21 financial years with a average ratio of 107.8% projected.



Expenditure on capital renewal projects in 2019/20 was 97% which is within council's target range of 90% to 110%. However, the rolling three year average from 2017/18 to 2019/20 is 95.9%, slightly below the target of 100%.

# ELECTED MEMBERS





## ELECTED MEMBER PROFILES



### MAYOR MOIRA JENKINS

Joining Council in 2014 and elected to the position of Mayor at the 2018 elections, Dr Moira Jenkins is a clinical psychologist with post graduate qualifications in workplace conflict management and the development of healthy workplaces.

#### 2019/20 Highlights

Highlights of the 2019/20 financial year for Moira included the continual development of an Arts and Culture Precinct and the advancing of a Study Hub which she sees as an important project for the region. While proud of Council's support of residents and the business community through the COVID-19 pandemic, Moira acknowledges that pockets of the community are still doing it tough.

#### Committee and representative appointments

- CEO Performance Review Committee (Chair)
- City Activation and Strategic Planning Advisory Committee
- Southern and Hills Local Government Association

The Mayor holds an ex-officio position on all Section 41 Committees, excluding the Audit committee.



### COUNCILLOR BRAYDEN MANN

Elected to Council in 2018, Councillor Brayden Mann is the youngest of our current Elected Members. Working in the family owned newsagency as well as studying a double degree in Law and International Relations, Brayden understands the role that local businesses play within the Victor Harbor community.

#### 2019/20 Highlights

Brayden's greatest achievements for Council this year was the LED street light changeover, saving Council \$2.4 million over the life of the lights and reducing greenhouse gas emissions by 3,200 tonnes, plus the transition to fortnightly general waste collection.

#### Committee and representative appointments

- Arts and Culture Advisory Group (Chair)
- City Activation and Strategic Planning Advisory Committee
- Encounter Bay Future Recreation, Sports and Infrastructure Working Group
- Recreation and Sport Grant Working Group (Chair)
- Recreation Centre Management Committee



### **COUNCILLOR TIM GLAZBROOK**

After selling his Victor Harbor automotive business and finding the capacity to represent the community fulltime, Councillor Tim Glazbrook was elected to Council in 2014.

#### **2019/20 Highlights**

Transitioning the community to fortnightly waste collection is one of the projects Tim is most proud of this financial year. Reducing Victor Harbor's waste to landfill by 61% and increasing the city's recycling and green waste efforts considerably,

Tim applauds the community's commitment to adapting to this significant change and is pleased the local environment and next generations will be better for it.

#### **Committee and representative appointments**

- Audit Committee (Chair)
- CEO Performance Review Committee
- City Activation and Strategic Planning Advisory Committee
- Heritage Advisory Group
- Fleurieu Regional Waste Authority Board Member



### **COUNCILLOR BRYAN LITTLELY**

A journalist and media professional, Councillor Bryan Littlely was elected to Council in 2018. His career has taken him to a wide range of communities in South Australia, nationally and internationally while reporting, editing and working closely with all levels of government.

#### **2019/20 Highlights**

Along with approving the plans for Railway Plaza and receiving the grant funding for the project, Bryan is most proud of Council's strong leadership, both in the Administration and Elected body, in quickly supporting the Victor Harbor community during and post COVID-19 restrictions.

#### **Committee and representative appointments**

- City Activation and Strategic Planning Advisory Committee
- Boating Facilities Working Group (Chair)
- Disability Access and Inclusion Advisory Committee
- Recreation and Sport Grant Working Group

## ELECTED MEMBER PROFILES



### COUNCILLOR NICK HAYLES

Elected to Council in 2014, Councillor Nick Hayles joined Council to represent and work with the younger generations of Victor Harbor's community. Studying a Certificate IV in Youth Work, Nick currently works as a Pastoral Care Worker at Port Elliot Primary School and as a support worker with young people through the National Disability Inclusion Scheme (NDIS).

#### 2019/20 Highlights

The most notable success for Nick this year was the City of Victor Harbor's change over to fortnightly general waste collection. Along with reducing waste to landfill Nicholas is most proud of the community participation and their readiness to act on environmental change within their homes.

#### Committee and representative appointments

- City Activation and Strategic Planning Advisory Committee (Chair)
- Inman River Catchment Group
- Recreation Centre Management Committee (Chair)
- Victor Harbor CoastCare
- Victor Harbor R-7 School Governing Council



### COUNCILLOR MARILYN HENDERSON

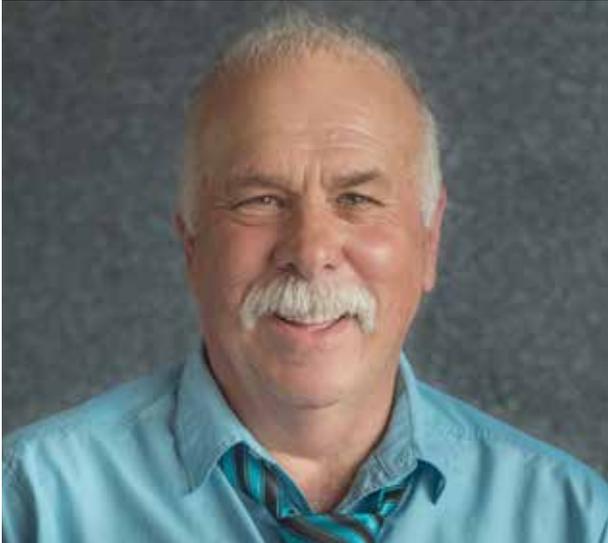
After living and volunteering within the community for seven years, Councillor Marilyn Henderson was elected to Council in 2018. Marilyn's lifelong passion for science was developed through her career in medical research, anatomy and microscopy and microstructure analysis.

#### 2019/20 Highlights

Marilyn's greatest achievement was bringing to Council a Climate Emergency Declaration in December 2019.

#### Committee and representative appointments

- Arts and Culture Advisory Group
- CEO Performance Review Committee
- City Activation and Strategic Planning Advisory Committee
- Disability Access and Inclusion Advisory Committee (Chair)
- Fleurieu Region Community Services Advisory Committee (Chair)
- Friends of the Victor Harbor Library Management Committee
- Murray Darling Association (Region 6)
- Southern Communities' Transport Scheme Advisory Committee (Chair)



**COUNCILLOR PETER CHARLES**

Councillor Peter Charles has been an elected member at the City of Victor Harbor since 2014. A local business owner, Peter has been a dedicated advocate for the residents of Victor Harbor.

**2019/20 Highlights**

The proposal to incorporate the Victa Cinema into the Arts and Culture Centre was first brought to Council by Peter. During 2019/20 the Council showed it’s support for this proposal and made the decision to purchase the cinema.

**Committee and representative appointments**

- City Activation and Strategic Planning Advisory Committee
- Council Assessment Panel
- Fleurieu Regional Aquatic Centre Proxy Board Member



**COUNCILLOR CAROL SCHOFIELD**

Councillor Carol Schofield joined Council in 2014 to share her experience and knowledge gained throughout her diverse career, most notably in aquaculture, agriculture, the dairy industries and in the role a strategic and business planner.

**2019/20 Highlights**

Carol’s highlights of the 2019/20 financial year include being involved in the plans for the Arts and Culture Centre and the continued roll out of the Victor Harbor Mainstreet Precinct Upgrade project.

**Committee and representative appointments**

- City Activation and Strategic Planning Advisory Committee
- Fleurieu Region Community Services Advisory Committee
- Heritage Advisory Group (Chair)
- Victor Harbor Horse Tram Authority Board Member

## ELECTED MEMBER PROFILES



### COUNCILLOR DAVID KEMP

Councillor David Kemp joined Council in 2018 after spending 33 years in the Metropolitan Fire Service. Rising to the rank of Commander within the executive team, David gained experience in corporate governance, emergency management, department management functions and representation on state and national committees.

#### 2019/20 Highlights

Improving the monthly communication on Council's finances is regarded as one of David's 2019/20 highlights while balancing the number of completed Key Planned Activities with internal and external factors as the most difficult.

#### Committee and representative appointments

- Audit Committee
- Carrickalinga Board of Management
- CEO Performance Review Committee
- City Activation and Strategic Planning Advisory Committee
- Fleurieu Regional Aquatic Centre Authority Board Member



### COUNCILLOR ANDREW ROBERTSON

Elected to Council in 2018, Councillor Andrew Robertson is committed to improving society and the economy of Victor Harbor through his Masters in Economics and 25 years of community development experience in Africa and Asia, including seven years with the United Nations Peacekeeping Mission in Sudan.

#### 2019/20 Highlights

Andrew's 2019/20 achievements include establishing a Native Fauna Conservation Group, being a part of establishing an Unsolicited Proposals Policy and supporting the Multipurpose Boat Launching Facility.

#### Committee and representative appointments

- Agribusiness Reference Group
- Audit Committee
- Boating Facilities Working Group
- City Activation and Strategic Planning Advisory Committee
- Victor Harbor High School Governing Council

# ELECTED MEMBER REPORTING

## ELECTED MEMBER ALLOWANCES

Elected Members are paid an annual allowance as determined by the Remuneration Tribunal on a four yearly basis, in accordance with Section 76 of the Local Government Act 1999. The Remuneration Tribunal, in determining allowances, has regard to the role of members, the size, population, revenue, as well as relevant economic and social factors in the council area.

In 2019/20 Elected Members received the following allowances:

- Mayor - \$51,200
- Deputy Mayor - \$16,000
- Presiding member of a prescribed committee - \$16,000
- Councillors - \$12,800
- Councillors who are presiding members of a Section 41 Committee that is not a prescribed committee - \$12,800 plus \$150 per meeting (up to \$900)

In addition Elected Members are entitled to other support including reimbursement of travel and childcare expenses.

Council's Elected Member allowances and support policy sets out a comprehensive summary of the provisions of the Local Government Act 1999 and the Regulations in respect to Elected Member allowances, expenses and provision of facilities, support and benefits.

It also provides the circumstances under which Council approves the reimbursement of additional expenses on a discretionary basis.

## TRAINING AND DEVELOPMENT

The following is an outline of training and development activities that were undertaken by Elected Members during 2019/20.

### Cr Marilyn Henderson

- Elected Member Leadership Forum (Local Government Association)
- Electric Vehicle Trip with LGA Procurement (Local Government Association)

### Cr Nick Hayles

- National Forum on Coastal Councils (Australian Coastal Councils Association)
- Bendigo Bank Fleurieu Future Leaders Program

### Cr Andrew Robertson

- Elected Member Leadership Forum (Local Government Association)
- SA Planning Reform Briefing (SA Planning Commission)
- 2019 Property and Projects Master Class (Norman Waterhouse)

## MEETING ATTENDANCE

The City of Victor Harbor's ordinary Council meetings are held on the fourth Monday of the month from 5.30pm. During 2019/20 there were 12 ordinary council meetings and eight (8) special meetings.

### Meeting attendance from 1 July to 30 June

Total number of meetings	20
Mayor Moira Jenkins	20
Cr Brayden Mann	18
Cr Tim Glazbrook	18
Cr Bryan Littlely	17
Cr Nick Hayles	19
Cr Marilyn Henderson	19
Cr Peter Charles	20
Cr Carol Schofield	17
Cr David Kemp	19
Cr Andrew Robertson	19

# ELECTED MEMBERS

## ELECTED MEMBER ATTENDANCE AT WORKSHOPS

The following table is a record of Elected Member attendance at workshops during 2019/20.

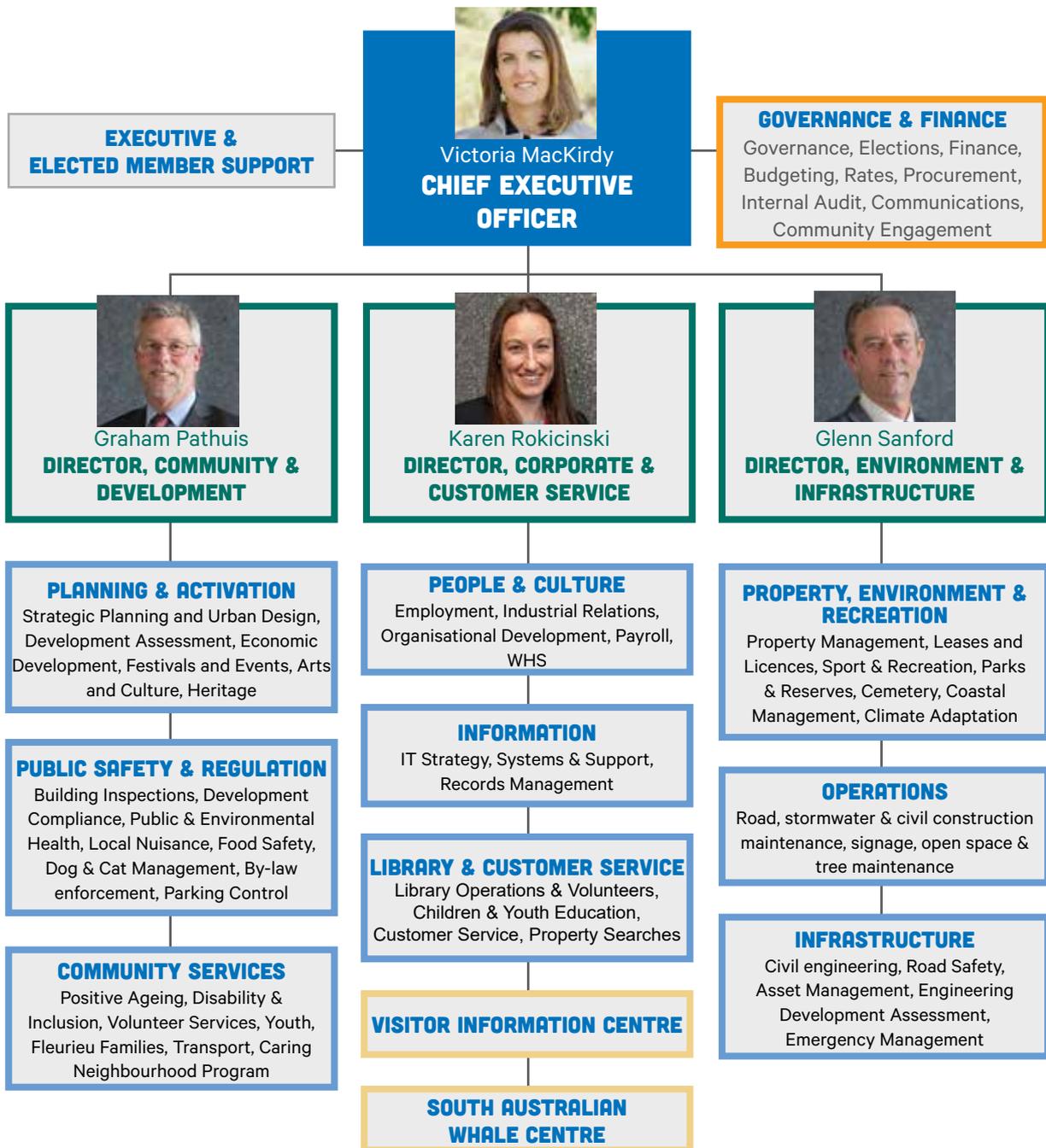
Training	Date	Mayor Moira Jenkins	Cr Brayden Mann	Cr Tim Glazbrook	Cr Bryan Littlely	Cr Nick Hayles	Cr Marilyn Henderson	Cr Peter Charles	Cr Carol Schofield	Cr David Kemp	Cr Andrew Robertson
"Other" Informal Gathering – The Anchorage Redevelopment and Parking	01/07/2019	•	•	•	A	•	•	•	•	•	•
Community Energy Program	08/07/2019	•	•	A	•	•	•	•	•	•	•
Code of Practice – Meeting Procedures	15/07/2019	•	A	A	•	•	•	•	•	•	•
Designated Informal Gathering – Floodplain Mapping, Murray Darling Association, Environmental Management Plan	12/08/2019	A	•	•	A	A	•	•	•	•	•
Designated Informal Gathering - Strategic Planning	24/08/2019 25/08/2019	•	•	•	•	•	•	•	•	•	•
Designated Informal Gathering - Economic Development Strategy, Boating Tourism and Cruise Ship Planning Study, Adelaide Road Commercial Development, McKinlay Street Car Parking Precinct	03/09/2019	•	•	•	A	A	•	•	A	•	•
Designated Informal Gathering - Council Agenda Format, Ironbank Sustainability, Encounter Bikeway (Bridge Terrace), Regional Mountain Bike Trail Opportunities, Brown Hill Trail Network Opportunity	09/09/2019	No data available									
Designated Informal Gathering - Draft Livestreaming Policy, Annual Report Feedback, 2018/19 Key Planned Activities, Public Interest Disclosure Act 2018, Council's Delegations Register	16/09/2019	•	•	•	•	•	•	•	•	•	•
Designated Informal Gathering - Strategic Plan Review	30/09/2019	•	•	A	A	•	•	•	•	•	A
Designated Informal Gathering - Festival and Events Policy, 2020/21 Budget Process, Elected Member Access to Legal Advice, Code of Practice for Meeting Procedures	14/10/2019	•	•	•	A	•	•	•	•	•	•
Designated Informal Gathering – Strickland Consulting Victor Harbor Boating and Cruise Ship Study	29/10/2019	A	A	•	A	•	•	•	•	•	•
Designated Informal Gathering - Strategic Plan	02/11/2019	No data available									
Designated Informal Gathering - Community Energy Project, Mainstreet Precinct Future Stages, SA Water Land, Arts and Culture Resourcing	5/11/2019	•	•	•	•	•	•	•	A	•	•
Designated Informal Gathering - Community Strategic Planning Projects and Sculptures Project	11/11/2019	•	A	•	•	A	•	•	•	•	A
Fleurieu Aquatic Centre Management Options (Joint Council Workshop)	14/11/2019	A	A	A	•	A	•	•	•	•	•
Designated Informal Gathering – Draft Budget Workshop	18/11/2019	A	•	A	A	•	•	•	•	•	•
'Other' Informal Gathering – Causeway Redevelopment	02/12/2019	•	A	•	•	•	•	•	•	•	•
Designated Informal Gathering – Strategic Plan Review	02/12/2019	•	A	•	•	•	•	•	•	•	•
Designated Informal Gathering - Asset Management Plan, Long Term Financial Plan, McKinlay Street Parking Precinct, Arts and Culture Precinct	03/12/2019	•	A	•	A	•	•	•	A	•	•
Designated Informal Gathering – Community Services, Council Procurement, Bridge Terrace Master Plan, Ocean Street Loading Zone and Ramindjeri Heritage Association	09/12/2019	•	•	•	•	•	•	•	•	•	•
Designated Informal Gathering – Budget Workshop	20/01/2020	•	•	•	•	•	•	•	A	•	•

Training	Date	Mayor Moira Jenkins	Cr Brayden Mann	Cr Tim Glazbrook	Cr Bryan Littlely	Cr Nick Hayles	Cr Marilyn Henderson	Cr Peter Charles	Cr Carol Schofield	Cr David Kemp	Cr Andrew Robertson	
Designated Informal Gathering - Yilki Pedestrian Improvements, Property Lease Charter, Encounter Bikeway, Draft Unsolicited Proposal and Guidelines	10/02/2020	•	•	•	A	•	•	•	•	•	•	
'Other' Informal Gathering – Crozier Hill Estate LGAMLS Investigation update	17/02/2020	•	•	•	A	•	A	•	•	•	•	
Designated Informal Gathering - Presentation on the Victor Harbor Horse Tram Authority Business Plan	18/02/2019	•	•	•	•	•	•	•	•	•	•	
Designated Informal Gathering – Budget Workshop	29/02/2020	•	•	•	A	•	•	•	•	•	•	
Designated Informal Gathering - Mainstreet Precinct Master Plan Stage Four Design, McKinlay Street Parking Precinct Community Engagement, Foreshore/Warland Reserve	03/03/2020	•	•	•	A	•	•	•	•	•	•	
Designated Informal Gathering - Department for Environment and Water, Monthly Financial Report, Draft Unsolicited Bids Policy and Guidelines, Strickland Park Report on Boating Facilities	12/03/2020	•	•	A	A	A	A	•	•	•	•	
Designated Informal Gathering - Business Victor Harbor Presentation, Community Plan, Budget Workshop #4	16/03/2020	No data available										
Designated Informal Gathering - Native Fauna Conservation Advisory Group Terms of Reference and McKinlay Street Car Parking Precinct Expressions of Interest Process	18/03/2020	No data available										
'Other' Informal Gathering – COVID-19 Briefing	30/03/2020	•	•	•	•	•	•	A	•	•	•	
'Other' Informal Gathering – COVID-19 Briefing	03/04/2020	•	•	•	•	A	•	•	•	•	•	
'Other' Informal Gathering – COVID-19 Briefing	09/04/2020	•	A	•	A	A	•	•	•	•	•	
Designated Informal Gathering – Southern Fleurieu Sport and Recreation Precinct, GT Fisher Playground Design Stage Two, Monthly Financial Report, Local Government Association Mutual Liability Scheme	16/04/2020	•	•	•	A	•	•	•	•	•	•	
Designated Informal Gathering - Unsealed Roads Priority Rating System and Budget Workshop #5	20/04/2020	No data available										
Designated Informal Gathering - Encounter Bikeway Realignment	22/04/2020	No data available										
Designated Informal Gathering - Mainstreet Precinct Master Plan Stage Four Design and Stage Five Concept and Economic Development Strategy	05/05/2020	•	•	•	A	•	•	•	•	•	•	
Informal Gathering – FRWA Strategic Planning, 2020/21 Business Support Package, 2020/21 Draft Budget Update and Relief Measures, Monthly Financial Report	11/05/2020	•	•	•	•	•	•	•	•	•	•	
Informal Gathering – Causeway redevelopment	27/05/2020	•	•	•	•	•	•	•	•	•	•	
Designated Informal Gathering – Draft Community Plan and 2020/21 Annual Business Plan & Budget	01/06/2020	•	•	•	•	A	•	•	•	•	•	
Designated Informal Gathering - Risk Management and Monthly Financial Report	11/06/2020	No data available										
'Other' Informal Gathering – Elected Member Roles and Responsibilities Training	19/06/2020	•	•	•	•	•	•	•	•	•	•	

# OUR PEOPLE



# ORGANISATION STRUCTURE



Director

Group Manager

Manager

Coordinator



## COUNCIL STAFF

### EXECUTIVE TEAM

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

- Chief Executive Officer;
- Director Corporate and Customer Service;
- Director Environment and Infrastructure; and
- Director Community and Development.

Each Senior Officer receives a remuneration package that includes:

- A negotiated base salary, recognising overtime and out of hours work, limited term of contract, and individual officer performance
- Business and private use of a council vehicle
- Communication expenses
- Professional memberships
- Statutory superannuation entitlements.

### HUMAN RESOURCES AND STAFFING LEVELS

The City of Victor Harbor is one of the city's major employers. At 30 June 2020 Council employed 131 staff equalling 104.49 full time equivalents (FTE).

Around 500 volunteers provided support to activities such as the Visitor Information Centre, South Australian Whale Centre, Library, Southern Communities Transport Scheme, community services, graffiti removal programs, Coral Street Art Space, gardening and, river and coastal protection initiatives.

### INDUSTRIAL RELATIONS

There were no matters referred to the SA Industrial Relations Commission during 2019/20.



### 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. Council also supports employee's requests to attend professional conferences within their respective disciplines. This ensures that they maintain their professional accreditation, develop their knowledge and network with their peers.

Training undertaken in 2019/20 was in the areas of leadership and management, incident reporting and investigation, hazard and injury management, first aid, emergency management, warden and extinguisher, contractor management, workzone traffic management, report writing and computer software.

Council also promotes learning on-the-job, a program of job rotation, higher duties and internal promotion to ensure that skills are retained and developed within the organisation.

## HEALTH AND WELLBEING

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. Due to COVID-19, some of the health and wellbeing programs were unable to be held in 2019/20, however they will be offered to staff in future.

## WORK HEALTH AND SAFETY

In 2019/20, Council had four workers compensation claims amounting to 11 days lost time due to injury. This is compared to four workers compensation claims and six days lost time in the previous reporting year. The figures are above council's targets for the period.

## TRAINEESHIPS AND APPRENTICESHIPS

Council supported seven individuals in traineeship and apprenticeship opportunities in 2019/20 with five different work areas of council. These initiatives, undertaken in partnership with Statewide Group Training (SA) Inc., have provided a valuable learning environment for our youth by enhancing their abilities to gain future employment.





## **VOLUNTEERS**

Victor Harbor has a strong culture of volunteering, in fact one in three Victor Harbor residents volunteer within the community. Our local volunteers play a valuable role in sustaining a healthy and resilient community and contribute significantly to the quality and vibrancy of our Victor Harbor community spirit.

Volunteers make such an important contribution to Council and the community, collectively providing more than 40,000 hours each year to give back to their community and assist others. In dollar terms, this contribution is worth more than \$1 million.

### **COUNCIL VOLUNTEERS**

The City of Victor Harbor acknowledges all those who contribute their energy to the City of Victor Harbor volunteering programs, including: Caring Neighbourhood Program, Fleurieu Families, Victor Harbor Public Library, South Australian Whale Centre, Southern Communities Transport Scheme, Southern Fleurieu Youth Advisory Committee, Victor Harbor Visitor Information Centre, Coral Street Arts Space and our outdoor parks, gardens, environmental and event volunteer groups.

Volunteering opportunities are available for all ages and abilities.

### **VOLUNTEER RECOGNITION**

Each year the City of Victor Harbor hosts a celebration honouring the 500 volunteers who contribute to Council's programs, initiatives and projects. It is important to note that a number of Council's programs and services simply would not exist without the support of volunteers.

Each year Council hosts a Volunteers' Thankyou function to recognise the efforts of volunteers and to thank them for the tireless contribution they make to our community.

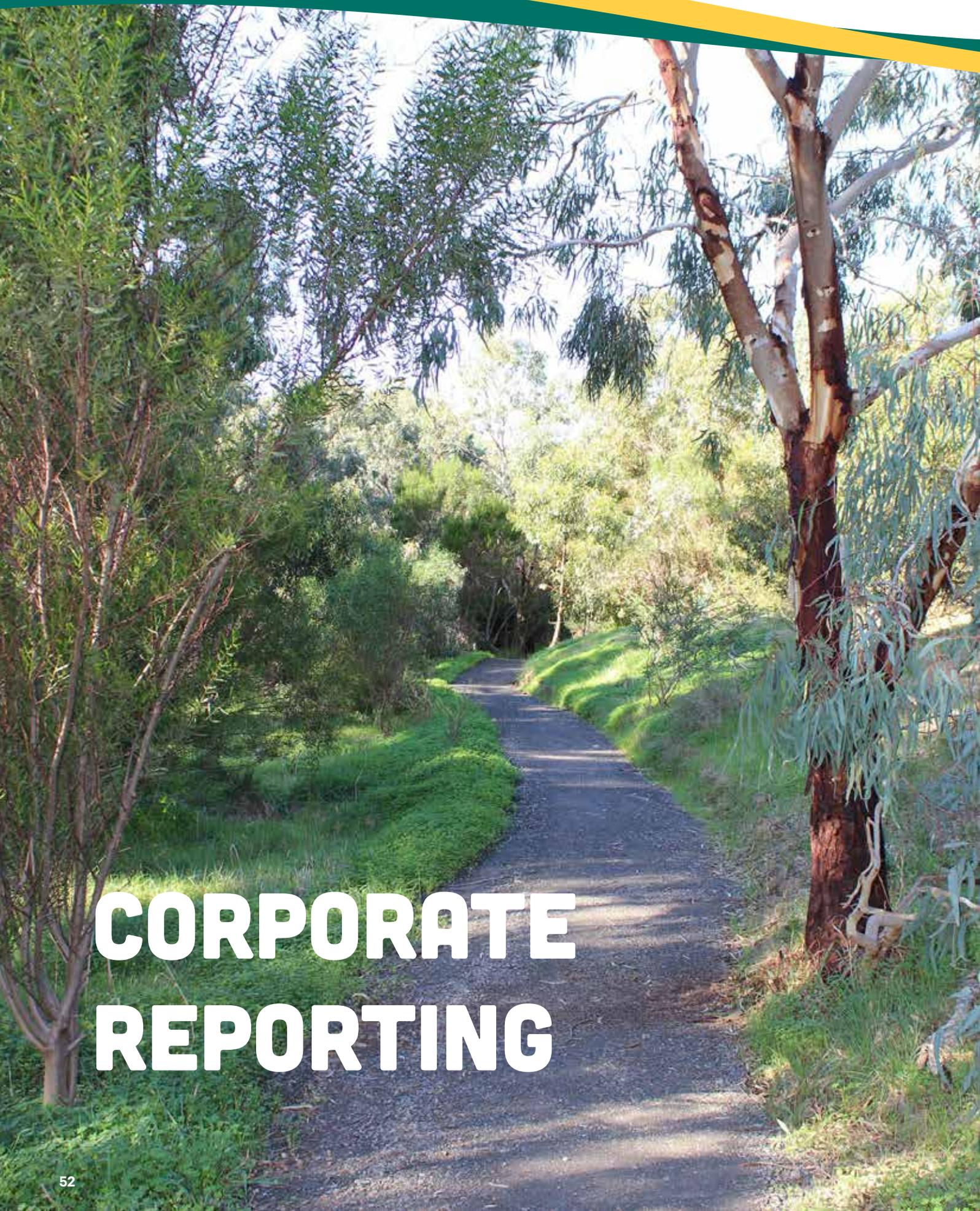
The event is held at Council's Civic Centre and is attended by Council staff, Elected Members and Council volunteers. The Council staff who act as volunteer managers are also recognised for their efforts to make the volunteers' experience rewarding and enjoyable.

During the height of COVID-19, thousands of phone calls were made by Council's Caring Neighbourhood volunteers who unable to make physical visits to client homes. To acknowledge the work of this program's volunteer group, Council's team visited the program's clients and took 'thankyou' photos as they stood at their front door holding their own thankyou poster.

### **COMMUNITY VOLUNTEERS**

To acknowledge the efforts of volunteers in the Victor Harbor community, the City of Victor Harbor offers small grants to encourage, and assist, non-profit community groups, management committees and organising committees to celebrate and recognise the contribution of their volunteers. Grants can be used to fund a range of 'thank-you' celebrations during the annual National Volunteer Week that recognise the important contribution of volunteers to the Victor Harbor community. Activities include such things as a morning tea, a lunch, certificates of appreciation, a barbeque, or a small gift.

Council extends thanks and appreciation to all its volunteers, and acknowledges their outstanding service to the community.



# CORPORATE REPORTING

## DECISION MAKING STRUCTURE

Council makes decisions directly or indirectly through the following mechanisms:

- Council meetings (strategic planning, financial plans, budget, policies etc)
- Subsidiaries
- Council Assessment Panel
- Chief Executive Officer through delegation of the Council (including sub-delegation to Council officers)
- Authorised officers via appointment by the Chief Executive Officer
- Regional representation.

The Council also draws on a number of committees, advisory and working groups to assist with its decision making. A summary of these is provided over the following pages.

### COMMITTEES

#### Audit Committee

The City of Victor Harbor Audit Committee was constituted in 2007 under Section 126 of the Local Government Act 1999. The Committee also operates in accordance with the Local Government (Financial Management) Regulations 1999.

During 2019/20 the Audit Committee met on a quarterly basis. Items discussed at meetings, as required by the Committee's charter included:

- Internal audit program and results
- External audits
- Financial policies
- Services reviews
- Annual financial statements
- Internal control assessments and sample testing
- Annual Business Plan and Budget
- Community Plan
- Budget reviews
- Asset Management Plans
- Risk management and register.

Audit Committee membership included three Elected Members – Cr Tim Glazbrook (Chair), Cr David Kemp and Cr Andrew Robertson – and two independent members – David Papa and Claudia Goldsmith.

Each independent member of the Audit Committee received a sitting fee of \$350 per meeting.

#### CEO Performance Review Committee

The CEO Performance Review Committee works with the CEO to establish relevant performance objectives and undertakes the annual formal review of the performance of the CEO.

During 2019/20 the CEO Performance Review Committee met five times. Membership of the committee includes Mayor Moira Jenkins (Chair), Cr Tim Glazbrook, Cr Marilyn Henderson and Cr David Kemp.

#### City Activation and Strategic Planning Advisory Committee

The City Activation and Strategic Planning Advisory Committee has been established to oversee the development and review of key Council documents and projects including strategic plans, strategies and policies for the future development and activation of the City of Victor Harbor. The committee also ensures Council meets its requirements under Section 101A of the Development Act 1993.

The committee met four times during 2019/20. All Elected Members sit on the City Activation and Strategic Planning Advisory Committee.

The Committee is chaired by Cr Nick Hayles.

#### Council Assessment Panel

The Council Assessment Panel (CAP) is a body formed by Council in accordance with Section 83(1) of the Planning, Development and Infrastructure Act 2016. The role of CAP is to determine development applications in accordance with the powers and functions delegated to the panel by Council.

Membership of CAP includes one Elected Member and four independent members. During 2019/20 membership included Cr Peter Charles, Don Donaldson (Presiding Member), Phil Smith, Judith Urquart and Stephen Hamnett.

Stephen Hamnett resigned from CAP and attended his final meeting in November 2019.

The Presiding Member of the CAP receives \$450 per meeting and other panel members receive \$350 each per meeting.

## DECISION MAKING STRUCTURE

### **Disability Access and Inclusion Advisory Committee**

The Disability Access and Inclusion Advisory Committee has been established to assist Council in enabling people with a disability to engage in all aspects of community life, and have equitable access to goods services and facilities.

Membership of the committee includes two Elected Members (Cr Marilyn Henderson – Chair and Cr Bryan Littlely) and four community members (Kathryn Roberts, Kay Ewens, Sid James and Angela Schiller). The Committee also has the capacity to co-opt up to five additional persons if it requires additional skills or experience. During 2019/20 the committee co-opted the following members – Kathryn Meddick, Kerry Taylor, Donna Brook, Ashleigh Hosking and Kaye Reeves.

The Mayor holds an ex-officio role on this committee.

### **Fleurieu Region Community Services Advisory Committee**

The Fleurieu Region Community Services Advisory Committee has been established for the purpose of assisting to improve the quality of life, independence, and wellbeing of Fleurieu region communities. The committee supports a regional approach between the City of Victor Harbor, Alexandrina Council and District Council of Yankalilla to the planning, development, and co-ordination of community services that respond to current and emerging regional community service needs, and local needs of regional significance.

Alexandrina Council notified the partner councils that it was withdrawing from the committee effective from 30 June 2020.

The committee met nine times during 2019/20. Membership included representatives from Alexandrina Council, City of Victor Harbor, District Council of Yankalilla and Country SA Primary Health Network. The Mayor holds an ex-officio role on this committee.

### **Recreation Centre Management Committee**

The Recreation Centre Management Committee has been established to provide advice to Council on the management of the City of Victor Harbor's Recreation Centre. The Committee is made up of representatives from all licenced users and groups with regular bookings, along with two Elected Members. The Mayor holds an ex-officio position on this Committee. The committee met twice during 2019/20.

### **Southern Communities Transport Scheme Advisory Committee**

The Southern Communities Transport Scheme Advisory Committee has been established to assist in addressing the needs of transport disadvantaged people by supporting a regional approach between the City of Victor Harbor and Alexandrina Council to the planning, development and coordination of services. Membership of this Committee includes one staff member and an Elected Member from each of the City of Victor Harbor and Alexandrina Council, a representative from the Department of Communities and Social Inclusion, three volunteers from the scheme, two community members or interested service users and the City of Victor Harbor Mayor in an ex-officio position.

This Committee met four times during 2019/20.

## ADVISORY AND WORKING GROUPS

### **Agribusiness Working Group**

The purpose of the Working Group is to provide strategic advice to the Committee on matters directly relating to agribusiness, primary production and rural affairs. The Working Group provides a forum for a largely independent sector to collaborate and share common challenges faced by the sector while contributing toward the strategy and design of services and projects that support an agribusiness environment.

### **Arts and Culture Advisory Group**

The Arts and Culture Advisory Group is a sub-committee of the City Activation and Strategic Planning Advisory Committee. It has been established to assist the Council to plan and support the implementation of the City of Victor Harbor Community Plan with initiatives that cultivate a vibrant community culture.

### **Boating Facilities Working Group**

The Boating Facilities Working Group is a sub-committee of the City Activation and Strategic Planning Advisory Committee. It has been established to provide advice to the committee on boating and marine facilities for Victor Harbor.

### **Encounter Bay Future Recreation, Sports and Infrastructure Working Group**

The Encounter Bay Future Recreation, Sports and Infrastructure Working Group is a sub-committee of the City Activation and Strategic Planning Advisory Committee. It has been established to provide input into the design functionality and operations of future recreation development in Encounter Bay to ensure that the current and future needs of potential users are considered and well understood.

### **Heritage Advisory Group**

The Heritage Advisory Group is a sub-committee of the City Activation and Strategic Planning Advisory Committee. It has been established to provide advice on heritage related matters.

### **Recreation and Sport Grant Working Group**

The Recreation and Sport Grant Working Group has been established to assess all applications received for the two rounds of Recreation and Sport Grant Funding and to make recommendations to Council in relation to the applications.

## **REPRESENTATIVE APPOINTMENTS**

Council holds a number of representative positions on a local, regional and national level. These are outlined below.

### **Local Representation**

- Inman River Catchment Group
- Carrickalinga Board of Management
- Victor Harbor High School Governing Council
- Victor Harbor R-7 School Governing Council
- Schoolies Festival Working Group
- Victor Harbor CoastCare
- Friends of the Victor Harbor Library

### **Regional Representation**

- Fleurieu Peninsula Tourism Marketing Committee
- Southern and Hills Local Government Association – Roads Working Party
- Regional Development Australia – Adelaide Hills, Fleurieu and Kangaroo Island
- Hills Fleurieu and Kangaroo Island Emergency Management Committee
- Zone Emergency Management Committee

### **National Representation**

- Australian Coastal Councils' Association

## **SUBSIDIARIES**

The Victor Harbor Horse Tram Authority was established in October 2018. The Authority is a Section 42 Subsidiary of Council and was established to oversee the operation of the iconic Victor Harbor Horse Tram.

The City of Victor Harbor is also a member of three regional subsidiaries established under Section 43 of the Local Government Act 1999.

- Fleurieu Regional Waste Authority
- Southern and Hills Local Government Association
- Fleurieu Regional Aquatic Centre Authority.

Information about subsidiaries are attached to this Annual Report.

## REPRESENTATION QUOTA

The City of Victor Harbor has 10 Elected Members including the Mayor. Section 12(4) of the Local Government Act 1999 requires the Council to undertake a comprehensive review of the structure of Council at least once every eight years.

The City of Victor Harbor concluded its most recent review in April 2017. No changes were made to the Council's representation structure during this review.

The representation quota is determined by dividing the total number of electors for the area of the Council by the number of members of the Council.

The City of Victor Harbor's representation quota is 1: 1,246.

The table (right) shows the current representative structure for the City of Victor Harbor and comparative data for similar councils.

Council	Elected Members	Electors	Representative Quota
Alexandrina Council	12	20,830	1,735
Yankalilla District Council	9	4,262	473
Barossa Council	12	17,947	1,495
Copper Coast	10	11,405	1,140
Light Regional Council	11	10,536	957
Loxton Waikerie	11	8,171	742
Murray Bridge	10	14,625	1,462
Port Pirie	10	12,881	1,288
Wattle Range	12	8,471	703
Yorke Peninsula	12	8,878	739
<b>City of Victor Harbor</b>	<b>10</b>	<b>12,463</b>	<b>1,246</b>



# TRANSPARENCY

## FREEDOM OF INFORMATION

### Information Statement

Council publishes an updated Freedom of Information Statement on its website annually in accordance with the requirements of Section 9(1a) of the Freedom of Information Act 1991. The purpose of the Information Statement is to assist members of the public to identify the functions and decision making processes of Council, detail the type of information held by Council and how it can be accessed.

The statement is available on Council's website.

### Freedom of Information Applications

Council received one application under the Freedom of Information Act from 1 July 2019 to 30 June 2020. A further application was brought forward for finalising from the 2018/19 financial year.

One of the applications was withdrawn while the other was transferred to another authority (Fleurieu Regional Waste Authority).

## REVIEW OF COUNCIL DECISIONS

Council's 'Internal Review of a Council Decision Procedure' is available online at [www.victor.sa.gov.au](http://www.victor.sa.gov.au) or can be viewed at the Civic Centre.

In 2019/20 there were two applications to review a Council decision under Section 270 of the Local Government Act 1999. One did not meet the requirements of a Section 270 review and the other related to the relocation of the Ocean Street loading zone.

## ITEMS CONSIDERED IN CONFIDENCE

All council and committee meetings are open for the public to observe. On occasion, Council may order that the public be excluded from the meeting pursuant to Section 90 of the Local Government Act 1999, to enable a matter to be considered in confidence. This may be necessary due to the sensitivity of an issue, for legal reasons or as a matter of commercial confidence.

During 2019/20 the City of Victor Harbor convened 12 ordinary and 8 special meetings at which a total of 374 items were considered. The public was excluded from council meetings for 42 agenda items. Twenty seven (27) of these items have since been released from confidence either in full or in part.

The date, subject of item and grounds upon which Council determined to exclude the public from the meeting are outlined in the table on **page 58**.

Grounds on which the public can be excluded from the meeting include:

- (a) Personal affairs
- (b) Commercial advantage
- (c) Trade secret
- (d) Commercial information (not a trade secret)
- (e) Security / safety
- (f) Maintenance of law
- (g) Breach of law
- (h) Legal advice
- (i) Litigation
- (j) Minister of the Crown
- (k) Tenders for supply of goods or services
- (m) Amendment to Development Plan
- (n) Freedom of Information Act 1991

## TRANSPARENCY

The date, subject of item and grounds upon which Council determined to exclude the public from the meeting are outlined in the following table:

Date	Subject	Confidential order clause
22 July 2019	Victor Harbor Horse Tram Authority – Appointment of Independent Board member	90(3)(a)
22 July 2019	Review of Confidential Orders	90(3)(g)
26 August 2019	City Activation and Strategic Planning Advisory Committee Confidential Minutes – 8 August 2019 (McKinlay Street Car Park)	90(3)(b)
26 August 2019	City Activation and Strategic Planning Advisory Committee Confidential Minutes – 8 August 2019 (Adelaide Road Commercial Development)	90(3)(b)
26 August 2019	City Activation and Strategic Planning Advisory Committee Confidential Minutes – 8 August 2019 (Arts and Culture Centre)	90(3)(b)
26 August 2019	Appointment of Community Representatives to Section 41 Committees, Advisory and Working Groups	90(3)(a)
23 September 2019	Adelaide Road Commercial Development Update	90(3)(b)
23 September 2019	Appointment of Community Representatives to the Boating Facilities Working Group	90(3)(a)
23 September 2019	Mainstreet Precinct Master Plan and Documentation for Stages 4-7 Tender	90(3)(k)
23 September 2019	Tender – Dredging Bluff Boat Ramp and Channel	90(3)(k)
30 September 2019	McKinlay Street Carpark Update	90(3)(b)
30 September 2019	Strategic Land Acquisition – Adelaide Road	90(3)(b)
30 September 2019	Art and Culture Precinct Update	90(3)(b)
23 October 2019	Tender – Dredging Bluff Boat Ramp and Channel	90(3)(k)
28 October 2019	CEO Performance Review Committee Confidential Minutes – 16 September 2019	90(3)(a)

Date	Subject	Confidential order clause
28 October 2019	City Activation and Strategic Planning Advisory Committee Confidential Minutes – 1 October 2019 (Future Trail Network Opportunity)	90(3)(b)
28 October 2019	City Activation and Strategic Planning Advisory Committee Confidential Minutes – 1 October 2019 (Infrastructure Agreement between Council and ALDI)	90(3)(h)
28 October 2019	Economic Development Strategy Working Party Nominations	90(3)(a)
25 November 2019	Economic Development Strategy Membership	90(3)(a)
25 November 2019	Arts and Cultural Facilitator – Ongoing Commitment	90(3)(a)
16 December 2019	2020 Australia Day Award Recipients	90(3)(g)
16 December 2019	Fleurieu Regional Aquatic Centre Authority Management Options	90(3)(b)
16 December 2019	City Activation and Strategic Planning Advisory Committee Confidential Minutes – 10 December 2019	90(3)(b)
16 December 2019	Fleurieu Region Community Services Advisory Committee Minutes – 10 December 2019	90(3)(a)
28 January 2020	Fleurieu Regional Aquatic Centre Authority Management Options	90(3)(b)
28 January 2020	Tender – Victor Harbor Horse Tram Granite Island Track Replacement	90(3)(k)
28 January 2020	Revoke Confidential Order OC912019 – Item 22.1 – Ordinary Council Meeting 29 January 2019	90(3)(g)
28 January 2020	Acquisition of Land by Agreement	90(3)(g)
3 February 2020	Tender – Victor Harbor Horse Tram Granite Island Track Replacement	90(3)(k)

Date	Subject	Confidential order clause
24 February 2020	Fleurieu Regional Aquatic Centre Authority Management Options	90(3)(b)
24 February 2020	Tender – Mainstreet Precinct Upgrade Stage 3 Construction	90(3)(k)
24 February 2020	Code of Conduct – Alleged Breach	90(3)(a)(g)
24 February 2020	CEO Performance Review Committee Confidential Minutes – 10 February 2020	90(3)(b)
23 March 2020	Victor Harbor Horse Tram Granite Island Track Replacement	90(3)(k)
23 March 2020	Telstra Exchange Building Mural – Artist Team Engagement	90(3)(d)
27 April 2020	Fleurieu Regional Aquatic Centre Authority Board – Appointment of Independent Board Chair and Independent Board Member 2020	90(3)(a)
18 May 2020	Arts and Cultural Centre Precinct	90(3)(b)
25 May 2020	Strategic Land Acquisition – Canton Place	90(3)(b)
22 June 2020	Fleurieu Regional Aquatic Centre Authority – Appointment of Member to Audit and Risk Management Committee 2020	90(3)(a)
22 June 2020	Fleurieu Regional Aquatic Centre Authority Response to Recommendations of Competition Commissioner Regarding Competitive Neutrality	90(3)(d)
22 June 2020	Developer Offer for Contribution to Works – Harbourview Terrace	90(3)(d)
22 June 2020	CEO Performance Review Committee Minutes – 28 May 2020	90(3)(a)(d)

# PROCUREMENT

## COMPETITIVE TENDERING

In compliance with Section 49 of the Local Government Act 1999 the Council has a Procurement Policy which it refers to when acquiring goods and services. This policy is reviewed at least every three years with the last review undertaken in November 2018.

The Procurement Policy ensures that the acquisition of goods and services are underpinned by the following principles:

- Encouragement of open and effective competition
- Obtaining value for money
- Probity, ethical behaviour, fair dealing and professional integrity
- Accountability, transparency and reporting
- Encouragement of the development of a competitive local business and industry and South Australian/Australian made
- Environmental protection and sustainable procurement

When Council is purchasing goods or services where the estimated level of expenditure is between \$10,000 and \$150,000 formal quotations are obtained, and where the estimated level of expenditure exceeds \$150,000 the Council will call for formal tenders.

## NATIONAL COMPETITION POLICY

The National Competition Policy seeks to remove competitive advantages and disadvantages that arise solely through the ownership differences between public sector and private sector organisations.

There are no significant business activities with an annual gross operating income greater than \$2 million to disclose, or that are considered significant to Council's core business activities.

Council is party to the following regional subsidiaries established under Section 43 of the Local Government Act 1999:

- **Fleurieu Regional Waste Authority** established to provide waste and recycling services for the City of Victor Harbor, Alexandrina Council, District Council of Yankalilla and Kangaroo Island Council
- **Southern and Hills Local Government Association** established to advocate and lobby on behalf of the Adelaide Hills Council, Alexandrina Council, Kangaroo Island Council, Mount Barker District Council, City of Victor Harbor and District Council of Yankalilla
- **Fleurieu Regional Aquatic Centre Authority** established by the City of Victor Harbor and Alexandrina Council to provide facilities and services at the Aquatic Centre

The Annual Report of each regional authority is provided as an attachment to this report.

In 2019/20 the City of Victor Harbor operated the following business activities that are not considered 'significant' under the National Competition Policy principles:

- Horse Drawn Tram
- SA Whale Centre
- Victor Harbor Visitor Information Centre.

The City of Victor Harbor reviewed its by-laws in 2015/16 and these were gazetted on 25 August 2016. Consideration was given to the principles of the National Competition Policy during this process. Council was satisfied that the benefits to the community relating to the effective management of activities prescribed in the by-laws, outweigh the potential restrictions on competition or costs posed by a by-law.

City of Victor Harbor by-laws include By-law 1: Permits and Penalties; By-law 2: Moveable Signs; By-law 3: Roads; By-law 4: Local Government Land; By-law 5: Dogs; By-law 6: Cats; and, By-law 7: Foreshore.

Council has a competitive neutrality complaint procedure in place. No competitive neutrality complaints were received during the reporting period.

## LOCAL NUISANCE AND LITTER CONTROL

During 2019/20 Council's Public Safety and Regulation team investigated 65 customer requests concerning matters provided for within the Local Nuisance and Litter Control Act 2016.

A snapshot of the requests received is provided below:

- Unsightly - 13
- Litter – 25
- Odour – 4
- Air pollution – 17
- Insanitary – 6

Our officers continued to focus on engagement and education both proactively and in response to customer requests to achieve the desired outcomes for our community.

Only two (2) of the investigations generated from the Local Nuisance and Litter Control Act 2016 resulted in Abatement Notices being issued which were resolved without the need for court action.



## COMMUNITY LAND

Council is required under the Local Government Act 1999 to prepare and implement Community Land Management Plans for community land owned or under its care, control and management that falls under the following criteria:

- The land falls within the ambit of section 194(1)(b) or (c) of the Act; or
- The land is or is to be occupied under a lease or licence ; or
- The land has been, or is to be, specially modified or adapted for the benefit or enjoyment of the community

Council adopted its initial Community Land Management Plans in December 2004, with Council properties added and removed from the Community Land Register accordingly.

Community Land Management Plans identify the purpose and objectives of the land held for community use and provides consistency and transparency to the maintenance and management of community land to ensure the future needs of the community are considered.

During 2019/20 the Community Land Register was amended as outlined in the tables (right).

### Community land acquired

Assess No.	Certificate of Title	Lot	Plan	Community Land Status	Description
A9171	CT 5849/280	29	D57286	Vacant land adjoining Inman River used as flood plain – 1.461 hectares	Open space reserve
A13486	CT 6217/760	14	D119499	Narrow strip of land for road side buffer Welch road	Management plan not required – land not modified for public enjoyment
A13601	CT 6226/300	800	D121840	Small undeveloped reserve on corner of Imperial Court	Management plan not required – land not modified for public enjoyment
A13632	CT 6229/209	220	D120124	Narrow strip of land for road side buffer on Strawberry Hill Road	Management plan not required – land not modified for public enjoyment
A13633	CT 6229/210	224	D120124	Undeveloped drainage reserve connecting Springbett & Kleinig Drive	Management plan not required – land not modified for public enjoyment
A13729	CR 5757/326	-	H150300	Portion of land used for walkway between Victor Harbor railway station and Coral street. Land held under a licence with DEW	Open Space Reserve

## Land excluded from community land status at acquisition

Assess No.	Certificate of Title	Lot	Plan	Description
A5533	CT 5909/739 & 738	6 & 51	D99 & D62199	Two vacant allotments on foreshore – 0.06 hectares
A439	CT 5112/88	3	D21727	Large residential block of land with house and sheds
A5561	CT 5377/272	39	D99	Residential block - flat land in CBD to be used for car parking

## Amendment to existing classification of community land

Assess No.	Certificate of Title	Lot	Plan	Description
A8112	CT5937/773 & 5974/765	87 & 109	D43248	Community land status revoked – two triangular pieces of reserve surrounded by land in private ownership with right of way access only. Land not practicable for public use.



# COUNCIL DOCUMENTS

## REGISTERS AND CODES

The following registers and codes are required to be kept by Council under the Local Government Act 1999 and other relevant legislation:

### Registers

- Council's Delegations Register
- Register of Community Land
- Parking Control Register
- Register of Dogs
- Register of Public Streets and Roads
- Register of Employees' Salaries and Wages and Benefits
- Register of Elected Members' Interests (Returns)
- Register of Interests (Officers)
- Register of Elected Member Allowances and Benefits
- Register of Land Management Agreements
- Register of Development Applications
- Register of Fees and Charges
- Register of By-Laws

### Codes

- Code of Conduct for Elected Members
- Code of Conduct for Employees
- Code of Practice for Access to Meetings and Documents
- Code of Practice for Meeting Procedures

## Documents available for public inspection

The following documents are made available for public inspection at the Council office or on Council's website, [www.victor.sa.gov.au](http://www.victor.sa.gov.au)

- Notice and agenda for meetings of Council and Council committees
- Minutes of meetings of the Council or Council committees
- Documents and reports to the Council or Council committee (except any confidential items made under Section 90 of the Local Government Act 1999)
- Recommendations adopted by resolution of the Council
- Strategic Management Plans which include Asset Management Plans and Long Term Financial Plans
- Annual Business Plan and summary
- Annual Budget
- Audited Financial Statements
- Annual Report
- Extracts from Council's assessment book
- List of fees and charges
- Management Plans for Community Land
- Procedures for the review of Council decisions and any report under Section 270(8)
- Terms of Reference for Council Committees
- Charters for subsidiaries established by the council
- Council by-laws
- Campaign Donations
- Return under the Local Government (Elections) Act 1999
- Representation options papers and reports on Council's boundaries
- Victor Harbor (City) Development Plan
- Agenda and Minutes of Council's Development Assessment Panel (reasonable access provided in accordance with the Development Act)
- Documents relating to approved development (within the Development Regulations and to relevant consents and/or copyright obligations)
- Rates Policy Summary (refer to Council's Annual Business Plan)

## Council Policy Documents

The following policies have been adopted by Council, and are available for viewing at the Council office or online at Council's website: [www.victor.sa.gov.au](http://www.victor.sa.gov.au)

- Agribusiness and Rural Affairs
- Assessment Book Record
- Asset Accounting
- Asset Management
- Budget Framework
- Building and Swimming Pool Inspection
- Car Parking Fund
- Caretaker
- Civic Centre Venue Hire
- Code of Conduct for Council Members
- Code of Conduct for Employees
- Code of Practice for Access to Meetings and Documents
- Code of Practice for Meeting Procedures
- Community and Sporting Leases, Licenses and Financial Assistance
- Community Grants
- Complaints Handling
- Council Member Allowance and Benefits
- Council Member Access to Information
- Cross Over and Crossing Place
- Debt Recovery
- Disposal of Land and Other Assets
- Donations
- Elected Member Records Management
- Enforcement
- Festivals and Events
- Flag Management
- Footpaths
- Fraud, Corruption, Misconduct and Maladministration Prevention
- Graffiti Management
- Informal Gatherings
- Internal Control
- Internal Review of Council Decision Procedure
- Kerbside Waste Collection
- Light Fleet, Plant and Heavy Vehicles Changeover/ Replacement
- Live Streaming and Recording of Council Meetings
- Media
- Mobile Food Vendor Permit
- Order Making
- Outdoor Dining and Street Traders Permit
- Parks and Street Furniture Donation and Memorial Plaque
- Policy and Procedure Framework
- Privacy
- Procurement
- Prudential Management
- Public Consultation
- Public Interest Disclosure
- Records Management
- Request for Service
- Risk Management
- Road and Place Naming
- Rural Property Addressing – Road Signage Management
- Sale and Disposal of Council Land and Other Assets
- Signage Management
- Social Media
- Street Permit
- Supplementary Elections
- Sustainability
- Training and Development for Council Members
- Treasury
- Tree Management
- Unreasonable Complainant Conduct Management
- Unsolicited Proposal
- Volunteer
- WHS Contractor Management



# 2019/20 KEY PLANNED ACTIVITIES

## 2019/20 KEY PLANNED ACTIVITIES

Each year Council identifies a number of Key Planned Activities that set out what it will focus on in the coming year to achieve its aspirations for Victor Harbor. The Key Planned Activities are used as a measure of Council's performance in achieving the objectives and activities listed in its Annual Business Plan.

Council's annual performance target is to complete (or substantially complete) at least 90% of the listed Key Planned Activities. Substantially complete Key Planned Activities are activities that have progressed by 80% or more.

### 2019/20 KEY PLANNED ACTIVITIES

In 2019/20, the Council identified 285 Key Planned Activities. The status of these activities at 30 June 2020 is provided on the following pages.



## INTERPRETING THIS PLAN

For example:



**THE FOLLOWING PAGES OUTLINES A LIST OF THE 2019/20 KEY PLANNED ACTIVITIES (KPA) AND THEIR STATUS.**

### Key:

- - Complete
- - 80% or more complete
- - Cancelled
- - Not complete

## OBJECTIVE 1 HEALTHY ENVIRONMENTS

### KEY PLANNED ACTIVITIES

#### 1.1 Protect and rehabilitate the natural environment

##### Implement the Victor Harbor Environmental Management Plan (1.1.1)

- Continue the Native Vegetation Council Revegetation Program in accordance with agreements with the Native Vegetation Management Unit, and the Native Vegetation Act 1991

##### Undertake pest plant and animal control programs (1.1.2)

- Provide a European Wasp management program
- Provide a Rabbit / Fox Control Program as per Council's Environmental Management Plan and the Natural Resource Management Act 2004
- Undertake the 2019/20 environmental weed control program as per Council's Environmental Management Plan and the Natural Resource Management Act 2004

##### Implement the Inman and Hindmarsh Rivers Estuarine Action Plans (1.1.3)

- Undertake coastal and estuarine biodiversity projects in partnership with the community and other groups as per the Southern Fleurieu Coastal Action Plan, Inman and Hindmarsh Rivers Estuarine Action Plans, and Environmental Management Plans

##### Undertake works identified in the Southern Fleurieu Peninsula Roadside Vegetation Management Plan (1.1.4)

- Undertake roadside vegetation biodiversity projects in partnership with NRM, DEW and other groups as per the Southern Fleurieu Peninsula Roadside Vegetation Management Plan and Environmental Management Plan
- Implement the pine tree removal program as per the Tree Management Strategy

### **Implement actions from the Southern Fleurieu Coastal Action Plan (1.1.5)**

- Undertake priority actions identified in the Southern Fleurieu Coastal Action Plan

### **Undertake coastal management works, including works in the Victor Harbor Coastal Management Study (1.1.6)**

- Undertake priority coastal protection works identified in the Victor Harbor Coastal Management Study including upgrading the existing rock wall adjacent to the Victor Harbor Bowling Club

### **Support community groups involved in environmental projects (1.1.7)**

- Support activities of the Inman River Catchment Landcare Group and Victor Harbor Coast Care
- Continue the Victor Harbor bush care program in partnership with Bush for Life volunteers and Trees for Life

### **Undertake initiatives that increase community understanding of local environmental issues (1.1.8)**

- Undertake environmental education projects in partnership with the Adelaide and Mount Lofty Ranges NRM Board, Fleurieu Regional Waste Authority (FRWA), South Australian Whale Centre and other environmental groups

### **Work with neighbouring councils, other levels of government and the community to develop and implement regional natural resource management strategies (1.1.9)**

- Continue to work with neighbouring councils, other levels of government and the community to develop, update and implement natural resource management strategies

### **Support initiatives that maintain air quality and reduce greenhouse gas emissions (1.1.10)**

- Participate in the Regional Community Energy Program in collaboration with the Southern and Hills councils to further consider a self-sustaining program that will reduce energy costs and greenhouse gas emissions and increase energy self sufficiency
- Throughout the City, change-over Category P street lighting to LED luminaires to reduce ongoing operating costs and greenhouse gas emissions

## **1.2 Protect and enhance landscape and scenic amenity**

### **Incorporate relevant findings of the Victor Harbor Landscape Amenity Report into the Victor Harbor Development Plan (1.2.1)**

### **Implement Council's Street Tree Planting Program (1.2.2)**

- Undertake programmed tree maintenance as per the Tree Management Strategy

- Implement the Street Tree Planting Program in line with Council's Tree Management Strategy and Streetscape Enhancement Program

### **Undertake revegetation and enhance the aesthetics of key public open spaces (1.2.3)**

- Continue the urban forests program

## **1.3 Adapt to the impacts of climate change**

### **With regional partners, support implementation of regional priority adaptation options identified in "Resilient Hills and Coasts", the Climate Change Adaptation Plan for the Adelaide Hills, Fleurieu Peninsula and Kangaroo Island with regional partners (1.3.1)**

- Continue to work with regional partners to support implementation of priority regional adaptation options identified in the Climate Change Adaptation Plan, including contribution toward regional project coordinator and governance assessment project

### **Undertake sub-regional planning and action, based on the Regional Climate Change Adaptation Plan (1.3.2)**

- Continue to develop the Victor Harbor Climate Adaptation Plan based on the "Resilient Hills and Coasts" Climate Change Adaptation Plan

## OBJECTIVE 2 ATTRACTIVE LIFESTYLE AND INCLUSIVE COMMUNITY

### KEY PLANNED ACTIVITIES

#### 2.1 Provide for sustainable development and residential amenity

**Ensure that development is in accordance with Council's Development Plan and the Development Act 1993 (2.1.1)**

- Convene the Council Assessment Panel to determine development applications in accordance with relevant legislation, and provide advice to Council on development policy matters
- Continue to improve development assessment help guides to reflect legislative changes and planning reforms
- Contribute to the State Government Planning Portal
- Prepare systems and processes for implementation of electronic development assessment (E-Planning) to align with the transition to the new PDI Act 2016

**Prioritise and undertake Development Plan Amendments in accordance with Council's Strategic Directions Report (2.1.2)**

- Consider Council's strategic planning priorities and potential resource implications in the implementation of the PDI Act 2016

**Encourage property owners to enhance the Mainstreet Precinct and other business precincts (2.1.3)**

**Continue staged implementation of the Mainstreet Precinct Master Plan (2.1.4)**

- Complete Mainstreet Precinct Master Plan Stage 2 works
- Commence Mainstreet Precinct Master Plan Stage 3 works, subject to grant funding
- Undertake detailed design works for Mainstreet Precinct Master Plan Stages 4 to 7

**Create safe open spaces and public areas through appropriate urban design (2.1.5)**

- Consider and progress opportunities to create pedestrian walkways between Ocean Street and surrounding areas
- Replace and upgrade public security cameras in the CBD and upgrade CCTV storage

**Plan for appropriate housing stock and diversity to meet current and projected needs (2.1.6)**

- Incorporate the outcomes of the Residential Review into the new Residential Design Code for Victor Harbor via changes associated with the roll out of the PDI Act 2016

**Plan for the staged release of residential land ahead of growth and in line with the provision of supporting services (2.1.7)**

- Maintain the differential rate for vacant land use category to encourage infill development and contain our environmental footprint

**Encourage responsible dog and cat ownership to reduce public and environmental nuisance caused by dogs and cats (2.1.8)**

- Prepare a five year Dog and Cat Management Plan
- Continue to consider options for the upgrade or relocation of the existing dog holding facility
- Continue to support dog and cat owners in the transition to on-line registration
- Continue audits of dog and cat owners to improve registration compliance

**Improve the amenity value of local areas by protecting individuals and communities from local nuisance and preventing littering (2.1.9)**

- Monitor the impacts of implementation of the Local Nuisance and Litter Control Act 2016

#### 2.2 Protect and promote heritage

**Identify areas of unique heritage character or built form and protect through the Development Plan (2.2.1)**

- Undertake a heritage study that considers inter war buildings

**Support property owners to maintain heritage listed items (2.2.2)**

- Provide a Heritage Incentive Grant Scheme to support property owners to maintain local heritage listed items within the Council area
- Provide a heritage advisory service for Local and State Heritage listed places

**Identify and implement priority recommendations from the Railway Precinct Project (2.2.3)**

- Complete the detailed design and documentation phase for the Railway Terrace Stormwater and Urban Design project for the purpose of delivering future capital works, including sourcing potential funding

**Work with the local Aboriginal community to support the protection of Aboriginal heritage (2.2.4)**

**Work with the State Government for Granite Island to be maintained as a key cultural asset for residents and visitors (2.2.5)**

- Work cooperatively with Granite Island stakeholders to ensure the sustainability of Granite Island as a key tourist attraction

**2.3 Provide and maintain open space and recreation facilities**

**Provide and maintain a range of facilities to meet the needs of the whole community and encourage active recreation (2.3.1)**

- Undertake priority actions in Council's beach and reserves pedestrian access program
- Undertake Hindmarsh River estuary access ramp replacement and upgrade
- Undertake replacement and widening of the Foreshore Promenade adjacent to the Victor Harbor Bowling Club
- In partnership with the Alexandrina Council support the operation of the Fleurieu Aquatic Centre through the Fleurieu Regional Aquatic Centre Authority
- Undertake dredging at the Bluff Boat Ramp
- Complete Stage 2 of the Bluff Boat Ramp holding area
- In partnership with Victor Harbor High School, consider options for the provision of a bus shelter at the rear of the Recreation Centre
- Undertake Warland Reserve turf replacement
- Replace and upgrade irrigation system at John Crompton Jr Reserve
- Enhance the Victor Harbor dog park through construction of a shelter for dog park users

- Support the Victor Harbor Rotary Club in construction of the Kings Beach viewing platform

**Implement the recommendations in the Victor Harbor Recreation and Open Space Strategy to ensure sport and recreation facilities meet demand (2.3.2)**

- Continue to plan for future open space development and upgrades in line with the Victor Harbor Recreation and Open Space Strategy 2017, Open Space Infrastructure Asset Management Plan and open space development and upgrade program

**Implement Council's open space development program (2.3.3)**

- Undertake Council's reserve furniture replacement plan for 2019/20
- Undertake the open space backflow / potable water program to meet legislative requirements

**Undertake Council's playground renewal and upgrade program (2.3.4)**

- Undertake detailed design for the George T Fisher playground upgrade – Stage 2
- Replace Kent Reserve gym equipment

### **Undertake Council's walking trails development program (2.3.5)**

- Undertake Council's 2019/20 walking trails development program including development of the Inman River walking trail
- Continue to enhance walking trail promotional materials including a brochure and webpage

### **Implement the recommendations of the Victor Harbor Local Area Bicycle Plan (2.3.6)**

- Undertake design work for re-routing the bikeway to the foreshore and rail reserve below Oliver's Parade
- Undertake realignment of the Encounter Bikeway through the Bridge Terrace reserve to the railway chicane (subject to grant funding)
- Undertake Bridge Terrace Railway chicane upgrade adjacent to the Hindmarsh River

## **2.4 Encourage community participation and interaction**

### **Plan for infrastructure and services to be accessible and inclusive of people of all ages and with varying needs and capabilities (2.4.1)**

- Provide improved disability access by identifying and upgrading problem footpath areas
- Undertake construction of bitumen car park and drainage system at the Victor Harbor Oval

- Prepare a Disability Access and Inclusion Plan to meet the requirements of the South Australian Disability Access and Inclusion Act 2018

### **Support the development of strong and sustainable sporting clubs (2.4.2)**

- Through the Star Club Field Officer program deliver improved support to local sporting clubs and enhanced support to Council on a range of recreation and sport matters
- Provide a Recreation and Sport Small Grants Program
- Maintain engagement with Encounter Bay Recreation Ground users in their facilities planning for the future including undertaking a feasibility study and developing a management model for recreation facilities on Armstrong Road
- Continue to work with clubs and recreation groups through liaison, grants for infrastructure and programs, loans through the Local Government Finance Authority, and guidance in best practice club and facility management
- Provide a grant to the Encounter Bay Football Club for clubroom improvements

### **Encourage volunteering as a way for people to get involved in community life and share their skills and experiences (2.4.3)**

- Support Southern Volunteering in the provision of volunteering information and referral services

- Provide regular 'Introduction to Volunteering' sessions for people interested in volunteering in the community

### **Encourage community initiatives that facilitate social interaction and connection with the community (2.4.4)**

- Provide the Caring Neighbourhood Program and encourage other initiatives that support an inclusive environment for older citizens to develop connections within the community
- Monitor the social and wellbeing needs of our aged community to support service planning, development and advocacy

### **Consistent with the Libraries of SA "Tomorrow's Libraries - Future Directions" report, provide library services to meet current and future needs (2.4.5)**

- Replace public computers and radio-frequency identification (RFID) equipment in the Library
- Undertake book and material purchases for the Library

### **Encourage initiatives that maintain a vibrant intergenerational community (2.4.6)**

- Support the Southern Fleurieu Youth Advisory Committee in providing opportunities for young people to plan, implement and participate in arts and cultural activities

## 2.5 Cultivate a vibrant community culture

### Facilitate and support arts and cultural activities, festivals and events (2.5.1)

- Organise and stage a New Year's Eve community celebration event
- Support local community celebrations during NAIDOC Week and Reconciliation Week
- Provide an Arts and Culture Community Grants program
- Partner with Country Arts SA in the delivery of arts and cultural programs in Victor Harbor
- Facilitate arts and cultural activities that cultivate a vibrant community culture

### Activate streets and public spaces to create places for creative and social activities (2.5.2)

- Support the Victor Harbor Artisan Markets as a platform for practicing and professional artists to show, sell and demonstrate their art
- Continue to deliver the digital art program including digital projector maintenance and a digital art training program
- Facilitate the installation of two public art commissions to create a greater sense of vitality and supporting community pride and economic activity
- Deliver a mural on the concrete barrier on Bay Road opposite the Caravan Park

### Provide public infrastructure that supports arts and cultural activities (2.5.3)

- Continue to investigate options for concept plans, management models and detailed design for the proposed Arts and Culture Precinct
- Facilitate the use of the Old Library as a community activated arts space while Council prepares a longer term plan for the building in association with the proposed Arts and Culture Centre

## OBJECTIVE 3 THRIVING LOCAL ECONOMY

### 3.1 Support a competitive environment for business growth

#### Council regulations, procurement and operations support business growth and investment (3.1.1)

- Provide information to local businesses on Council's procurement process and encourage local businesses to become prequalified contractors
- Encourage local procurement by informing the local business community about how they can do business with Council

#### Support and promote Victor Harbor as a year round tourist destination (3.1.2)

- Undertake tourism website management and digital marketing program

- Complete the Fleurieu Cruise Ship and Boating Infrastructure Planning Study
- Undertake infrastructure and operational improvements to the Victor Harbor Horse Tram including fencing, provision of staff toilets/amenities, purchase of horses, harnesses and collars, improvements to office facilities and merchandise shop
- Replace section of tram line on Granite Island

#### Finalise and commence implementation of Council's Economic Development Strategy (3.1.3)

- Maintain the differential rating component of commercial and industrial land, with the proportion of differential rates above the base rate being used for the delivery of new and expanded economic development activities consistent with the Economic Development Strategy
- Implement priority actions from the Economic Development Strategy 2020-2024

#### Support events that enhance Victor Harbor's brand and improve business climate (3.1.4)

- Develop a Winter Festival concept, marketing plan and materials for an event to be held in July 2020
- Organise and stage the Rock 'N' Roll Festival
- Organise and stage the South Australian Whale Season launch

- Consistent with Council's Major Events Policy consider opportunities that encourage improved reputation and business climate
- Provide a Festivals and Events Grants Program through a competitive application process

**Support the Mainstreet Precinct as the commercial and community heart of Victor Harbor (3.1.5)**

- Partner with Business Victor Harbor to provide mainstreet program and activities
- Support the Business Victor Harbor Mainstreet Committee

**Implement outcomes from the Economic and Tourism Development Service Review (3.1.6)**

- Continue to explore opportunities to consolidate and share services between Council's tourism business units to improve financial outcomes and service provision

**3.2 Promote a culture of innovation, creativity and collaboration**

**Support access for local businesses to training, information and funding assistance (3.2.1)**

- Through regular newsletters and emails provide local businesses with information on training opportunities and funding assistance
- Facilitate business workshops and seminars as part of 2019 Bizfest

- Work with agencies such as the Commission for Small Business, Regional Development Australia, and the Department of State Development to design business support programs for local delivery

- Partner with Business Victor Harbor to undertake a local skills gap audit
- Facilitate stakeholder collaboration through the Apprenticeship Accelerator Program

**Engage with the business community to inform Council's economic development activities (3.2.2)**

- Undertake an annual survey of businesses in Victor Harbor
- Continue to implement the City of Victor Harbor Business Engagement Plan
- Investigate options for Council to collaborate with Business Victor Harbor in the delivery of business related programs

**Support business linkages through partnerships and collaboration (3.2.3)**

- Participate in the Fleurieu Peninsula Tourism Board, Regional Tourism Plan and related activities
- Work with Regional Development Australia (Adelaide Hills, Fleurieu and Kangaroo Island) to support business linkages and regional economic development activities

**Implement Council's Digital Economy Strategy (3.2.4)**

- Facilitate a working party to accelerate smart cities principles as part of the Digital Economy Action Plan

**Support strategies that build business productivity and efficiencies (3.2.5)**

- Provide corporate sponsorship for the 2019 Victor Harbor Business Awards

**Support strategies that build local agribusiness industry (3.2.6)**

- Implement priority actions in the 2019/20 Agribusiness Action Plan, informed by the City of Victor Harbor's Agribusiness Reference Group
- Provide a discounted differential rate for primary production land in recognition of the economic and social importance of primary production to the district

**Build awareness of and encourage investment in higher education opportunities linked to Victor Harbor's assets (3.2.7)**

- Continue to work with Victor Harbor TAFE to provide training opportunities that meet the expectations of the business community and local employers

**3.3 Attract investment that expands the economy**

**Plan for adequate supply of appropriately zoned land to support business investment and growth (3.3.1)**

- Initiate an 'Employment Lands' Review with outcomes considered for incorporation into planning policy via the PDI Act 2016 planning policy process

**Develop and promote the strengths and opportunities of Victor Harbor as a great place to do business, live and visit (3.3.2)**

- Promote and attract investment through the development of an investment prospectus and digital platform for investors

**Develop and maintain public infrastructure to support business growth and investment (3.3.3)**

- Maintain our RV Waste disposal system to attract motorhome visitors to Victor Harbor

**Build on Council's Place Branding Strategy (3.3.4)**

- Consider opportunities to roll out Council's Place Branding Strategy

## **OBJECTIVE 4 SERVICES AND INFRASTRUCTURE SUPPORTING THE COMMUNITY**

### **4.1 Facilitate access to health, education and community services**

**Work with the state and federal governments to plan for the health, education and community service needs of the whole community (4.1.1)**

- Continue to work with State and Federal governments to maximise opportunities associated with policy and program reforms relating to health, education and community services

**Advocate for other levels of government to respond to social health issues in the community (4.1.2)**

- Advocate for local and regional needs of older people through contributing to consultations and submissions related to aged care policy reform and related issues
- Position programs funded by the Australian Government Commonwealth Home Support Program to maximise opportunities associated with the Commonwealth Aged Care Reforms

**Encourage coordination and collaboration in the planning, development and provision of health, education and community services in the local area and region (4.1.3)**

- Collaborate with other agencies and services to develop strategies that promote and facilitate coordinated services for young people and families with children
- Support the Southern Fleurieu and KI Positive Ageing Taskforce in order to encourage coordination of service delivery, collaboration of service providers and access to information, relevant resources and professional development opportunities

- Facilitate implementation of the Collective Impact Plan for the Southern Fleurieu to support the wellbeing of children, including monitoring, assessing and reviewing the governance structure and action plans for the Plan

- Continue to work with Alexandrina Council in the provision of a collaborative regional Youth Development Officer program
- Promote collaboration and networking in the youth sector to achieve more effective use of resources and ensure the South Coast region attracts a fair share of services

**Assist community groups in the provision of services to improve the wellbeing of people in the community (4.1.4)**

- Provide a community grants program to assist community groups in the planning, coordination and provision of community services to improve the wellbeing of people within the Victor Harbor community

**Implement the Southern and Hills Regional Public Health Plan (4.1.5)**

- Continue to roll out the South Australian Food Rating Scheme to food businesses within the City of Victor Harbor
- Apply specific public health legislation relating to food safety, on site waste water management, manufactured water systems, swimming pools/spas, disease prevention/control, pest and vermin control, sanitation, housing / accommodation,

water quality, environmental management, contaminated land and emergency management

- Partner with the City of Onkaparinga in the delivery of a school based immunisation program
- Work with the Southern and Hills Local Government Association in the operation of the Community Wellbeing Alliance to support implementation of the Regional Public Health Plan
- In collaboration with partner councils undertake a review of the Southern and Hills Regional Public Health Plan to meet the requirements of the South Australian Public Health Act 2014

#### **Review demand for land suitable for future health, education and community services (4.1.6)**

- Consider the demand for land suitable for future health, education and community services

#### **4.2 Provide key community infrastructure**

##### **Plan the development of a new cemetery (4.2.1)**

- Continue investigations and negotiations regarding a suitable location for a local / regional cemetery to meet future demand
- Continue development of the Victor Harbor cemetery
- Replace the Bridge Terrace public toilet to meet access compliance standards

##### **Provide halls and community meeting places responsive to community needs (4.2.2)**

- Provide the Old School Building Community Centre as an affordable meeting space for local community groups
- Continue to provide community meeting spaces in the Library, Recreation Centre and Town Hall, and through the sub-hire arrangements with various Council-leased facilities such as sporting grounds
- Upgrade the Victor Harbor Recreation Centre through replacement of the Hindmarsh (Music) Room curtains and Gym roller door
- Undertake maintenance works to the Carrickalinga House Seniors Centre, including replacement of the bullnose verandah and painting of external timber work
- Make provision for an increase in reactive/unscheduled maintenance of Council buildings
- Provide ongoing development of building assessment and maintenance programming within Assetic asset management software
- Relocate a bus shelter to the Recreation Centre for Victor Harbor High School Students

##### **Manage Council's property portfolio to ensure efficient and effective use by the community (4.2.3)**

- Ensure compliance with legislation in regard to Council/ community land to ensure local community interest is maintained, managed and protected
- Prepare and manage leases, licences, permits and agreements
- Manage dedicated land lease approvals for Crown Land
- Administer Council land transfers, sales, gifting, land exchanges, road opening and closing
- Develop and maintain Community Land Management Plans
- Further develop Council roads opening and closing register
- Further develop the road register as defined by Local Government Act 1999
- Initiate the Community Land Revocation Process for existing road buffer (driveway exclusion reserves)
- Undertake external painting of the SA Whale Centre building
- Undertake maintenance work to Council's depot, including replacement of the cladding on the carpenter's shed, replacement of the fuel shed, and external painting of the depot administration building
- Consider options to develop online website applications for commonly used property forms and applications

- Replace roof and gutter of the resident's building at the Victor Harbor Beachfront Caravan Park

#### **Provide high quality public realm infrastructure (4.2.4)**

- Support the activities of the Town Pride Working Group and Encounter Lakes Beach Boys
- Continue the Encounter Lakes and Franklin Island water quality monitoring program
- Install new street lighting on Adelaide Road between Agnes Gillespie Drive and McCracken Drive
- Undertake Waitpinga Road/ Battye Road intersection reconstruction

### **4.3 Create and maintain safe road and footpath networks**

#### **Commence implementation of Council's Town Centre Traffic Movement and Car Parking Strategy (4.3.1)**

- Undertake Town Centre Traffic and Car Parking Strategy recommendations in accordance with the 10 Year Capital Works Program
- Amend the Development Plan provision for car parking in accordance with the Parking Spaces for Urban Places Car Parking Study via the PDI Act 2016
- Continue to investigate opportunities for improved integration of carpark facilities in McKinlay Street

- Investigate opportunities for improved land-use/road interface and parking along the Adelaide Road corridor

#### **Regulate Council's identified parking areas (4.3.2)**

- Continue to review and enforce regulatory parking arrangements
- Continue use of technology to improve the efficiency and efficacy of management of public parking as reflected in Council's parking strategy
- Investigate making the car park on George Main Road in front of the Victor Harbor High School a time limited park to support the safe drop off and pick up of school students

#### **Maintain and implement Council's 10 Year Capital Works Program for each asset class for both new projects and renewal (4.3.3)**

- Complete bridge maintenance as identified from condition assessments and the associated Infrastructure Asset Management Plan including maintenance and removal of vegetation build up on selected bridges
- Undertake footpath and pram ramp replacement program
- Undertake Annual Re-sheeting Program for unsealed roads
- Undertake Annual Re-sealing Program for sealed roads

- Complete kerbing renewal and upgrade program as identified from condition assessments and the associated Infrastructure Asset Management Plan

- Undertake Pine Avenue renewal (Stage 2) from Riverview Road towards Warland Avenue
- Complete Stage 4 of the Waitpinga Road reconstruction including Blockers Road / Waitpinga Road junction
- Provide new guard railing for high risk major culverts
- Construct a bus shelter at Stop 8, Port Elliot Road
- Prepare concept plans for the Bluff Boat Ramp over-flow car park

#### **Implement the Victor Harbor Pedestrian Strategy (4.3.4)**

- Construct footpaths on the northern side of Forrest Street, the western side of Adelaide Road (including kerb, lighting and crossing), and Canterbury Road (Jenkins Avenue to Norfolk Avenue)
- Undertake detailed design for pedestrian improvements on Franklin Parade in Yilki shops area
- Construct a shared pathway linking the Railway Turntable site to the Youth Park and Encounter Bikeway
- Advance opportunities for improved pedestrian and bicycle connection from Coromandel Drive to Adelaide Road

#### 4.4 Advocate for improved local and regional transport networks and services

##### Lobby state and federal governments to improve local and regional road networks (4.4.1)

- Continue regular meetings with the Department for Planning, Transport and Infrastructure (DPTI) regarding the provision of improved local and regional networks
- Continue participation in the Southern and Hills LGA Roads Working Party

##### Lobby the state government to provide improved public transport (4.4.2)

- Advocate for improved regular passenger transport services between Victor Harbor, Goolwa and Adelaide

##### Support initiatives to assist transport disadvantaged people to access medical and other essential services (4.4.3)

- In partnership with Alexandrina Council provide the Southern Communities Transport Scheme (SCOTS) to assist transport disadvantaged people

##### Work with Regional Development Australia to implement the Electric Highway project to provide for sustainable energy and low carbon emissions travel options (4.4.4)

- Review the efficacy of the electric vehicle parking stations with a view to implementing service charges

#### 4.5 Support improved Information Communication Technology services

##### Capitalise on Council's fibre optic network (4.5.1)

- Consider expansion of Council's fibre optic network as a part of future stages of the Mainstreet Precinct Upgrade Program

##### Continue implementation of Council's Digital Action Plan (4.5.2)

- Work with NBN Co, the community, key business partners and neighbouring councils to maximise the potential of the NBN to deliver Council services

#### 4.6 Provide sustainable waste collection

##### Work with the Fleurieu Regional Waste Authority (FRWA) to provide a sustainable kerbside waste collection system (4.6.1)

- Work with FRWA to ensure efficient kerbside waste collection systems including fortnightly kerbside collection education and implementation – Stage 2

##### Monitor and maintain the closed Victor Harbor landfill site in accordance with the Victor Harbor Landfill Environment Management Plan and EPA licence conditions (4.6.2)

- Monitor and maintain the closed Victor Harbor landfill site in accordance with the Victor Harbor Landfill Environmental Management Plan and EPA licence conditions

#### 4.7 Provide stormwater infrastructure

##### Construct stormwater upgrades as identified in the Urban Stormwater Master Plan and Infrastructure Asset Management Plan (4.7.1)

- Undertake annual inlet upgrade construction program
- Undertake storm water upgrades at Cakebread Road and Mill Road
- Undertake stormwater upgrade design for Giles Street and Shield Crescent
- Undertake development of a new Urban Stormwater Master Plan – Stage 1

##### Seek appropriate contributions from developers towards provision of new stormwater infrastructure (4.7.2)

#### 4.8 Plan for water and electricity security

##### Work with SA Power Networks to secure access to electricity that will allow for long term planning and development (4.8.1)

##### Consider alternative sources and systems for both reducing energy demand and generating energy from renewable and sustainable sources (4.8.2)

- Continue to investigate and implement renewable energy options in open space

##### Work with SA Water to secure access to potable water that will allow for long term planning and development (4.8.3)

- Engage with SA Water to secure access to potable water that will allow for long term planning and development

**Work with the State Government to secure long-term water security for the environment and agriculture through the sustainable management and use of local water resources (4.8.4)**

- Through the Agribusiness Reference Group consider opportunities to enhance long-term water security for the environment and agriculture through the sustainable management and use of local water resources

**Expand the Victor Harbor Recycled Water Plan (4.8.5)**

- Continue to investigate and implement options for the expansion of the Victor Harbor Recycled Water Program

**Consider opportunities for expanding the reuse of stormwater (4.8.6)**

- Provide for water sensitive urban design and rainwater harvesting gardens in Council's urban renewal and streetscape design projects

**4.9 Facilitate capacity to deal with emergencies**

**In partnership with the Fleurieu Bushfire Management Committee develop and maintain a Regional Bushfire Management Plan (4.9.1)**

- Continue to participate in the Fleurieu Bushfire Management Committee to develop and maintain a Regional Bushfire Management Plan

**In partnership with the Adelaide Hills Fleurieu and Kangaroo Island Zone Emergency Committee maintain a Zone Management Plan (4.9.2)**

- Utilising support from the Local Government Association of SA, commence the development of a Victor Harbor Emergency Management Plan that aligns with State and regional emergency management plans
- Continue to participate in the Adelaide Hills Fleurieu and Kangaroo Island Zone Emergency Committee in order to maintain a Zone Management Plan

**OBJECTIVE 5  
AN INNOVATIVE  
COUNCIL  
EMPOWERING THE  
COMMUNITY**

**5.1 Cultivate and demonstrate community leadership**

**Decision making is transparent, and complies with legislative and policy requirements (5.1.1)**

- Maintain live streaming of Council meetings and audio recording
- Promote informal gatherings of Council not covered by Section 90 of the Local Government Act
- Provide Council and committee agendas and minutes on Council's website

- Respond to Freedom of Information requests and Section 270 Reviews of Council decisions

- Undertake a review and audit of Council's Delegations Register

**Take a leadership role in advocating on behalf of the community (5.1.2)**

- Take a leadership role in advocating for issues of community concern as they arise

**Build leadership within the community (5.1.3)**

- Support and promote the Southern Fleurieu Youth Advisory Committee (YAC) as a means of developing young leaders
- Promote a positive profile for young people through projects and policies and support the participation of local young people in leadership opportunities such as the United Nations Youth SA Conference, and YMCA SA Youth Parliament

- Encourage community representation on Council advisory committees

- Support staff membership of relevant professional associations

- Accept opportunities to present to community groups

**Establish and maintain strategic regional, state and national relationships and partnerships (5.1.4)**

- Participate in the Southern and Hills Local Government Association, Regional Development Australia (Hills Fleurieu and KI), Fleurieu Peninsula Tourism, and the Fleurieu Regional Waste Authority
- Continue to provide a range of community service programs in partnership with neighbouring councils
- Continue involvement in the Australian Coastal Councils Association

**Support Elected Members to fulfil their role as the governing body of Council (5.1.5)**

- Continue to provide Elected Members with information through weekly updates and informal gatherings
- Provide Elected Members with corporate support (administration, record keeping and IT)

**5.2 Encourage active citizenship and community pride**

**Recognise and celebrate the Council and community's achievements (5.2.1)**

- Provide a series of Australia Day Awards which recognise the achievements of the community

**Recognise the contributions of volunteers (5.2.2)**

- Recognise the contribution of volunteers involved in Council programs and as members of Council advisory committees

- Provide a Volunteer Week Small Grants Program to assist community groups to recognise the contribution of their volunteers during National Volunteer Week

**Maintain high quality public infrastructure, streetscapes, parks and open spaces (5.2.3)**

- Implement Council's Infrastructure Asset Management Plans which detail information about infrastructure assets including actions required to provide an agreed level of service in the most cost effective manner

**Engage with the broader community to seek their views and expectations (5.2.4)**

- Grow community subscription to Council's e-newsletter, Victor Viewpoint
- Hold two community forums, including one as a part of Council's annual business plan and budget consultation
- Provide organisational training in the planning and implementation of community engagement activities

**Council strategies, plans and other information are easily accessible to the community (5.2.5)**

- Review the structure of Council's corporate website for consistency and better user experience including the implementation of new content management systems

**5.3 Provide effective and efficient levels of service delivery**

**Support continuous improvement, innovation and excellence in service delivery (5.3.1)**

- Maintain the House of Assembly Roll from the State Electoral Commission
- Maintain the Council's Supplementary Voters Roll
- Implement priority outcomes from the Customer Service Review including the development of a Customer Service Charter
- Prioritise and begin implementing actions from the library service review
- Monitor the impacts of the amended Dog and Cat Management Act and Local Nuisance and Litter Control Act on the Public Safety and Regulation section of Council
- Undertake 2019/20 plant replacement program, including replacement of chainsaws, brush cutters and other plant equipment
- Replace major plant, trucks and vehicles as per plant replacement schedule
- Replace compact fluorescent lights in the Civic Centre administration and library with energy efficient LED light fittings to reduce operating costs

- Upgrade the Building Management System at the Civic Centre to address technical issues and reduce power consumption and operating costs
- Investigate the option of scanning creditor invoices in order to code and process straight from the screen

**Promote the range and availability of services provided by Council (5.3.2)**

- Provide an administration/ website officer to maintain and update Council's website and promote the range and availability of services provided by Council
- Provide adhesive logos for Council plant and vehicles

**Apply appropriate technology systems that enhance service delivery and efficiency (5.3.3)**

- Maintain existing information and communication technology services
- Upgrade the Time Management System (TMS) as used within the payroll section
- Provide for firewall, computer and laptop replacements
- Provide an allowance for replacement of phones
- Replace council's main computer servers and server room air conditioners in line with the ICT Asset Management Plan

**Develop business processes to enhance service delivery and efficiency including improved cross-department collaboration (5.3.4)**

- Increase awareness of Market Place software to support procurement
- Increase uptake of VendorPanel across the organisation to support effective procurement processes
- Improve communication and collaboration across departments through increased project role clarity

**Develop an outcomes based accountability methodology to Council programs and services (5.3.5)**

- Use data based evidence to support improve outcomes for children, young people and families in the Fleurieu Region

**5.4 Operate in a strategically planned environment**

**Collect and analyse information that enables Council to respond to developing needs and opportunities (5.4.1)**

- Maintain annual subscription to .id information products including profile.id and atlas.id with full community access via Council's website

**Encourage long term thinking and planning across the organisation (5.4.2)**

- Review and update Council's Long Term Financial Plan in line with Council's Infrastructure Asset Management Plans, 2018/19 actuals and 2019/20 adopted budget

- Undertake feasibility and business case studies, prudential reports and concept development as required for key strategic projects such as cruise ship and boating infrastructure, CBD car parking, Arts and Culture Precinct and an integrated Whale Centre and Visitor Information Centre

**Business plans, budgets and decision making are directly related to achieving Council's vision and long term objectives (5.4.3)**

- Facilitate budgeting and financial planning to assist Council in decision making and delivery of the Community Plan and Annual Business Plan
- Continue to develop approaches to provide stronger links between Council reports and key strategic documents

**Develop and maintain policies and procedures that are consistent with Council's long term objectives (5.4.4)**

- Develop procedures including BPAY VIEW, SAILIS reports, and electoral roll maintenance

- Work with Elected Members in development of policies, and to address gaps in Council's policy structure to meet our strategic objectives

### 5.5 Sustainably manage Council's financial infrastructure assets

#### Manage Council's assets to improve financial sustainability (5.5.1)

- Manage Council's assets in accordance with the Long Term Financial Plan and adopted Infrastructure Asset Management Plans
- Maintain the assessment record for non-rateable assessments and those eligible for mandatory or discretionary rate rebates
- Develop and improve building data in Council's Asset Management software

#### Encourage an effective and transparent internal control environment (5.5.2)

- Ensure Council's financial internal controls and legislative compliance is being adhered to and rectify any deficiencies

#### Maintain Council's spatial data to inform Council planning and operations (5.5.3)

- Maintain GIS/spatial systems within SynergySoft, ArcMap and ArcReader
- Provide and assist other staff with access and use of GIS/spatial systems
- Deliver updated aerial ortho imagery to Council every two years

#### Manage revenue streams to ensure sufficient cash flow to meet Council objectives (5.5.4)

- Continue debt recovery procedures to recover rate arrears efficiently and effectively

### 5.6 Provide organisational sustainability

#### Assess opportunities within an effective risk management framework (5.6.1)

- Ensure risk management is embedded and considered across all activities within Council
- Provide quarterly reports to the Audit Committee on performance of risk management
- Review departmental risk registers and provide quarterly progress reports to the Senior Management Team

#### Provide a safe and healthy workplace (5.6.2)

- Provide the LGA Workers Compensation Scheme Healthy Lifestyle Program
- Undertake a self-audit of documented Work Health Safety and Risk Management processes to prepare for the annual Workers Compensation Scheme and Risk audit
- Implement Council's Work Health and Safety and Injury Management Plan 2018/2020
- Provide regular reporting to Council's Senior Management Team, and Work Health and Safety Committee on implementation of the Work Health and Safety and Injury Management Plan 2018/2020
- Undertake scheduled furniture and equipment replacement at the Civic Centre

#### Develop an adaptable, skilled and satisfied workforce (5.6.3)

- Undertake annual employee professional development reviews
- Increase staffing levels in Human Resources by 0.2FTE to meet risk related legislative and compliance monitoring requirements, and the provision of a centre led Human Resource Service as identified in the 2018 organisational review

- Develop and implement a 2019/20 employee training program
- Further develop electronic staff training database with linkages to WHS, personal and professional development, and specific job requirements
- Further develop staff training needs analysis as required by LGA Workers Compensation Scheme
- Investigate options for electronic training requests
- Provide payroll services to the Victor Harbor Horse Tram Authority involving separate personnel filing and administration

#### **Implement Council's Records Management Plan (5.6.4)**

- Restructure local computer drives to align with the new file structure
- Assess Council's records management system for GDS21 compliance with a view to transitioning processes and systems to a digital records environment capability
- Provide off-site storage for records and a scan on demand of assessment files to alleviate records storage pressures





# 2019 / 20 FINANCIAL STATEMENTS

Victor Harbor Mainstreet Precinct



# City of Victor Harbor

GENERAL PURPOSE FINANCIAL STATEMENTS  
for the year ended 30 June 2020

---



## City of Victor Harbor

Financial Statements 2020

### General Purpose Financial Statements for the year ended 30 June 2020

---

Contents	Page
<b>1. Council Certificate</b>	<b>3</b>
<b>2. Understanding Council's Financial Statements</b>	<b>4</b>
<b>3. Principal Financial Statements:</b>	
Statement of Comprehensive Income	5
Statement of Financial Position	6
Statement of Changes in Equity	7
Statement of Cash Flows	8
<b>4. Notes to and forming part of the Principal Financial Statements</b>	<b>9</b>
<b>5. Independent Auditor's Report – Financial Statements</b>	<b>51</b>
<b>6. Independent Auditor's Report – Internal Controls</b>	<b>53</b>
<b>7. Certificates of Audit Independence</b>	
Council Certificate of Audit Independence	55
Audit Certificate of Audit Independence	56

**General Purpose Financial Statements**  
for the year ended 30 June 2020

---

**Certification of Financial Statements**

**We have been authorised by the Council to certify the financial statements in their final form.**

**In our opinion:**

- the accompanying financial statements comply with the *Local Government Act 1999, Local Government (Financial Management) Regulations 2011* and Australian Accounting Standards,
- the financial statements present a true and fair view of the Council's financial position at 30 June 2020 and the results of its operations and cash flows for the financial year,
- internal controls implemented by the Council provide a reasonable assurance that the Council's financial records are complete, accurate and reliable and were effective throughout the financial year,
- the financial statements accurately reflect the Council's accounting and other records.



---

**Victoria MacKirdy**  
**Chief Executive Officer**

03 November 2020



---

**Dr Moira Jenkins**  
**Mayor**

03 November 2020

## City of Victor Harbor

### General Purpose Financial Statements for the year ended 30 June 2020

#### Understanding Council's Financial Statements

---

##### Introduction

Each year, individual Local Governments across South Australia are required to present a set of audited Financial Statements to their Council and Community.

##### About the Certification of Financial Statements

The Financial Statements must be certified by the Chief Executive Officer and Mayor as "presenting a true and fair view" of the Council's financial results for the year and ensuring both responsibility for and ownership of the Financial Statements across Council.

##### What you will find in the Statements

The Financial Statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2020.

The format of the Financial Statements is standard across all South Australian Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and the requirements as set down in the South Australia Model Financial Statements.

The Financial Statements incorporate 4 "primary" financial statements:

1. **A Statement of Comprehensive Income**  
A summary of Council's financial performance for the year, listing all income and expenses.
2. **A Balance Sheet**  
A 30 June snapshot of Council's financial position including its assets and liabilities.
3. **A Statement of Changes in Equity**  
The overall change for the year (in dollars) of Council's "net wealth".
4. **A Statement of Cash Flows**  
Indicates where Council's cash came from and where it was spent.

##### About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the 4 Primary Financial Statements.

##### About the Auditor's Reports

Council's Financial Statements are required to be audited by external accountants (that generally specialise in Local Government).

In South Australia, the Auditor provides an audit report, with an opinion on whether the Financial Statements present fairly the Council's financial performance and position.

##### About the Independence Certificates

Council's Financial Statements are also required to include signed Certificates by both the Council and the Auditors that the Council's Auditor has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*.

##### Who uses the Financial Statements?

The Financial Statements are publicly available documents and are used by (but not limited to) Councillors, Residents and Ratepayers, Employees, Suppliers, Contractors, Customers, the Local Government Association of South Australia, the SA Local Government Grants Commission, and Financiers including Banks and other Financial Institutions.

Under the *Local Government Act 1999* the Financial Statements must be made available at the principal office of the Council and on Council's website.

## City of Victor Harbor

Financial Statements 2020

### Statement of Comprehensive Income for the year ended 30 June 2020

\$ '000	Notes	2020	2019
<b>Income</b>			
Rates	2a	23,072	21,910
Statutory Charges	2b	525	461
User Charges	2c	2,013	2,416
Grants, Subsidies and Contributions	2g	1,882	1,837
Investment Income	2d	36	93
Reimbursements	2e	860	815
Other income	2f	84	32
Net Gain - Equity Accounted Council Businesses	19(a)	33	–
<b>Total Income</b>		<b>28,505</b>	<b>27,564</b>
<b>Expenses</b>			
Employee costs	3a	10,010	9,763
Materials, Contracts and Other Expenses	3b	10,388	9,934
Depreciation, Amortisation and Impairment	3c	7,017	6,895
Finance Costs	3d	409	479
Net loss - Equity Accounted Council Businesses	19(a)	332	362
<b>Total Expenses</b>		<b>28,156</b>	<b>27,433</b>
<b>Operating Surplus / (Deficit)</b>		<b>349</b>	<b>131</b>
Physical Resources Received Free of Charge	2h	1,127	904
Asset Disposal & Fair Value Adjustments	4	(1,528)	(1,635)
Amounts Received Specifically for New or Upgraded Assets	2g	541	2,795
<b>Net Surplus / (Deficit)</b>		<b>489</b>	<b>2,195</b>
<b>Other Comprehensive Income</b>			
<b>Amounts which will not be reclassified subsequently to operating result</b>			
Changes in Revaluation Surplus - I,PP&E	9a	2,948	(1,521)
<b>Total Amounts which will not be reclassified subsequently to operating result</b>		<b>2,948</b>	<b>(1,521)</b>
<b>Total Other Comprehensive Income</b>		<b>2,948</b>	<b>(1,521)</b>
<b>Total Comprehensive Income</b>		<b>3,437</b>	<b>674</b>

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

## City of Victor Harbor

Financial Statements 2020

### Statement of Financial Position

as at 30 June 2020

\$ '000	Notes	2020	2019
<b>ASSETS</b>			
<b>Current assets</b>			
Cash & Cash Equivalent Assets	5a	1,816	554
Trade & Other Receivables	5b	1,331	3,061
Inventories	5c	341	333
<b>Total current assets</b>		<b>3,488</b>	<b>3,948</b>
<b>Non-current assets</b>			
Financial Assets	6a	318	324
Equity Accounted Investments in Council Businesses	6b	10,124	10,424
Other Non-Current Assets	6c	3,415	2,130
Infrastructure, Property, Plant & Equipment	7a	272,966	267,033
<b>Total non-current assets</b>		<b>286,823</b>	<b>279,911</b>
<b>TOTAL ASSETS</b>		<b>290,311</b>	<b>283,859</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade & Other Payables	8a	5,712	2,688
Borrowings	8b	2,144	1,461
Provisions	8c	2,332	2,426
<b>Total Current Liabilities</b>		<b>10,188</b>	<b>6,575</b>
<b>Non-Current Liabilities</b>			
Borrowings	8b	5,142	5,781
Provisions	8c	489	448
<b>Total Non-Current Liabilities</b>		<b>5,631</b>	<b>6,229</b>
<b>TOTAL LIABILITIES</b>		<b>15,819</b>	<b>12,804</b>
<b>Net Assets</b>		<b>274,492</b>	<b>271,055</b>
<b>EQUITY</b>			
Accumulated surplus		67,237	67,021
Asset revaluation reserves	9a	206,377	203,429
Other reserves	9b	878	605
<b>Total Equity</b>		<b>274,492</b>	<b>271,055</b>

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

## City of Victor Harbor

Financial Statements 2020

### Statement of Changes in Equity for the year ended 30 June 2020

\$ '000	Notes	Accumulated surplus	Asset revaluation reserve	Other reserves	Total equity
<b>2020</b>					
Balance at the end of previous reporting period		67,021	203,429	605	271,055
Net Surplus / (Deficit) for Year		489	-	-	489
<b>Other Comprehensive Income</b>					
- Gain (Loss) on Revaluation of I,PP&E	7a	-	2,948	-	2,948
<b>Other comprehensive income</b>		-	2,948	-	2,948
<b>Total comprehensive income</b>		489	2,948	-	3,437
Transfers between Reserves		(273)	-	273	-
<b>Balance at the end of period</b>		67,237	206,377	878	274,492
<b>2019</b>					
Balance at the end of previous reporting period		64,204	204,950	1,227	270,381
Net Surplus / (Deficit) for Year		2,195	-	-	2,195
<b>Other Comprehensive Income</b>					
- Gain (Loss) on Revaluation of I,PP&E	7a	-	(1,521)	-	(1,521)
<b>Other comprehensive income</b>		-	(1,521)	-	(1,521)
<b>Total comprehensive income</b>		2,195	(1,521)	-	674
Transfers between Reserves		622	-	(622)	-
<b>Balance at the end of period</b>		67,021	203,429	605	271,055

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

## City of Victor Harbor

Financial Statements 2020

### Statement of Cash Flows

for the year ended 30 June 2020

\$ '000	Notes	2020	2019
<b>Cash flows from operating activities</b>			
<u>Receipts</u>			
Operating Receipts		32,134	27,220
Investment Receipts		36	93
<u>Payments</u>			
Finance Payments		(414)	(493)
Operating Payments to Suppliers and Employees		(20,068)	(20,137)
<b>Net cash provided by (or used in) Operating Activities</b>	11b	<u>11,688</u>	<u>6,683</u>
<b>Cash flows from investing activities</b>			
Amounts Received Specifically for New/Upgraded Assets		541	2,795
Sale of Replaced Assets		211	154
Repayments of Loans by Community Groups		636	161
<u>Payments</u>			
Expenditure on Renewal/Replacement of Assets		(4,187)	(4,105)
Expenditure on New/Upgraded Assets		(7,220)	(2,799)
<b>Net cash provided (or used in) investing activities</b>		<u>(10,019)</u>	<u>(3,794)</u>
<b>Cash flows from financing activities</b>			
<u>Receipts</u>			
Proceeds from Borrowings		590	–
Proceeds from Bonds & Deposits		40	–
<u>Payments</u>			
Repayments of Borrowings		(961)	(4,155)
Repayment of Finance Lease Liabilities		(76)	–
Repayment of Bonds & Deposits		–	(26)
<b>Net Cash provided by (or used in) Financing Activities</b>		<u>(407)</u>	<u>(4,181)</u>
<b>Net Increase (Decrease) in Cash Held</b>		<u>1,262</u>	<u>(1,292)</u>
plus: Cash & Cash Equivalents at beginning of period		554	1,846
<b>Cash and cash equivalents held at end of period</b>	11a	<u>1,816</u>	<u>554</u>

Additional Information:

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Notes to and forming part of the Principal Financial Statements  
for the year ended 30 June 2020

**Contents of the Notes accompanying the General Purpose Financial Statements**

Note	Details	Page
1	Summary of Significant Accounting Policies	10
2	Income	19
3	Expenses	22
4	Asset Disposal & Fair Value Adjustments	23
5	Current Assets	24
6	Non-Current Assets	25
7	Infrastructure, Property, Plant & Equipment	26
8	Liabilities	30
9	Reserves	31
10	Assets Subject to Restrictions	32
11	Reconciliation to Statement of Cash Flows	33
12(a)	Functions	34
12(b)	Components of Functions	35
13	Financial Instruments	36
14	Capital Expenditure and Investment Property Commitments	39
15	Financial Indicators	40
16	Uniform Presentation of Finances	41
17	Leases	42
18	Superannuation	44
19(a)	Interests in Other Entities	45
19(b)	Controlled Entities	47
20	Non-Current Assets Held for Sale & Discontinued Operations	48
21	Contingencies & Assets/Liabilities Not Recognised in the Balance Sheet	49
22	Events after the Balance Sheet Date	49
23	Related Party Transactions	50

Notes to the Financial Statements  
for the year ended 30 June 2020

Note 1. Summary of Significant Accounting Policies

The principal accounting policies adopted by Council in the preparation of these consolidated financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

**(1) Basis of Preparation**

**1.1 Compliance with Australian Accounting Standards**

This general purpose financial report has been prepared on a going concern basis using the historical cost convention in accordance with Australian Accounting Standards as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board, Interpretations and relevant South Australian legislation.

The financial report was authorised for issue by certificate under regulation 14 of the *Local Government (Financial Management) Regulations 2011* dated 27 October 2020.

**1.2 Historical Cost Convention**

Except as stated below, these financial statements have been prepared in accordance with the historical cost convention.

**1.2 Critical Accounting Estimates**

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates and requires management to exercise its judgement in applying Council's accounting policies.

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of these Notes.

**1.3 Rounding**

All amounts in the financial statements have been rounded to the nearest thousand dollars (\$'000).

**(2) The Local Government Reporting Entity**

The City of Victor Harbor is incorporated under the *South Australian Local Government Act 1999* and has its principal place of business at 1 Bay Road, Victor Harbor. These consolidated financial statements include the Council's direct operations and all entities through which Council controls resources to carry on its functions. In the process of reporting on the Council as a single unit, all transactions and balances between activity areas and controlled entities have been eliminated.

The principal activities and entities conducted other than in the Council's own name that have been included in these consolidated financial statements are:

1. Victor Harbor Horse Tram Authority (100% Ownership Interest / 100% Voting Power)

Other entities in which Council has an interest but does not control are reported in Note 19.

**(3) Income Recognition**

The Council recognises revenue under *AASB 1058 Income of Not-for-Profit Entities* (AASB 1058) or *AASB 15 Revenue from Contracts with Customers* (AASB 15) when appropriate.

In cases where there is an 'enforceable' contract with a customer with 'sufficiently specific' performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied (i.e. when it transfers control of a product or service to a customer). Revenue is measured based on the consideration to which the Council expects to be entitled in a contract with a customer.

In other cases, AASB 1058 applies when a not-for-profit (NFP) entity enters into transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives. The excess

continued on next page ...

Notes to the Financial Statements

for the year ended 30 June 2020

Note 1. Summary of Significant Accounting Policies (continued)

of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately, except in the case where a financial asset has been received to enable the council to acquire or construct a recognisable non-financial asset that is to be controlled by the council. In this case, the council recognises the excess as a liability that is recognised over time in profit and loss when (or as) the entity satisfies its obligations under the transfer.

In recent years the payment of untied grants (financial assistance grants / local roads / supplementary grants) has varied from the annual allocation as shown in the table below:

In recent years the payment of untied grants has varied from the annual allocation as shown in the table below:

Year	Cash Payment Received	Annual Allocation	Difference
2017/18	\$328,125	\$578,919	(\$250,794)
2018/19	\$600,773	\$604,611	(\$3,838)
2019/20	\$651,756	\$614,595	\$37,161

Because these grants are untied, the Australian Accounting Standards require that payments be recognised upon receipt. Accordingly, the operating results of these periods have been distorted compared to those that would have been reported had the grants been paid in the year to which they were allocated.

The Operating Surplus Ratio disclosed in Note 15 has also been calculated after adjusting for the distortions resulting from the differences between the actual grants received and the grants entitlements allocated.

**Construction Contracts**

Construction works undertaken by Council for third parties are generally on an agency basis where the third party reimburses Council for actual costs incurred, and usually do not extend beyond the reporting period. Reimbursements not received are recognised as receivables and reimbursements received in advance are recognised as "payments received in advance".

For works undertaken on a fixed price contract basis, revenues are recognised over time using the input method, with costs incurred compared to total expected costs used as a measure of progress. When it is probable that total contract costs will exceed total contract revenue, the expected loss is recognised as an expense immediately.

**(4) Cash, Cash Equivalents and other Financial Instruments**

Cash Assets include all amounts readily convertible to cash on hand at Council's option with an insignificant risk of changes in value with a maturity of three months or less from the date of acquisition.

Receivables for rates and annual charges are secured over the subject land, and bear interest at rates determined in accordance with the Local Government Act 1999. Other receivables are generally unsecured and do not bear interest.

All receivables are reviewed as at the reporting date and adequate allowance made for amounts the receipt of which is considered doubtful.

All financial instruments are recognised at fair value at the date of recognition, except for trade receivables from a contract with a customer, which are measured at the transaction price. A detailed statement of the accounting policies applied to financial instruments forms part of Note 13.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 1. Summary of Significant Accounting Policies (continued)

**(5) Inventories**

Inventories held in respect of stores have been valued by using the weighted average cost on a continual basis, after adjustment for loss of service potential. Inventories held in respect of business undertakings have been valued at the lower of cost and net realisable value.

**(6) Infrastructure, Property, Plant & Equipment**

**6.1 Initial Recognition**

All assets are initially recognised at cost. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition.

All non-current assets purchased or constructed are capitalised as the expenditure is incurred and depreciated as soon as the asset is held "ready for use". Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees and engineering design fees and all other costs incurred. The cost of non-current assets constructed by the Council includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overhead.

**6.2 Materiality**

Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by Council for each type of asset. In determining (and in annually reviewing) such thresholds, regard is had to the nature of the asset and its estimated service life.

Examples of capitalisation thresholds applied during the year are given below. No capitalisation threshold is applied to the acquisition of land or interests in land.

Buildings - new construction/extensions	\$10,000
Roads, Drainage & Other Infrastructure	\$10,000
Plant & Machinery	\$5,000
Minor Plant & Tools	\$1,000
Reserve Furniture & Equipment	\$1,000
Office Furniture & Equipment	\$1,000

**6.3 Subsequent Recognition**

All material asset classes are revalued on a regular basis such that the carrying values are not materially different from fair value. Significant uncertainties exist in the estimation of fair value of a number of asset classes including land, buildings and associated structures and infrastructure. Further detail of these uncertainties, and of existing valuations, methods and valuers are provided at Note 7.

## Notes to the Financial Statements

for the year ended 30 June 2020

### Note 1. Summary of Significant Accounting Policies (continued)

#### 6.4 Depreciation of Non-Current Assets

Other than land, all infrastructure, property, plant and equipment assets recognised are systematically depreciated over their useful lives on a straight-line basis which, in the opinion of Council, best reflects the consumption of the service potential embodied in those assets.

Depreciation methods, useful lives and residual values of classes of assets are reviewed annually.

Major depreciation periods for each class of asset are listed below. Depreciation periods for infrastructure assets have been estimated based on the best information available to Council, but appropriate records covering the entire life cycle of these assets are not available, and extreme care should be used in interpreting financial information based on these estimates.

##### Plant, Furniture & Equipment

Office Equipment	5 to 10 years
Office Furniture	10 to 20 years
Vehicles and Road-making Equip	5 to 8 years
Other Plant & Equipment	5 to 15 years

##### Building & Other Structures

Buildings & Other Structures	10 to 100 years
Park Furniture	20 to 40 years
Walkways & Trails	15 to 30 years
Playground equipment	5 to 15 years
Plant & Machinery	2 to 20 years
ICT Equipment	2 to 10 years
Office Furniture	5 to 10 years

##### Infrastructure

Sealed Roads	16 to 60 years
Unsealed Roads	10 to 15 years
Bridges – Concrete	80 to 100 years
Traffic Devices	20 to 45 years
Stormwater Drainage	80 to 100 years
Footpaths	30 to 50 years
Kerbing	60 to 70 years

##### Other Assets

Library Books	10 to 15 years
Artworks	indefinite

#### 6.5 Impairment

Assets whose future economic benefits are not dependent on the ability to generate cash flows, and where the future economic benefits would be replaced if Council were deprived thereof, are not subject to impairment testing.

Other assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is the higher of the present value of future cash inflows or value in use).

Where an asset that has been revalued is subsequently impaired, the impairment is first offset against such amount as stands to the credit of that class of assets in Asset Revaluation Reserve, any excess being recognised as an expense.

#### 6.6 Borrowing Costs

Borrowing costs in relation to qualifying assets (net of offsetting investment revenue) have been capitalised in accordance with AASB 123 "Borrowing Costs". The amounts of borrowing costs recognised as an expense or as part of the carrying amount of qualifying assets are disclosed in Note 3, and the amount (if any) of interest revenue offset against borrowing costs in Note 2.

continued on next page ...

## Notes to the Financial Statements

for the year ended 30 June 2020

### Note 1. Summary of Significant Accounting Policies (continued)

---

#### (7) Payables

##### 7.1 Goods & Services

Creditors are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received. Creditors are normally paid 30 days after the month of invoice. No interest is payable on these amounts.

##### 7.2 Payments Received in Advance & Deposits

Amounts other than grants received from external parties in advance of service delivery, and security deposits held against possible damage to Council assets, are recognised as liabilities until the service is delivered or damage reinstated, or the amount is refunded as the case may be.

#### (8) Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred and are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the income statement over the period of the borrowings using the effective interest method.

Borrowings are carried at their principal amounts which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period to which it relates, and is recorded as part of "Payables".

#### (9) Employee Benefits

##### 9.1 Salaries, Wages & Compensated Absences

Liabilities for employees' entitlements to salaries, wages and compensated absences expected to be paid or settled within 12 months of reporting date are accrued at nominal amounts (including payroll based oncosts) measured in accordance with AASB 119.

Liabilities for employee benefits not expected to be paid or settled within 12 months are measured as the present value of the estimated future cash outflows (including payroll based oncosts) to be made in respect of services provided by employees up to the reporting date. Present values are calculated using government guaranteed securities rates with similar maturity terms.

Weighted avg. discount rate 2019/20 = 0.34% (2018/19, 0.71%)

Weighted avg. settlement period 2019/20 = 5 years (2018/19, 5 years)

No accrual is made for sick leave as Council experience indicates that, on average, sick leave taken in each reporting period is less than the entitlement accruing in that period, and this experience is expected to recur in future reporting periods. Council does not make payment for untaken sick leave.

##### 9.2 Superannuation

The Council makes employer superannuation contributions in respect of its employees to the Statewide Superannuation Scheme. The Scheme has two types of membership, each of which is funded differently. No changes in accounting policy have occurred during either the current or previous reporting periods. Details of the accounting policies applied and Council's involvement with the schemes are reported in Note 18.

continued on next page ...

## Notes to the Financial Statements

for the year ended 30 June 2020

### Note 1. Summary of Significant Accounting Policies (continued)

#### (10) Leases

##### Accounting policy applicable from 01 July 2019

The Council assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

##### 10.1 Council as a lessee

The Council recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

##### i) Right-of-Use-Assets

The Council recognises right-of-use assets at the commencement date of the lease. Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, lease payments made at or before the commencement date less any lease incentives received and the estimate of costs to be incurred to restore the leased asset. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

Property - 2 to 16 years

The right-of-use assets are also subject to impairment. Refer to the accounting policies above - Impairment of non-financial assets.

##### ii) Lease Liabilities

At the commencement date of the lease, the Council recognises lease liabilities measured at the present value of lease payments to be made over the lease term. In calculating the present value of lease payments, the Council uses its incremental borrowing rate or the interest rate implicit in the lease.

##### iii) Short-term leases and leases of low-value assets

The Council applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date). It also applies the low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

#### (11) Equity Accounted Council Businesses

Council participates in cooperative arrangements with other Councils for the provision of services and facilities. Council's interests in cooperative arrangements, which are only recognised if material, are accounted for in accordance with AASB 128 and set out in detail in Note 19.

#### (12) GST Implications

In accordance with UIG Abstract 1031 "Accounting for the Goods & Services Tax"

- Receivables and Creditors include GST receivable and payable.
- Except in relation to input taxed activities, revenues and operating expenditures exclude GST receivable and payable.
- Non-current assets and capital expenditures include GST net of any recoupment.
- Amounts included in the Statement of Cash Flows are disclosed on a gross basis.

Notes to the Financial Statements  
for the year ended 30 June 2020

Note 1. Summary of Significant Accounting Policies (continued)

**(13) New accounting standards and UIG interpretations**

In the current year, Council adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are relevant to its operations and effective for the current reporting period. The adoption of the new and revised Standards and Interpretations has not resulted in any material changes to Council's accounting policies.

City of Victor Harbor has not applied any Australian Accounting Standards and Interpretations that have been issued but are not yet effective.

**Adoption of AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not-for-Profit Entities**

The Council applied AASB 15 and AASB 1058, for the first time from 1 July 2019. AASB 1058 clarifies and simplifies the income recognition requirements that apply to not-for-profit (NFP) entities, in conjunction with AASB 15. These Standards supersede the NFP income recognition requirements previously in AASB 1004 Contributions (with the exception of certain matters relating to public sector NFP entities) as well as current revenue recognition guidance including AASB 118 Revenue, AASB 111 Construction Contracts and the related Interpretations.

The timing of income recognition depends on whether such a transaction gives rise to a liability or other performance obligation (a promise to transfer a good or service). Details of the accounting policy adopted for these standards can be found in Note 1 Significant Accounting Policies. The Council has elected to adopt the modified retrospective method on transition to the new standards with an initial application date of 1 July 2019.

The cumulative effect of initially applying AASB 15 and AASB 1058 is recognised at the date of initial application as an adjustment to the opening balance of Accumulated Surplus. Therefore, the comparative information was not restated and continues to be reported under AASB 111, AASB 118, AASB 1004 and related Interpretations.

Council has elected to apply AASB 15 and AASB 1058 retrospectively only to contracts and transactions that were not completed contracts at the date of initial application. Council did not have any transaction or contract that were not completed contracts at the date of initial application. As a result, no adjustments were made to the opening balance of Accumulated Surplus.

The Council has determined the impact of the new standards will mainly impact the timing of revenue recognition in relation to special purpose grants. These grants are provided to the Council to construct or acquire an asset to be controlled by the Council. They are accounted for under AASB 1058 and as such, amounts received in relation to these grants are recorded as a liability "Amounts in Advance" and recorded in revenue as the asset is constructed. The impact of adopting the new standards as at 1 July 2019 was an increase to liabilities of \$2,463,000 and a decrease to Accumulated Surplus of \$2,463,000.

Set out below are the amounts by which each financial statement line item is affected as at and for the year ended 30 June 2020 as a result of the adoption of AASB 15 and AASB 1058.

The first column shows amounts prepared under AASB 15 and AASB 1058 and the second column shows what the amounts would have been had AASB 15 and AASB 1058 not been adopted:

Description	Amounts prepared under AASB 15 / 1058 \$'000	Amounts prepared under Previous AASB \$'000	Impact \$'000
Amounts Received Specifically for New or Upgraded Assets	\$541	\$3,004	-\$2,463
Payments Received in Advance	\$2,463	\$0	\$2,463

**AASB 16 Leases**

The Council applied AASB 16 Leases, for the first time from 1 July 2019. This standard requires that the right of use conveyed by leasing contracts (except leases with a maximum term of 12 months and leases for low-value assets) be recognised as a form of Infrastructure, Property, Plant and Equipment, and that the lease liability be disclosed as a liability.

continued on next page ...

Notes to the Financial Statements

for the year ended 30 June 2020

Note 1. Summary of Significant Accounting Policies (continued)

**Adoption of AASB 16 Leases (AASB 16)**

AASB 16 supersedes AASB 117 Leases, Interpretation 4 Determining whether an Arrangement contains a Lease and other related Interpretations. The standard sets out the principles for the recognition, measurement, presentation and disclosure of leases and requires lessees to recognise most leases on the balance sheet under a single on-balance sheet model. Before the adoption of AASB 16, the Council classified each of its leases (as lessee) at the inception date as either a finance lease or an operating lease.

The Council applied AASB 16 retrospectively with the cumulative effect of initially applying the standard recognised at 1 July 2019 (comparatives were not restated).

The Council recognised right-of-use assets and lease liabilities for those leases previously classified as operating leases, except for short-term leases with lease terms that end within 12 months of the date of initial application and leases of low-value assets. The right-of-use assets for all leases were recognised based on the amount equal to the lease liabilities. No adjustments were needed for any previously recognised prepaid or accrued lease expenses as there were none. Lease liabilities were recognised based on the present value of the remaining lease payments, discounted using the incremental borrowing rate at the date of initial application.

The effect of adoption AASB 16 as at 1 July 2019 (increase/(decrease)) is, as follows:

	\$'000
<b>Assets</b>	
Infrastructure, Property, Plant and Equip.	
- Right-of-Use-Assets	\$491
<b>Total Assets</b>	<b>\$491</b>
<b>Liabilities</b>	
Interest-bearing loans and borrowings	\$491
- Other	
<b>Total Liabilities</b>	<b>\$491</b>
<b>Accumulated Surplus</b>	<b>\$0</b>

**Standards issued by the AASB not yet effective**

The AASB has issued Australian Accounting Standards and Interpretations which are not effective at 30 June 2020, these standards have not been adopted by Council and will be included in the financial statements on their effective date. Where the standard is expected to have a significant impact for Council then further information has been provided in this note.

The following list identifies all the new and amended Australian Accounting Standards, and Interpretation, that were issued but not yet effective at the time of compiling these illustrative statements that could be applicable to Councils.

**Effective for NFP annual reporting periods beginning on or after 1 January 2020**

- AASB 1059 Service Concession Arrangements: Grantors
- AASB 2018-6 Amendments to Australia Accounting Standards – Definition of a Business
- AASB 2018-7 Amendments to Australian Accounting Standards – Definition of Material
- AASB 2019-3 Amendments to Australian Accounting Standards – Interest Rate Benchmark Reform

**Effective for NFP annual reporting periods beginning on or after 1 January 2021**

- AASB 17 Insurance Contracts

## Notes to the Financial Statements

for the year ended 30 June 2020

### Note 1. Summary of Significant Accounting Policies (continued)

---

#### (14) Disclaimer

Nothing contained within these statements may be taken to be an admission of any liability to any person under any circumstance.

#### (15) COVID-19 pandemic

The COVID-19 pandemic has impacted the 2019/20 financial statements, which may impact on the comparability of some line items and amounts reported in these financial statements and/or notes.

The financial impacts are a direct result of either Councils response to the pandemic or due to mandatory shut downs as directed by the Australian Government and the advice from the Australian Government Department of Health and SA Health.

Examples include:

- Reduce revenue from events and venue hire
- Business support in the form of temporary suspension of:
  - Fines
  - Penalties
  - Interest
  - Rent
  - License Fees
  - Debt recovery actions
- Additional costs for
  - Cleaning
  - Health and Safety initiatives
  - Hibernation costs fo Council Venues

COVID-19 is not expected to have a significant ongoing financial impact on Council.

The impact in 2019/20 on income is an actual decrease of \$27,000 as a result of remissions of rate fines. In addition, council experienced a significant reduction in User Charges relating to Tourism, Community Transport and Venue Hire. It is difficult to precisely quantify this total, however best estimates are in the order of \$200,000-300,000.

The impact in 2019-20 on expenditure was a quantified amount of \$68,000 in additional costs for materials and expenses related to COVID-19.

The best estimate for the net effect of the COVID-19 pandemic on Council's 2019-20 Operating Surplus is a reduction of \$300,000 - 400,000.

It is further expected that further financial impacts will flow into the 2020/21 financial year. However, Council had determined that there is no material uncertainty that casts doubt on its ability to continue as a going concern.

## City of Victor Harbor

Financial Statements 2020

### Notes to the Financial Statements

for the year ended 30 June 2020

#### Note 2. Income

\$ '000	2020	2019
<b>(a) Rates</b>		
<b>General Rates</b>		
General Rates	22,913	21,665
Less: Mandatory Rebates	(243)	(213)
Less: Discretionary Rebates, Remissions & Write Offs	(39)	(23)
<b>Total General Rates</b>	<b>22,631</b>	<b>21,429</b>
<b>Other Rates (Including Service Charges)</b>		
Natural Resource Management Levy	401	402
<b>Total Other Rates (Including Service Charges)</b>	<b>401</b>	<b>402</b>
<b>Other Charges</b>		
Penalties for Late Payment	35	59
Legal & Other Costs Recovered	5	20
<b>Total Other Charges</b>	<b>40</b>	<b>79</b>
<b>Total Rates</b>	<b>23,072</b>	<b>21,910</b>
<b>(b) Statutory Charges</b>		
Development Act & Town Planning Fees	232	205
Health & Septic Tank Inspection Fees	14	13
Animal Registration Fees & Fines	143	109
Parking Fines / Expiation Fees	84	78
Search Fees	45	49
Other Statutory Charges	7	7
<b>Total Statutory Charges</b>	<b>525</b>	<b>461</b>
<b>(c) User Charges</b>		
Cemetery/Crematoria Fees	154	123
Parking Fees	101	112
Caravan Park	248	192
Community Transport	105	161
Horse Drawn Tram	-	305
Recreation Centre	51	72
Whale Centre	134	185
Tourism Marketing & Sales	595	755
Other Leases, Hire & Rentals	194	255
Other User Charges	37	97
Horse Drawn Tram (Note 19)	394	159
<b>Total User Charges</b>	<b>2,013</b>	<b>2,416</b>

continued on next page ...

## City of Victor Harbor

Financial Statements 2020

### Notes to the Financial Statements

for the year ended 30 June 2020

#### Note 2. Income (continued)

\$ '000	2020	2019
<b>(d) Investment Income</b>		
Interest on Investments		
- Local Government Finance Authority	22	33
- Banks & Other	6	5
- Loans to Community Groups	8	55
<b>Total Investment Income</b>	<b>36</b>	<b>93</b>
<b>(e) Reimbursements</b>		
Private Works	6	6
Council Contributions	531	503
Employee Reimbursements	8	12
Utilities, Insurance and Cleaning	66	70
Other Reimbursements	249	224
<b>Total Reimbursements</b>	<b>860</b>	<b>815</b>
<b>(f) Other income</b>		
Donations and Contributions	24	14
Horse Drawn Tram (Note 19)	1	1
Other Income	59	17
<b>Total Other income</b>	<b>84</b>	<b>32</b>
<b>(g) Grants, Subsidies, Contributions</b>		
Amounts Received Specifically for New or Upgraded Assets	541	2,795
<b>Total Amounts Received Specifically for New or Upgraded Assets</b>	<b>541</b>	<b>2,795</b>
Untied - Financial Assistance Grants	290	403
Roads to Recovery	274	188
Other Grants, Subsidies and Contributions	957	922
Individually Significant Item - Additional Grants Commission Payment (refer below)	361	324
<b>Total Other Grants, Subsidies and Contributions</b>	<b>1,882</b>	<b>1,837</b>
<b>Total Grants, Subsidies, Contributions</b>	<b>2,423</b>	<b>4,632</b>
The functions to which these grants relate are shown in Note 12.		
<b>(i) Sources of grants</b>		
Commonwealth Government	1,543	2,245
State Government	790	2,349
Other	90	38
<b>Total</b>	<b>2,423</b>	<b>4,632</b>

continued on next page ...

## City of Victor Harbor

Financial Statements 2020

### Notes to the Financial Statements

for the year ended 30 June 2020

#### Note 2. Income (continued)

\$ '000	2020	2019
<b>(ii) Individually Significant Items</b>		
Grant Commission (FAG) Grant Recognised as Income	361	324

The above amount was a prepayment of part of Council's 2020/21 Grant Commission (FAG) Grant.

#### (h) Physical Resources Received Free of Charge

Roads, Bridges & Footpaths	666	433
Stormwater Drainage	317	356
Kerbing	121	115
Open Space	23	-
<b>Total Physical Resources Received Free of Charge</b>	<b>1,127</b>	<b>904</b>

## City of Victor Harbor

Financial Statements 2020

### Notes to the Financial Statements

for the year ended 30 June 2020

#### Note 3. Expenses

\$ '000	Notes	2020	2019
<b>(a) Employee costs</b>			
Salaries and Wages		8,059	7,737
Employee Leave Expense		1,103	1,134
Superannuation - Defined Contribution Plan Contributions	18	712	670
Superannuation - Defined Benefit Plan Contributions	18	134	133
Workers' Compensation Insurance		238	268
Other		181	143
Less: Capitalised and Distributed Costs		(417)	(322)
<b>Total Operating Employee Costs</b>		<b>10,010</b>	<b>9,763</b>
Total Number of Employees (full time equivalent at end of reporting period)		104	101
<b>(b) Materials, Contracts and Other Expenses</b>			
<b>(i) Prescribed Expenses</b>			
Auditor's Remuneration			
- Auditing the Financial Reports		17	17
Elected Members' Expenses		203	200
Election Expenses		5	84
Operating Lease Rentals - Non-Cancellable Leases	17		
- Minimum Lease Payments		119	178
<b>Subtotal - Prescribed Expenses</b>		<b>344</b>	<b>479</b>
<b>(ii) Other Materials, Contracts and Expenses</b>			
Contractors		1,527	1,641
Legal Expenses		144	104
Levies Paid to Government - NRM levy		402	402
Levies - Other		30	23
Professional Services		413	402
Sundry		1,123	1,159
Materials		708	894
Energy, Fuel and Water		1,096	710
Insurances		472	512
Waste and Cleaning Services		2,042	1,741
Information and Communications		750	728
Donations and Contributions		194	293
Regional Board Contributions		359	414
Horse Drawn Tram (Note 19)		784	432
<b>Subtotal - Other Material, Contracts &amp; Expenses</b>		<b>10,044</b>	<b>9,455</b>
<b>Total Materials, Contracts and Other Expenses</b>		<b>10,388</b>	<b>9,934</b>

continued on next page ...

## City of Victor Harbor

Financial Statements 2020

### Notes to the Financial Statements

for the year ended 30 June 2020

#### Note 3. Expenses (continued)

\$ '000	2020	2019
<b>(c) Depreciation, Amortisation and Impairment</b>		
<b>(i) Depreciation and Amortisation</b>		
Buildings & Other Structures	970	972
Infrastructure		
- Sealed Roads	2,246	2,207
- Unsealed Roads	467	470
- Stormwater Drainage	508	502
- Kerbing	306	299
- Footpaths	303	284
- Bridges	301	301
- Open Space	636	604
- Carparks & Traffic	224	237
- Other Infrastructure	119	116
Right-of-use Assets	86	-
Plant & Equipment	608	662
Furniture & Fittings	88	87
Library Books	155	154
<b>Subtotal</b>	<b>7,017</b>	<b>6,895</b>
<b>Total Depreciation, Amortisation and Impairment</b>	<b>7,017</b>	<b>6,895</b>
<b>(d) Finance Costs</b>		
Interest on Loans	394	479
Charges on Finance Leases	15	-
<b>Total Finance Costs</b>	<b>409</b>	<b>479</b>

#### Note 4. Asset Disposal & Fair Value Adjustments

\$ '000	2020	2019
<b>Infrastructure, Property, Plant &amp; Equipment</b>		
<b>(i) Assets Renewed or Directly Replaced</b>		
Proceeds from Disposal	211	154
Less: Carrying Amount of Assets Sold	(1,739)	(1,789)
<b>Gain (Loss) on Disposal</b>	<b>(1,528)</b>	<b>(1,635)</b>
<b>Net Gain (Loss) on Disposal or Revaluation of Assets</b>	<b>(1,528)</b>	<b>(1,635)</b>

## City of Victor Harbor

Financial Statements 2020

### Notes to the Financial Statements for the year ended 30 June 2020

#### Note 5. Current Assets

\$ '000	2020	2019
<b>(a) Cash &amp; Cash Equivalent Assets</b>		
Cash on Hand at Bank	687	(85)
Deposits at Call	1,129	639
<b>Total Cash &amp; Cash Equivalent Assets</b>	<b>1,816</b>	<b>554</b>
<b>(b) Trade &amp; Other Receivables</b>		
Rates - General & Other	635	658
Council Rates Postponement Scheme	137	99
Accrued Revenues	30	192
Debtors - General	279	59
Other Levels of Government	15	1,153
GST Recoupment	35	16
Prepayments	118	172
Loans to Community Organisations	82	712
<b>Subtotal</b>	<b>1,331</b>	<b>3,061</b>
<b>Total Trade &amp; Other Receivables</b>	<b>1,331</b>	<b>3,061</b>
<b>(c) Inventories</b>		
Stores & Materials	298	292
Trading Stock	43	41
<b>Total Inventories</b>	<b>341</b>	<b>333</b>

## City of Victor Harbor

Financial Statements 2020

### Notes to the Financial Statements

for the year ended 30 June 2020

#### Note 6. Non-Current Assets

\$ '000	2020	2019
---------	------	------

##### (a) Financial Assets

###### Receivables

Loans to Community Organisations	318	324
----------------------------------	-----	-----

<b>Subtotal</b>	<b>318</b>	<b>324</b>
-----------------	------------	------------

<b>Total Receivables</b>	<b>318</b>	<b>324</b>
--------------------------	------------	------------

<b>Total Financial Assets</b>	<b>318</b>	<b>324</b>
-------------------------------	------------	------------

\$ '000	Notes	2020	2019
---------	-------	------	------

##### (b) Equity Accounted Investments in Council Businesses

Fleurieu Regional Aquatic Centre Authority	19(a)	9,818	10,150
--	-------	-------	--------

Fleurieu Regional Waste Authority	19(a)	306	274
-----------------------------------	-------	-----	-----

<b>Total Equity Accounted Investments in Council Businesses</b>		<b>10,124</b>	<b>10,424</b>
---	--	---------------	---------------

##### (c) Other Non-Current Assets

###### Other

Capital Works-in-Progress	3,415	2,130
---------------------------	-------	-------

<b>Total Other</b>	<b>3,415</b>	<b>2,130</b>
--------------------	--------------	--------------

<b>Total Other Non-Current Assets</b>	<b>3,415</b>	<b>2,130</b>
---------------------------------------	--------------	--------------

## City of Victor Harbor

### Notes to the Financial Statements for the year ended 30 June 2020

#### Note 7. Infrastructure, Property, Plant & Equipment

##### (a) Infrastructure, Property, Plant & Equipment

\$ '000	Fair Value Level	Asset movements during the reporting period										as at 30/06/20			
		At Fair Value	At Cost	Accumulated Depreciation	Carrying amount	Transition adjustment - AASB 16	Asset Additions - New / Upgrade	Asset Additions - Renewals	WDV of Asset Disposals	WDV of Depreciation Expense (Note 30)	Revaluation increments to Equity (A96) (Note 9)	At Fair Value	At Cost	Accumulated Depreciation	Carrying amount
	3	33,722	145	-	33,867	-	1,236	-	-	1,121	-	34,843	1,381	-	36,224
	2	13,788	-	-	13,788	-	-	-	-	1,220	-	15,018	-	-	15,018
	3	41,691	485	(19,089)	23,087	-	984	(318)	(970)	(373)	-	40,998	1,640	(20,057)	22,581
	2	491	32	(51)	472	-	-	-	-	-	-	491	32	(51)	472
	3	95,238	2,034	(25,167)	72,105	-	254	(429)	(2,246)	-	-	94,906	3,375	(27,262)	71,019
	3	8,627	138	(3,383)	5,372	-	-	(154)	(467)	-	-	8,301	342	(3,687)	4,926
	3	53,842	2,910	(14,406)	42,347	-	1,525	4	(508)	33	-	53,986	4,121	(14,820)	43,287
	3	23,855	643	(7,509)	16,989	-	247	(60)	(306)	-	-	23,889	881	(7,786)	16,982
	3	11,286	705	(3,660)	8,331	-	639	(144)	(303)	(16)	-	11,508	1,339	(3,929)	8,918
	3	26,348	-	(4,404)	21,944	-	-	-	(301)	435	-	26,378	-	(4,800)	22,078
	3	15,478	741	(4,476)	11,743	-	577	(211)	(636)	450	-	15,657	1,447	(5,028)	12,076
	3	9,610	-	(2,578)	7,032	-	1,600	(82)	(224)	-	-	9,481	1,743	(2,736)	8,488
	3	-	4,828	(1,439)	3,389	-	-	-	(119)	-	-	-	5,614	(1,557)	4,057
		-	-	-	-	491	-	-	(86)	-	-	491	-	(86)	405
		-	9,495	(4,587)	4,908	-	-	(248)	(608)	(11)	-	-	9,799	(4,962)	4,837
		-	2,133	(1,282)	851	-	19	-	(88)	(12)	-	-	2,138	(1,368)	770
		-	1,103	(601)	502	-	-	-	(155)	43	-	-	1,097	(623)	474
	3	287	9	-	296	-	-	-	(155)	58	-	354	-	-	354
		334,273	25,401	(92,641)	267,033	491	7,062	4,188	(7,017)	2,948	-	336,801	34,919	(98,754)	272,966
		337,866	20,865	(87,756)	270,916	-	2,790	3,532	(6,895)	(1,521)	-	334,273	25,401	(92,641)	267,033

continued on next page ...

**Notes to the Financial Statements**

for the year ended 30 June 2020

**Note 7. Infrastructure, Property, Plant & Equipment (continued)****(b) Valuation of Infrastructure, Property, Plant & Equipment****Valuation of Assets**

The fair value of assets and liabilities must be estimated in accordance with various Accounting Standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a "level" in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Refer to Note 7a for the disclosure of the Fair Value Levels of Infrastructure, Property, Plant and Equipment Assets.

**Information on Valuations**

Fair value hierarchy level 2 valuations - Certain land, and the buildings and structures thereon, are shown above as being based on fair value hierarchy level 2 valuation inputs. They are based on prices for similar assets in an active market, with directly or indirectly observable adjustments for specific advantages or disadvantages attaching to the particular asset.

Fair value hierarchy level 3 valuations of land - Valuations of Crown land, community land and land subject to other restrictions on use or disposal, shown above as being based on fair value hierarchy level 3 valuation inputs, are based on prices for similar assets in an active market, but include adjustments for specific advantages or disadvantages attaching to the particular asset that are not directly or indirectly observable in that market, or the number and / or amount of observable adjustments of which are so great that the valuation is more fairly described as being based on level 3 valuation inputs.

Fair value hierarchy level 3 valuations of buildings, infrastructure and other assets - There is no known market for buildings, infrastructure and other assets. These assets are valued at depreciated current replacement cost. This method involves:

- The determination of the cost to construct the asset (or its modern engineering equivalent) using current prices for materials and labour, the quantities of each being estimated based on recent experience of this or similar Councils, or on industry construction guides where these are more appropriate.
- The calculation of the depreciation that would have accumulated since original construction using current estimates of residual value and useful life under the prime cost depreciation method adopted by Council.

This method has significant inherent uncertainties, relying on estimates of quantities of materials and labour, residual values and useful lives, and the possibility of changes in prices for materials and labour, and the potential for development of more efficient construction techniques. Accordingly, formal sensitivity analysis does not provide useful information.

Transfers between fair value hierarchy levels

In the course of revaluing (name the asset classes), the nature of the inputs applied was reviewed in detail for each asset and where necessary, the asset reassigned to the appropriate fair value hierarchy level. Such transfers take effect as at the date of the revaluation.

**Other Information**

At 1 July 2004 upon the transition to AIFRS, Council elected pursuant to AASB 1.D5 to retain a previously established deemed cost under GAAP as its deemed cost. With subsequent addition at cost, this remains as the basis of recognition of non-material asset classes.

Upon revaluation, the current new replacement cost and accumulated depreciation are re-stated such that the difference represents the fair value of the asset determined in accordance with AASB 13 Fair Value Measurement: accumulated depreciation is taken to be the difference between current new replacement cost and fair value. In the case of land, current replacement cost is taken to be the fair value.

continued on next page ...

Notes to the Financial Statements

for the year ended 30 June 2020

Note 7. Infrastructure, Property, Plant & Equipment (continued)

**Highest and best use**

The following non financial assets of Council are being utilised at other than their highest and best use:

For land which Council has an unfettered right to sell, the "highest and best use" recognises the possibility of the demolition or substantial modification of some or all of the existing buildings and structures affixed to the land.

Much of the land under Council's care and control is Crown land or has been declared as community land under the provisions of the Local Government Act 1991. Other types of restrictions also exist.

For land subject to these restrictions, the highest and best use is taken to be the "highest and best use" available to Council, with a rebuttable presumption that the current use is the "highest and best use". The reason for the current use of a large proportion of Council's assets being other than the "highest and best use" relates to Council's principal role as the provincial services to the community, rather than the use of those assets for the generation of revenue.

For buildings and other structures on and in the land, including infrastructure "highest and best use" is determined in accordance with the land on and in which they are situated

The requirements of AASB 13 Fair Value Measurement have been applied to all valuations undertaken since 1 July 2013 as shown by the valuation dates by individual asset classes below. Other adjustments for found or re-measured assets not included below have been processed against the revelation reserve as shown in Note 7 and do not represent a formal revaluation of these asset classes.

**Capitalisation Thresholds**

Capitalisation thresholds used by Council for a representative range of assets are shown below. No capitalisation threshold is applied to the acquisition of land or interests in land.

Buildings	\$10,000
Roads, Drainage and other infrastructure	\$10,000
Plant and Machinery	\$5,000
Reserve Furniture and Equipment	\$1,000
Office Furniture and Equipment	\$1,000
Minor Plant and Loose Tools	\$1,000

**Estimated Useful Lives**

Useful lives are estimated for each individual asset. In estimating useful lives, regard is had to technical and commercial obsolescence, as well as legal and other limitations on continued use. The range of useful lives for a representative range of assets is shown below, although individual assets may have an estimated total useful life of a greater or lesser amount:

Buildings and Other Structures	10 to 100 years
Sealed Roads	16 to 60 years
Unsealed Roads	10 to 15 years
Kerbing	60 to 70 years
Footpaths	30 to 50 years
Bridges	80 to 100 years
Traffic Devices	20 to 45 years
Stormwater Drainage	80 to 100 years
Open Space Furniture and Playgrounds	15 to 50 years
Plant and Machinery	2 to 20 years
Office Furniture and Library	2 to 10 years
Artworks	indefinite

**Land & Land Improvements**

- Basis of valuation: Fair Value
- Date of valuation: 30 June 2016.

continued on next page ...

Notes to the Financial Statements  
for the year ended 30 June 2020

Note 7. Infrastructure, Property, Plant & Equipment (continued)

---

- Valuer: Maloney Field Services

The next scheduled revaluation of these assets is to be undertaken in 2020/21.

**Buildings**

- Basis of valuation: Fair Value / Market Value
- Date of valuation: 30 June 2016.
- Valuer: Maloney Field Services

The next scheduled revaluation of these assets is to be undertaken in 2020/21.

**Infrastructure**

*Car Parks and Traffic Devices*

- Basis of valuation: Fair Value
- Date of valuation: 30 June 2019.
- Valuer: City of Victor Harbor and verified by Assetic Pty Ltd

The next scheduled revaluation of these assets is to be undertaken in 2020/21.

*Open Space*

- Basis of valuation: Fair Value
- Date of valuation: 30 June 2018.
- Valuer: City of Victor Harbor and verified by Assetic Pty Ltd

The next schedule revaluation of these assets is to be undertaken in 2020/21

*Roads, Kerbs and Footpaths*

- Basis of valuation: Fair Value
- Date of valuation: 30 June 2018. Include when Valuation was received and adopted if different to valuation date
- Valuer: City of Victor Harbor and verified by Assetic Pty Ltd

The next scheduled revaluation of these assets is to be undertaken in 2021/22.

*Bridges*

- Basis of valuation: Fair Value
- Date of valuation: 30 June 2020.
- Valuer: City of Victor Harbor

The next scheduled revaluation of these assets is to be undertaken in 2021/22.

**Plant & Equipment**

These assets are recognised at cost.

**Furniture & Fittings**

*Artworks*

- Basis of valuation: Fair Value
- Date of Valuation: 1 July 2019
- Valuer: Theodore Bruce Auctions

The next scheduled revaluation of these assets is to be undertaken in 2024/25

*Library*

Library books and other lending materials are capitalised in bulk and written out when fully depreciated. Values for books and lending materials is in line with Public Library Services standard costs.

All other assets are recognised at cost.

## City of Victor Harbor

Financial Statements 2020

### Notes to the Financial Statements

for the year ended 30 June 2020

#### Note 8. Liabilities

\$ '000		2020 Current	2020 Non Current	2019 Current	2019 Non Current
<b>(a) Trade and Other Payables</b>					
Goods & Services		3,000	–	2,044	–
Payments Received in Advance		2,463	–	179	–
Accrued Expenses - Employee Entitlements		83	–	286	–
Accrued Expenses - Finance Costs		79	–	84	–
Accrued Expenses - Other		42	–	90	–
Deposits, Retentions & Bonds		45	–	5	–
<b>TOTAL Trade and Other Payables</b>		<b>5,712</b>	<b>–</b>	<b>2,688</b>	<b>–</b>

\$ '000	Notes	2020 Current	2020 Non Current	2019 Current	2019 Non Current
<b>(b) Borrowings</b>					
Loans		2,063	4,808	1,461	5,781
Lease Liabilities	17	81	334	–	–
<b>TOTAL Borrowings</b>		<b>2,144</b>	<b>5,142</b>	<b>1,461</b>	<b>5,781</b>

All interest bearing liabilities are secured over the future revenues of the Council

#### (c) Provisions

Long Service Leave		1,097	119	1,014	62
Annual Leave		1,213	–	1,061	–
Landfill Depot Remediation Liability		22	370	351	386
<b>TOTAL Provisions</b>		<b>2,332</b>	<b>489</b>	<b>2,426</b>	<b>448</b>

Notes to the Financial Statements  
for the year ended 30 June 2020

Note 9. Reserves

\$ '000	as at 30/06/19				as at 30/06/20
	Opening Balance	Increments (Decrements)	Transfers	Impairments	Closing Balance
<b>(a) Asset Revaluation Reserve</b>					
Land - Community	33,399	1,121	-	-	34,520
Land - Other	-	1,220	-	-	1,220
Buildings & Other Structures	18,319	(373)	-	-	17,946
Infrastructure					
- Unsealed Roads	72,110	-	-	-	72,110
- Stormwater Drainage	28,856	33	-	-	28,889
- Kerbing	8,436	-	-	-	8,436
- Footpaths	6,108	(16)	-	-	6,092
- Bridges	19,160	435	-	-	19,595
- Open Space	9,597	450	-	-	10,047
- Carparks & Traffic	4,623	-	-	-	4,623
- Other Infrastructure	1,536	-	-	-	1,536
Plant & Equipment	(10)	(11)	-	-	(21)
Furniture & Fittings	-	(12)	-	-	(12)
Library Books	1,176	43	-	-	1,219
Artworks	119	58	-	-	177
<b>Total Asset Revaluation Reserve</b>	<b>203,429</b>	<b>2,948</b>	<b>-</b>	<b>-</b>	<b>206,377</b>
Comparatives	204,950	(1,521)	-	-	203,429

\$ '000	as at 30/06/19				as at 30/06/20
	Opening Balance	Tfrs to Reserve	Tfrs from Reserve	Other Movements	Closing Balance
<b>(b) Other Reserves</b>					
Car Park Development	2	-	-	-	2
Developers Contributions	304	2	(29)	-	277
Economic Development	38	429	(44)	-	423
Open Space	196	1	(56)	-	141
Renewable Energy	65	-	(30)	-	35
<b>Total Other Reserves</b>	<b>605</b>	<b>432</b>	<b>(159)</b>	<b>-</b>	<b>878</b>
Comparatives	1,227	72	(694)	-	605

continued on next page ...

**Notes to the Financial Statements**

for the year ended 30 June 2020

**Note 9. Reserves (continued)**

---

**PURPOSES OF RESERVES**

**Asset Revaluation Reserves**

The asset revaluation reserve is used to record increments and decrements arising from changes in fair value of non current assets (less any subsequent impairment losses, where applicable).

**Car Park Development**

Developer Contributions are used for planning, design and construction of car parking facilities within the prescribed area.

**Developers Contributions**

Developer contributions are use for the construction of footpaths, drainage and other infrastructure.

**Economic Development**

From commercial/industrial rates and used for economic development initiatives including tourism.

**Renewable Energy**

Contributions from solar programs participants and contractors and used for renewable energy initiatives.

**Open Space**

Monies held from creation of sub-divisions to be utilised for future open space projects.

**Note 10. Assets Subject to Restrictions**

---

Council does not hold any assets subject to restrictions

Notes to the Financial Statements

for the year ended 30 June 2020

Note 11. Reconciliation to Statement of Cash Flows

\$ '000	Notes	2020	2019
---------	-------	------	------

(a) Reconciliation of Cash

Cash Assets comprise highly liquid investments with short periods to maturity subject to insignificant risk of changes of value. Cash at the end of the reporting period as shown in the Statement of Cash Flows is reconciled to the related items in the Balance Sheet as follows:

Total Cash & Equivalent Assets	5	1,816	554
<b>Balances per Statement of Cash Flows</b>		<b>1,816</b>	<b>554</b>

(b) Reconciliation of Change in Net Assets to Cash from Operating Activities

<b>Net Surplus/(Deficit)</b>		489	2,195
<b>Non-Cash Items in Income Statements</b>			
Depreciation, Amortisation & Impairment		7,017	6,895
Equity Movements in Equity Accounted Investments (Increase)/Decrease		299	362
Non-Cash Asset Acquisitions		(1,127)	(904)
Grants for capital acquisitions treated as Investing Activity		(541)	(2,795)
Net (Gain) Loss on Disposals		1,528	1,635
		<u>7,665</u>	<u>7,388</u>
<b>Add (Less): Changes in Net Current Assets</b>			
Net (Increase)/Decrease in Receivables		1,100	(1,198)
Net (Increase)/Decrease in Inventories		(8)	1
Net Increase/(Decrease) in Trade & Other Payables		2,984	317
Net Increase/(Decrease) in Other Provisions		(53)	175
<b>Net Cash provided by (or used in) operations</b>		<u>11,688</u>	<u>6,683</u>

\$ '000	Notes	2020	2019
---------	-------	------	------

(c) Non-Cash Financing and Investing Activities

Acquisition of assets by means of:

Physical Resources Received Free of Charge	2h	1,127	904
Amounts recognised in Income Statement		<u>1,127</u>	<u>904</u>
<b>Total Non-Cash Financing and Investing Activities</b>		<u>1,127</u>	<u>904</u>

(d) Financing Arrangements

Unrestricted access was available at balance date to the following lines of credit:

Corporate Credit Cards	31	20
LGFA Cash Advance Debenture Facility	10,255	12,500

The bank overdraft facilities may be drawn at any time and may be terminated by the bank without notice.

## City of Victor Harbor

### Notes to the Financial Statements for the year ended 30 June 2020

#### Note 12(a). Functions

	INCOME		EXPENSES		SURPLUS (DEFICIT)		OPERATING		GRANTS INCLUDED IN INCOME		TOTAL ASSETS HELD (CURRENT & NON-CURRENT)	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
<b>\$ '000</b>												
<b>Functions/Activities</b>												
Business Undertakings	1,152	856	1,552	1,329	(400)	(473)	—	—	—	11,568	344	
Community Services	1,721	1,582	2,337	2,795	(616)	(1,213)	785	783	785	1,775	3,489	
Culture	192	176	1,401	1,328	(1,209)	(1,152)	127	128	127	828	1,063	
Economic Development	635	889	1,568	1,687	(933)	(798)	—	—	—	131	131	
Environment	25	18	4,725	4,485	(4,700)	(4,467)	—	—	—	43,288	46,347	
Recreation	162	309	2,317	3,147	(2,155)	(2,838)	25	—	25	18,458	13,706	
Regulatory Services	481	413	1,738	1,914	(1,257)	(1,501)	—	—	—	26	26	
Transport & Communication	282	205	4,361	4,728	(4,079)	(4,523)	273	188	273	132,410	124,298	
Plant Hire & Depot/Indirect	8	3	1,946	1,088	(1,938)	(1,065)	—	—	—	3,823	2,685	
Unclassified Activities	184	78	1,340	479	(1,156)	(401)	—	—	—	63,583	72,120	
Council Administration	322	410	5,240	4,453	(4,918)	(4,043)	20	11	20	14,421	19,650	
Revenue	23,710	22,625	—	—	23,710	22,625	652	727	652	—	—	
<b>Total Functions/Activities</b>	<b>28,874</b>	<b>27,564</b>	<b>28,525</b>	<b>27,433</b>	<b>349</b>	<b>131</b>	<b>1,882</b>	<b>1,837</b>	<b>1,882</b>	<b>290,311</b>	<b>283,859</b>	

Revenues and expenses exclude net gain (loss) on disposal or revaluation of assets, amounts received specifically for new or upgraded assets and physical resources received free of charge.

## Notes to the Financial Statements

for the year ended 30 June 2020

### Note 12(b). Components of Functions

---

The activities relating to Council functions are as follows:

#### **BUSINESS UNDERTAKINGS**

Caravan Parks, Private Works, Horse drawn tram and Whale Centre.

#### **COMMUNITY SERVICES**

Crime Prevention, Fire Protection, Other Public Order and Safety, Health Services, Pest Control – Health, Immunisation, Health Services, Community Support, Senior Citizens Facilities, Youth Services, Community Assistance, Community Transport, Family and Neighbourhood Support, Cemeteries, Public Conveniences, Car Parking and Star Club.

#### **CULTURE**

Library Services, Town Hall and Other Cultural Services.

#### **ECONOMIC DEVELOPMENT**

Regional Development, Support to Local Businesses, Tourism, and Other Economic Development.

#### **ENVIRONMENT**

Waste Services, Coastal Protection, Environment Projects, Stormwater Drainage, Natural Resource Management, Street Cleaning, Street Lighting and Street Scaping.

#### **RECREATION**

Parks and Gardens, Indoor and Outdoor.

#### **REGULATORY SERVICES**

Dog and Cat Control, Building Control, Town Planning, Clean Air/Pollution Control, Litter Control, Health Inspection, Parking Control, and Other Regulatory Services.

#### **TRANSPORT**

Bridges, Community Bus Service, Footpaths and Kerbing, Roads – sealed and unsealed, Traffic Management, LGGC – roads (formula funded), and Other Transport.

#### **PLANT HIRE & DEPOT**

Plant and Machinery, Depot and Indirect Works.

#### **UNCLASSIFIED ACTIVITIES**

Other Property, Loans and Interest.

#### **COUNCIL ADMINISTRATION**

Governance, Administration n.e.c., Elected Members, Organisational, Support Services, Accounting/Finance, Payroll, Human Resources, Information Technology, Communication, Records, Occupancy, Contract Management, Customer Service, Other Support Services, Revenues, LGGC – General Purpose and Rates Administration.

#### **REVENUE**

General Rates, Separate Rates, LG Grants Commission.

Notes to the Financial Statements  
for the year ended 30 June 2020

Note 13. Financial Instruments

---

**Recognised Financial Instruments**

**Bank, Deposits at Call, Short Term Deposits**

**Accounting Policy:**

Initially recognised at fair value and subsequently measured at amortised cost; interest is recognised when earned.

**Terms & Conditions:**

Deposits are returning fixed interest rates between 0.45% and 1.25% (2019: 1.5%).

**Carrying Amount:**

Approximates fair value due to the short term to maturity.

**Receivables - Rates & Associated Charges**

**Accounting Policy:**

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

**Terms & Conditions:**

Secured over the subject land, arrears attract interest of 5.2% (2019: 6.6%). Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries in the State.

**Carrying Amount:**

Approximates fair value (after deduction of any allowance).

**Receivables - Fees & Other Charges**

**Accounting Policy:**

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

**Terms & Conditions:**

Unsecured, and do not bear interest. Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries.

**Carrying Amount:**

Approximates fair value (after deduction of any allowance).

**Receivables - Other Levels of Government**

**Accounting Policy:**

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

**Terms & Conditions:**

Amounts due have been calculated in accordance with the terms and conditions of the respective programs following advice of approvals, and do not bear interest. All amounts are due by Departments and Agencies of State and Federal Governments.

**Carrying Amount:**

Approximates fair value.

continued on next page ...

Notes to the Financial Statements  
for the year ended 30 June 2020

Note 13. Financial Instruments (continued)

---

**Liabilities - Creditors and Accruals**

**Accounting Policy:**

Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Council.

**Terms & Conditions:**

Liabilities are normally settled on 30 day terms.

**Carrying Amount:**

Approximates fair value.

**Liabilities - Interest Bearing Borrowings**

**Accounting Policy:**

Initially recognised at fair value and subsequently at amortised cost using the effective interest rate.

**Terms & Conditions:**

Secured over future revenues, borrowings are repayable half yearly for fixed rate loans and periodically within the term for variable (Cash Advance Debenture) borrowing; interest is charged at fixed (or variable) rates between 4.40% and 6.75% (2019: 4.15% and 6.90%).

**Carrying Amount:**

Approximates fair value.

**Liabilities - Leases**

**Accounting Policy:**

Accounted for in accordance with AASB 16 as stated in Note 17.

## City of Victor Harbor

Financial Statements 2020

### Notes to the Financial Statements for the year ended 30 June 2020

#### Note 13. Financial Instruments (continued)

\$ '000	Due < 1 year	Due > 1 year & ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
<b>2020</b>					
<b>Financial Assets</b>					
Cash & Equivalents	1,816	–	–	1,816	1,816
Receivables	1,225	–	–	1,225	1,213
Other Financial Assets	–	208	195	403	318
<b>Total Financial Assets</b>	<b>3,041</b>	<b>208</b>	<b>195</b>	<b>3,444</b>	<b>3,347</b>
<b>Financial Liabilities</b>					
Payables	3,249	–	–	3,249	3,249
Current Borrowings	2,372	–	–	2,372	2,063
Non-Current Borrowings	–	3,742	1,699	5,441	4,808
Leases	93	165	240	498	415
<b>Total Financial Liabilities</b>	<b>5,714</b>	<b>3,907</b>	<b>1,939</b>	<b>11,560</b>	<b>10,535</b>
<b>2019</b>					
Cash & Equivalents	554	–	–	554	554
Receivables	2,945	–	–	2,945	2,889
Other Financial Assets	–	214	198	412	324
<b>Total Financial Assets</b>	<b>3,499</b>	<b>214</b>	<b>198</b>	<b>3,911</b>	<b>3,767</b>
<b>Financial Liabilities</b>					
Payables	2,509	–	–	2,509	2,509
Current Borrowings	1,825	–	–	1,825	1,461
Non-Current Borrowings	–	4,772	1,951	6,723	5,781
<b>Total Financial Liabilities</b>	<b>4,334</b>	<b>4,772</b>	<b>1,951</b>	<b>11,057</b>	<b>9,751</b>

The following interest rates were applicable to Council's Borrowings at balance date:

\$ '000	2020		2019	
	Weighted Avg Interest Rate	Carrying Value	Weighted Avg Interest Rate	Carrying Value
Fixed Interest Rates	5.58%	7,286	5.79%	7,242
		<b>7,286</b>		<b>7,242</b>

#### Net Fair Value

All carrying values approximate fair value for all recognised financial instruments. There is no recognised market for the financial assets of the Council.

continued on next page ...

Notes to the Financial Statements

for the year ended 30 June 2020

Note 13. Financial Instruments (continued)

Risk Exposures

**Credit Risk** represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Council is the carrying amount, net of any impairment. All Council investments are made with the SA Local Government Finance Authority and are guaranteed by the SA Government. Except as detailed in Notes 5 & 6 in relation to individual classes of receivables, exposure is concentrated within the Council's boundaries, and there is no material exposure to any individual debtor.

**Market Risk** is the risk that fair values of financial assets will fluctuate as a result of changes in market prices. All of Council's financial assets are denominated in Australian dollars and are not traded on any market, and hence neither market risk nor **currency risk** apply.

**Liquidity Risk** is the risk that Council will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Management Policy (LGA Information Paper 15), liabilities have a range of maturity dates. Council also has available a range of bank overdraft and standby borrowing facilities that it can access.

**Interest Rate Risk** is the risk that future cash flows will fluctuate because of changes in market interest rates. Council has a balance of both fixed and variable interest rate borrowings and investments. Cash flow fluctuations are managed holistically in seeking to minimise interest costs over the longer term in a risk averse manner.

Note 14. Capital Expenditure and Investment Property Commitments

\$ '000	2020	2019
<b>Other Expenditure Commitments</b>		
<b>Other non-capital expenditure commitments in relation to investment properties at the reporting date but not recognised in the financial statements as liabilities:</b>		
Audit Services	57	30
Employee Remuneration Contracts	3,698	2,216
Street Sweeping	-	28
Asset Maintenance	232	453
Security Services	127	86
Other	68	22
	<u>4,182</u>	<u>2,835</u>
<b>These expenditures are payable:</b>		
Not later than one year	1,499	1,422
Later than one year and not later than 5 years	2,557	1,413
Later than 5 years	126	-
	<u>4,182</u>	<u>2,835</u>

## City of Victor Harbor

Financial Statements 2020

### Notes to the Financial Statements

for the year ended 30 June 2020

#### Note 15. Financial Indicators

\$ '000	Amounts 2020	Indicator 2020	Prior periods	
			2019	2018

*These Financial Indicators have been calculated in accordance with Information paper 9 - Local Government Financial Indicators prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia.*

##### 1. Operating Surplus Ratio

Operating Surplus	349			
Total Operating Income	28,505	1.2%	0.5%	1.0%

*This ratio expresses the operating surplus as a percentage of total operating revenue.*

##### 2. Net Financial Liabilities Ratio

Net Financial Liabilities	12,354			
Total Operating Income	28,505	43%	32%	47%

*Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses). These are expressed as a percentage of total operating revenue.*

##### Adjustments to Ratios

*In recent years the Federal Government has made advance payments prior to 30th June from future year allocations of financial assistance grants, as explained in Note 1. These Adjusted Ratios correct for the resulting distortion in key ratios for each year and provide a more accurate basis for comparison.*

##### Adjusted Operating Surplus Ratio

Operating Surplus	312			
Total Operating Income	28,468	1.1%	(0.7)%	(0.7)%

##### Adjusted Net Financial Liabilities Ratio

Net Financial Liabilities	12,317			
Total Operating Income	28,468	43%	33%	47%

##### 3. Asset Renewal Funding Ratio

Net Asset Renewals	4,187			
Infrastructure & Asset Management Plan required expenditure	4,296	97%	77%	88%

*Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets.*

Notes to the Financial Statements  
for the year ended 30 June 2020

Note 16. Uniform Presentation of Finances

\$ '000	2020	2019
<p>The following is a high level summary of both operating and capital investment activities of the Council prepared on a simplified Uniform Presentation Framework basis.</p> <p>All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.</p> <p>The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances.</p>		
Income	28,505	27,564
less Expenses	(28,156)	(27,433)
<b>Operating Surplus / (Deficit)</b>	<b>349</b>	<b>131</b>
<b>Net Outlays on Existing Assets</b>		
Capital Expenditure on Renewal and Replacement of Existing Assets	(4,187)	(4,105)
add back Depreciation, Amortisation and Impairment	7,017	6,895
add back Proceeds from Sale of Replaced Assets	211	154
	<b>3,041</b>	<b>2,944</b>
<b>Net Outlays on New and Upgraded Assets</b>		
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(7,220)	(2,799)
add back Amounts Received Specifically for New and Upgraded Assets	541	2,795
	<b>(6,679)</b>	<b>(4)</b>
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(3,289)</b>	<b>3,071</b>

## City of Victor Harbor

Financial Statements 2020

### Notes to the Financial Statements

for the year ended 30 June 2020

#### Note 17. Leases

##### (i) Council as a lessee

##### Terms and conditions of leases

##### Asset Class here

Council has recognised the following two (2) Right of Use leases as at 1 July 2019:

The portion of the Victor Harbor Foreshore Reserve known as the Visitor Information Centre. Council holds a lease over this property until 28 July 2022, with fixed monthly repayments subject to annual review; and

The portion of land known as the Civic Centre carpark, which provides a first ten (10) year right of renewal through to 30 September 2026, and a further second right of renewal commencing 1 October 2026 expiry 30 September 2036. Annual rent is payable in monthly instalments, with an annual CPI increment. Council has valued this Right of Use Asset on the basis that the second right of renewal will be taken up.

Set out below are the carrying amounts of right-of-use assets recognised within Infrastructure, Property, Plant and Equipment and the movements during the period:

##### Right of use assets

\$ '000	Ready to use	Total
<b>2020</b>		
Adoption of AASB 16 at 1 July 2019	491	491
Transfer from leased assets (former finance leases)	–	–
Depreciation charge	(86)	(86)
<b>Balance at 30 June 2020</b>	<b>405</b>	<b>405</b>

Set out below are the carrying amounts of lease liabilities (included under interest-bearing loans and borrowings) and the movements during the period:

\$ '000	2020	2019
Balance at 1 July	491	–
Accretion of interest	15	–
Payments	(92)	–
<b>Balance at 30 June</b>	<b>414</b>	<b>–</b>
<b>Classified as:</b>		
Current	80	–
Non Current	334	–

The maturity analysis of lease liabilities is included in Note 13.

The Group had total cash outflows for leases of \$92,050.

The following are the amounts recognised in profit or loss:

Depreciation expense of Right-of-Use Assets	86	–
Interest expense on lease liabilities	15	–
<b>Total amount recognised in profit or loss</b>	<b>101</b>	<b>–</b>

continued on next page ...

Notes to the Financial Statements

for the year ended 30 June 2020

Note 17. Leases (continued)

(ii) Council as a lessor

Council owns various buildings, plant and other facilities that are available for hire or lease (on a non-cancellable basis wherever practicable) in accordance with the published revenue policy. Rentals received from such leases are disclosed as rent and hire of non-investment property in Note 2.

\$ '000	2020	2019
<b>Future minimum rentals receivable under non-cancellable operating leases as at 30 June, are as follows:</b>		
Not later than one year	365	355
Later than one year and not later than 5 years	1,384	1,386
Later than 5 years	3,936	4,275
	<b>5,685</b>	<b>6,016</b>

Notes to the Financial Statements  
for the year ended 30 June 2020

Note 18. Superannuation

---

The Council makes employer superannuation contributions in respect of its employees to Statewide Super (formerly Local Government Superannuation Scheme). There are two types of membership, each of which is funded differently. Permanent and contract employees of the South Australian Local Government sector with Salarylink benefits prior to 24 November 2009 have the option to contribute to the Accumulation section and/or Salarylink. All other employees (including casuals) have all contributions allocated to the Accumulation section.

**Accumulation only Members**

Accumulation only members receive both employer and employee contributions on a progressive basis. Employer contributions are based on a fixed percentage of ordinary time earnings in accordance with superannuation guarantee legislation (9.50% in 2019/20; 9.50% in 2018/19). No further liability accrues to the Council as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

**Salarylink (Defined Benefit Fund) Members**

Salarylink is a defined benefit scheme where the benefit payable is based on a formula determined by the member's contribution rate, number of years and level of contribution and final average salary. Council makes employer contributions to Salarylink as determined by the Fund's Trustee based on advice from the appointed Actuary. The rate is currently 6.3% (6.3% in 2018/19) of "superannuation" salary.

In addition, Council makes a separate contribution of 3% of ordinary time earnings for Salarylink members to their Accumulation account. Employees also make member contributions to the Salarylink section of the Fund. As such, assets accumulate in the Salarylink section of the Fund to meet the member's benefits, as defined in the Trust Deed, as they accrue.

The Salarylink section is a multi-employer sponsored plan. As the Salarylink section's assets and liabilities are pooled and are not allocated by each employer, and employees may transfer to another employer within the local government sector and retain membership of the Fund, the Actuary is unable to allocate benefit liabilities, assets and costs between employers. As provided by AASB 119.32(b), Council does not use defined benefit accounting for these contributions.

The most recent actuarial investigation was conducted by the Fund's actuary, Louise Campbell, FIAA, of Willie Towers Watson as at 30 June 2020. The Trustee has determined that the current funding arrangements are adequate for the expected Salarylink liabilities. However, future financial and economic circumstances may require changes to Council's contribution rates at some future time.

**Contributions to Other Superannuation Schemes**

Council also makes contributions to other superannuation schemes selected by employees under the "choice of fund" legislation. All such schemes are of the accumulation type, where the superannuation benefits accruing to the employee are represented by their share of the net assets of the scheme, and no further liability attaches to the Council.

## City of Victor Harbor

Financial Statements 2020

### Notes to the Financial Statements

for the year ended 30 June 2020

#### Note 19(a). Interests in Other Entities

All joint ventures and associates are required to prepare Annual Financial Statements that comply with the SA Local Government Model Financial Statements.

\$ '000	Council's Share of Net Income		Council's Share of Net Assets	
	2020	2019	2020	2019
<b>Council's Share of Net Income</b>				
Joint Ventures	(299)	(362)	10,124	10,424
<b>Total Council's Share of Net Income</b>	<b>(299)</b>	<b>(362)</b>	<b>10,124</b>	<b>10,424</b>

#### (i) Joint Ventures, Associates and Joint Operations

##### (a) Carrying Amounts

\$ '000	Principal Activity	2020	2019
Fleurieu Regional Aquatic Centre Authority	Aquatic Centre	9,818	10,150
Fleurieu Regional Waste Authority	Waste Management	306	274
<b>Total Carrying Amounts - Joint Ventures &amp; Associates</b>		<b>10,124</b>	<b>10,424</b>

##### **Fleurieu Regional Aquatic Centre Authority**

A joint initiative between the City of Victor Harbor and Alexandrina Council, the Fleurieu Regional Aquatic Centre is owned by the Fleurieu Regional Aquatic Authority. The City of Victor Harbor and Alexandrina Council are joint owners of the FRAA owing 50% each.

##### **Fleurieu Regional Waste Authority**

Established by the City of Victor Harbor, Alexandrina Council, District Council of Yankalilla and Kangaroo Island Council in July 2010, this organisation is responsible for the waste management function across the Fleurieu and Kangaroo Island Council areas.

##### (b) Relevant Interests

\$ '000	Interest in Operating Result		Ownership Share of Equity		Proportion of Voting Power	
	2020	2019	2020	2019	2020	2019
Fleurieu Regional Aquatic Centre Authority	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%
Fleurieu Regional Waste Authority	35.00%	35.00%	35.00%	35.00%	25.00%	25.00%

##### (c) Movement in Investment in Joint Venture or Associate

\$ '000	Fleurieu Regional Aquatic Centre Authority		Fleurieu Regional Waste Authority	
	2020	2019	2020	2019
Opening Balance	10,150	10,503	273	283
Share in Operating Result	(332)	(353)	33	(9)
<b>Council's Equity Share in the Joint Venture or Associate</b>	<b>9,818</b>	<b>10,150</b>	<b>306</b>	<b>274</b>

continued on next page ...

## City of Victor Harbor

Financial Statements 2020

### Notes to the Financial Statements

for the year ended 30 June 2020

#### Note 19(a). Interests in Other Entities (continued)

##### (d) Summarised Financial Information of the Equity Accounted Business

\$ '000	Fleurieu Regional Aquatic Centre Authority		Fleurieu Regional Waste Authority	
	2020	2019	2020	2019
<b>Statement of Financial Position</b>				
Cash and Cash Equivalents	837	917	1,983	474
Other Current Assets	16	132	587	544
Non-Current Assets	18,917	19,563	4,155	3,642
<b>Total Assets</b>	<b>19,770</b>	<b>20,612</b>	<b>6,725</b>	<b>4,660</b>
Current Trade and Other Payables	132	312	2,279	1,156
Current Financial Liabilities	–	–	461	335
Current Provisions	2	–	228	182
Non-Current Trade and Other Payables	–	–	333	125
Non-Current Financial Liabilities	–	–	2,459	2,016
Non-Current Provisions	–	–	89	65
<b>Total Liabilities</b>	<b>134</b>	<b>312</b>	<b>5,849</b>	<b>3,879</b>
<b>Net Assets</b>	<b>19,636</b>	<b>20,300</b>	<b>876</b>	<b>781</b>
<b>Statement of Comprehensive Income</b>				
Other Income	2,468	2,421	9,345	8,180
<b>Total Income</b>	<b>2,468</b>	<b>2,421</b>	<b>9,345</b>	<b>8,180</b>
Employee Costs	43	–	3,115	3,018
Materials, Contracts & Other Expenses	2,445	2,492	5,357	4,540
Depreciation, Amortisation and Impairment	686	678	706	543
Finance Costs	–	–	115	85
<b>Total Expenses</b>	<b>3,174</b>	<b>3,170</b>	<b>9,293</b>	<b>8,186</b>
Other Revenue / Expense Items	42	42	41	(21)
<b>Operating Result</b>	<b>(664)</b>	<b>(707)</b>	<b>93</b>	<b>(27)</b>

Notes to the Financial Statements

for the year ended 30 June 2020

Note 19(b). Controlled Entities

Subsidiaries

Council's consolidated financial statements incorporate the assets, liabilities and results of the following subsidiaries in accordance with AASB 10 and the accounting policy described in Note 1(c).

Name of Operation/Entity	Principal Activity and Place of Business
Victor Harbor Horse Tram Authority	Tourism Services, Victor Harbor Causeway

Interests in Subsidiary \$ '000	Ownership 2020	Ownership 2019	Voting Rights 2020	Voting Rights 2019
Council's Interest in Subsidiary	100%	100%	100%	100%
Non-Controlling Interest in Subsidiary	0%	0%	0%	0%
<b>Total Interests in Subsidiary</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

**The nature and extent of significant restrictions relating to the Subsidiary**

The Victor Harbor Horse Tram Authority is a subsidiary of the City of Victor Harbor established under section 42 of the *Local Government Act 1999* to oversee the operations, business development and marketing of Victor Harbor's iconic Horse Tram service.

The Authority is subject to the direction and control of the City of Victor Harbor.

The Horse Tram Authority has 5 members - one elected member and four independent members. The independent members are appointed by the City of Victor Harbor.

The City of Victor Harbor is partially funding the Authority covering any deficit that the Authority makes.

A Board has been established to ensure that all plans, targets, structures, systems and practices required or applied to the Authority by the City of Victor Harbor are in place.

**The nature of risks associated with Council's interests in the Subsidiary**

All property held by the Authority is accounted for by the City of Victor Harbor. Written Down Value of Non-Current Assets of \$789,450 as at 30 June 2020.

The Annual Budget of the Authority is approved by the City of Victor Harbor.

Council intends to continue to partially fund the Authority with a service level and lease agreement under development as at 30 June 2020.

## City of Victor Harbor

Financial Statements 2020

### Notes to the Financial Statements

for the year ended 30 June 2020

#### Note 19(b). Controlled Entities (continued)

##### Summarised Financial Information for the Subsidiary

##### Summarised Financial Information for the Subsidiary

\$ '000	2020	2019
<b>Summarised Statement of Comprehensive Income</b>		
Revenue	787	434
Expenses	(784)	(432)
<b>Profit for the Period</b>	<b>3</b>	<b>2</b>
<b>Total Comprehensive Income</b>	<b>3</b>	<b>2</b>
<b>Summarised Statement of Financial Position</b>		
Current Assets	125	7
<b>Total Assets</b>	<b>125</b>	<b>7</b>
Current Liabilities	120	5
<b>Total Liabilities</b>	<b>120</b>	<b>5</b>
<b>Net Assets</b>	<b>5</b>	<b>2</b>
<b>Summarised Statement of Cash Flows</b>		
Cash Flows from Operating Activities	63	7
<b>Net increase (decrease) in Cash and Cash Equivalents</b>	<b>63</b>	<b>7</b>
<b>Transactions with Council</b>		
Aggregate amount of transactions with Council		
- payments to Council	3	2

#### Note 20. Non-Current Assets Held for Sale & Discontinued Operations

Council does not have any Non-Current Assets Held for Sale or any Discontinued Operations.

## Notes to the Financial Statements

for the year ended 30 June 2020

### Note 21. Contingencies & Assets/Liabilities Not Recognised in the Balance Sheet

---

The following assets and liabilities do not qualify for recognition in the Balance Sheet, but knowledge is considered relevant to the users of the financial report in making and evaluating decisions about the allocation of scarce resources.

#### 1. LAND UNDER ROADS

As reported in the Financial Statements, Council is of the opinion that it is not possible to attribute a value sufficiently reliably for these assets to qualify for recognition, and accordingly land under roads has not been recognised in the reports. Land acquired for road purposes during the year is initially recognised at cost, but transferred to fair value at reporting date, effectively writing off the expenditure.

At reporting date, Council controlled 384.5 km of road reserves of average width 6.5 metres.

#### 2. POTENTIAL INSURANCE LOSSES

Council is a multi-purpose organisation providing a large range of building, parks infrastructure, playgrounds and other facilities accessible to the public. At any time, it is likely that claims will have been made against Council that remain unsettled.

Council insures against all known insurable risks using a range of insurance policies, each of which is subject to deductible "insurance excesses", the amount of which varies according to the class of insurance.

Council has recognised the potential losses arising from claims known at reporting date based on average historical net cost (including insurance excess) of similar types of claims. Other potential claims not reported to Council may have existed at reporting date.

#### 3. BANK GUARANTEES

Council does not expect to incur any loss arising from these guarantees.

#### 4. LEGAL EXPENSES

Council is the planning consent authority for its area under the Development Act 1993 (as amended). Pursuant to that Act, certain persons aggrieved by a planning decision of the Council may appeal. It is normal practice that parties bear their own legal costs. At the date of these reports, Council had notice of one appeal against planning decisions made prior to reporting date.

### Note 22. Events after the Balance Sheet Date

---

Events that occur after the reporting date of 30 June 2020, up to and including the date when the financial statements are "authorised for issue" have been taken into account in preparing these statements.

Council has adopted the date of receipt of the Auditors' Report as the appropriate "authorised for issue" date relating to these General Purpose Financial Statements.

Council is unaware of any material or significant "non adjusting events" that should be disclosed.

**Notes to the Financial Statements**  
for the year ended 30 June 2020

**Note 23. Related Party Transactions**

**Key Management Personnel**

**Transactions with Key Management Personnel**

The Key Management Personnel of the Council include the Mayor, Councillors, CEO and certain prescribed officers under section 112 of the Local Government Act 1999.

In 2019-20, Council paid member allowances to 10 Councillors. In 2018-19, there was a Council election and as a result payments were made to 15 Councillors, which included 5 outgoing Councillors.

In 2019-20 there were 10 employees classified as Key Management Personnel (2018-19 = 7 employees).

In all, 20 persons were paid the following total compensation:

\$ '000	2020	2019
<b>The compensation paid to Key Management Personnel comprises:</b>		
Salaries, allowances & other short term benefits - Employees	1,303	697
Salaries, allowances & other short term benefits - Elected Members	196	210
<b>Total</b>	<b>1,499</b>	<b>907</b>

Amounts paid as direct reimbursement of expenses incurred on behalf of Council have not been included above.

One KMP has a relationship with Oops Security Pty Ltd. Council paid this entity \$7,019 in 2019/20 (\$1,621 in 2018/19).



## Mount Gambier

233 Commercial Street West  
PO Box 246, Mount Gambier SA 5290  
P: (08) 8725 3068  
F: (08) 8724 9553  
E: admin@galpins.com.au

## Stirling

Unit 4, 3-5 Mount Barker Road  
PO Box 727, Stirling SA 5152  
P: (08) 8339 1255  
F: (08) 8339 1266  
E: stirling@galpins.com.au

## Norwood

3 Kensington Road, Norwood SA 5067  
PO Box 4067, Norwood South SA 5067  
P: (08) 8332 3433  
F: (08) 8332 3466  
E: norwood@galpins.com.au

W: www.galpins.com.au

ABN: 30 630 511 757

Liability limited by a scheme approved  
under Professional Standards Legislation

## INDEPENDENT AUDITOR'S REPORT

### To the members of City of Victor Harbor

#### Opinion

We have audited the accompanying financial report of City of Victor Harbor (the Council), which comprises the statement of financial position as at 30 June 2020, the statement of comprehensive income, statement of changes in equity and cash flow statement for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the Council Certificate of City of Victor Harbor.

In our opinion, the accompanying financial report presents fairly, in all material aspects, the financial position of the Council as at 30 June 2020, and its financial performance and its cash flows for the year then ended in accordance with the Australian Accounting Standards, *Local Government Act 1999* and *Local Government (Financial Management) Regulations 2011*.

#### Basis for opinion

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

#### Council's responsibility for the financial report

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

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

**Auditor's responsibility for the audit of the financial report**

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

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

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

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

**GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS**


**Tim Muhlhausler** CA, Registered Company Auditor  
Partner

9 November 2020

David Chant CA, FCPA  
Simon Smith CA, FCPA  
David Sullivan CA, CPA  
Jason Seidel CA  
Renae Nicholson CA  
Tim Muhlhauser CA  
Aaron Coonan CA  
Luke Williams CA, CPA  
Daniel Moon CA



CHARTERED ACCOUNTANTS™  
AUSTRALIA - NEW ZEALAND

#### Mount Gambier

233 Commercial Street West  
PO Box 246, Mount Gambier SA 5290  
P: (08) 8725 3068  
F: (08) 8724 9553  
E: admin@galpins.com.au

#### Stirling

Unit 4, 3-5 Mount Barker Road  
PO Box 727, Stirling SA 5152  
P: (08) 8339 1255  
F: (08) 8339 1266  
E: stirling@galpins.com.au

#### Norwood

3 Kensington Road, Norwood SA 5067  
PO Box 4067, Norwood South SA 5067  
P: (08) 8332 3433  
F: (08) 8332 3466  
E: norwood@galpins.com.au

W: www.galpins.com.au

ABN: 30 630 511 757

Liability limited by a scheme approved  
under Professional Standards Legislation

## INDEPENDENT ASSURANCE REPORT ON THE INTERNAL CONTROLS

### To the members of City of Victor Harbor

#### Opinion

We have audited the compliance of City of Victor Harbor (the Council) with the requirements of Section 125 of the *Local Government Act 1999* in relation only to the Internal Controls established by the Council to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities for the period 1 July 2019 to 30 June 2020 have been conducted properly and in accordance with law.

In our opinion, City of Victor Harbor has complied, in all material respects, with *Section 125 of the Local Government Act 1999* in relation to Internal Controls established by the Council in relation to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities so as to provide reasonable assurance that the financial transactions of the Council have been conducted properly and in accordance with law for the period 1 July 2019 to 30 June 2020.

#### Basis for opinion

We conducted our engagement in accordance with applicable Australian Standards on Assurance Engagement ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* and ASAE 3150 *Assurance Engagements on Controls*, issued by the Australian Auditing and Assurance Standards Board, in order to state whether, in all material respects, the Council has complied with Section 125 of the *Local Government Act 1999* in relation only to the internal controls specified above for the period 1 July 2019 to 30 June 2020. ASAE 3000 also requires us to comply with the relevant ethical requirements of the Australian professional accounting bodies.

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

#### The Council's responsibility for internal controls

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

#### Our independence and quality control

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

**Auditor's responsibility**

Our responsibility is to express an opinion on the Council's compliance with Section 125 of the *Local Government Act 1999* in relation only to the internal controls established by the Council to ensure that financial transactions relating to receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities have been conducted properly and in accordance with law, based on our procedures. Our engagement has been conducted in accordance with applicable Australian Standards on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Information* and ASAE 3150 *Assurance Engagements on Controls*, issued by the Australian Auditing and Assurance Standards Board, in order to state whether, in all material respects, the Council has complied with Section 125 of the *Local Government Act 1999* in relation only to the internal controls specified above for the period 1 July 2019 to 30 June 2020. ASAE 3000 also requires us to comply with the relevant ethical requirements for the Australian professional accounting bodies.

**Limitations of controls**

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

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

**Limitation of use**

This report has been prepared for the members of the Council in Accordance with Section 129 of the *Local Government Act 1999* in relation to the internal controls specified above. We disclaim any assumption of responsibility for any reliance on this report to any persons or users other than the members of the Council, or for any purpose other than for which it was prepared

**GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS**



**Tim Muhlhausler CA, Registered Company Auditor**  
Partner

9 November 2020

**General Purpose Financial Statements**  
for the year ended 30 June 2020

---

**Certification of Auditor Independence**

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of the City of Victor Harbor for the year ended 30 June 2020, the Council's Auditor, Galpins Accountants, Auditors and Business Consultants has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.



Victoria MacKirdy  
**Chief Executive Officer**



Cr Tim Glazbrook  
**Presiding Member, Audit Committee**

**Date: 03 November 2020**

David Chant CA, FCPA  
Simon Smith CA, FCPA  
David Sullivan CA, CPA  
Jason Seidel CA  
Renaë Nicholson CA  
Tim Muhlhausler CA  
Aaron Coonan CA  
Luke Williams CA, CPA  
Daniel Moon CA



CHARTERED ACCOUNTANTS™  
AUSTRALIA • NEW ZEALAND

#### Mount Gambler

233 Commercial Street West  
PO Box 246, Mount Gambler SA 5290  
P: (08) 8725 3068  
F: (08) 8724 9553  
E: admin@galpins.com.au

#### Stirling

Unit 4, 3-5 Mount Barker Road  
PO Box 727, Stirling SA 5152  
P: (08) 8339 1255  
F: (08) 8339 1266  
E: stirling@galpins.com.au

#### Norwood

3 Kensington Road, Norwood SA 5067  
PO Box 4067, Norwood South SA 5067  
P: (08) 8332 3433  
F: (08) 8332 3466  
E: norwood@galpins.com.au

W: www.galpins.com.au

ABN: 30 630 511 757

Liability limited by a scheme approved  
under Professional Standards Legislation

## CITY OF VICTOR HARBOR

### GENERAL PURPOSE FINANCIAL STATEMENTS For the year ended 30 June 2020

#### Statement by Auditor

I confirm that, for the audit of the financial statements of City of Victor Harbor for the year ended 30 June 2020, I have maintained my independence in accordance with the requirements of APES 110 – *Code of Ethics for Professional Accountants (Including Independence Standards)*, Part 4A, published by the Accounting Professional and Ethical Standards Board, in accordance with the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22 (5) *Local Government (Financial Management) Regulation 2011*.

#### GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS

**Tim Muhlhausler** CA, Registered Company Auditor

Partner

9 November 2020



city of  
*Victor Harbor*



## STAY IN TOUCH

PO Box 11  
Victor Harbor SA 5211

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

Email: [localgov@victor.sa.gov.au](mailto:localgov@victor.sa.gov.au)  
[www.victor.sa.gov.au](http://www.victor.sa.gov.au)



**Looking for information  
from your Council?**  
Visit us 24/7 at  
[www.victor.sa.gov.au](http://www.victor.sa.gov.au)