

City of Victor Harbor

ANNUAL REPORT 2020/21



city of
Victor Harbor



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ACKNOWLEDGEMENT OF COUNTRY

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

The 2020/21 Annual Report was adopted by the City of Victor Harbor on 22 November 2021.





The Fringe comes to Warland Reserve, Victor Harbor

READING THIS ANNUAL REPORT



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

The Annual Report 2020/21 reports against our Community Plan 2030. This report also includes a summary of our performance against Council's Annual Business Plan and Budget 2020/21. The Annual Report gives our ratepayers and key stakeholders insight into how we invest public funds to provide essential services and infrastructure and promote social, environmental and economic advancements across the City of Victor Harbor.

It is a chance to share the opportunities and challenges faced during the financial year, and some of the noteworthy achievements during 2020/21, in our effort to serve ratepayers, residents, businesses and visitors.

The report is divided into the following sections:

- About Victor Harbor (pages 10-13)
- 2020/21 In Review (pages 14-30)
- Performance Against Our Strategic Plans (pages 31-61)
- Elected Members (pages 62-73)
- Our Organisation (pages 74-85)
- Corporate Reporting (pages 86-99)
- 2020/21 Financial Statements (pages 104-160)

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



MAYOR'S WELCOME



Dr Moira Jenkins
Mayor

I am very proud to present the City of Victor Harbor's 2020/21 Annual Report. As you peruse this report you will note that despite challenges, Victor Harbor and its surrounds has flourished. The vibrancy and caring nature of our community shines brightly throughout this report and sets the tone of the great things ahead for Victor Harbor.

While the work of a Council is never complete, reflecting on the achievements and milestones made by Council throughout the financial year is essential for understanding where we have come from, and where we are going.

SIGNIFICANT ACCOMPLISHMENTS

Victor Harbor has been abuzz with major infrastructure works that will see our City well-equipped into the future. Notably, Council has delivered the Railway Plaza redevelopment, Stage 3 of the Mainstreet Precinct Master Plan and Stage 2 of the George T Fisher playground upgrade which has furthered the transformation of our town centre. The Council is extremely grateful to the SA Government who significantly supported these projects through grant funding contributions.

In addition to this, the SA Government's new Causeway construction project is well underway, securing the future of Granite Island and bolstering the local economy.

A range of festivals and events brought further animation to our public reserves and streets throughout the year. It was great to see both locals and visitors soaking up the festivities and diverse experiences on offer. One highlight was the Fringe coming to Victor Harbor which resulted in Warland Reserve coming alive with colour and merriment. The range of performers wowed crowds and nearby markets added to the offerings of the day. Other events that were held in our City included the inaugural Viking Festival, annual Australia Day Celebration (which was our best yet!), Rotary Art Show, WhaleFest, the Victor Harbor Science Fair, and many more! Running events in the current climate requires significant planning and work, and I congratulate all organisers for delivering a program of safe and successful events.

In 2020/21, Council also navigated the transition to a new planning system which allows development applications to be submitted and tracked online via Australia's first state-wide ePlanning platform. A significant amount of time and resources were required to administer the roll out and help with a smooth transition.

Further details of Council's achievements during 2020/21 are highlighted throughout this Annual Report.

WORKING WITH OUR COMMUNITY

The kind, resilient and passionate nature of the Victor Harbor community has continued to shine.

Council undertook 20 public consultations in 2020/21, with a goal of allowing the community to contribute towards the work of Council and help inform major projects and plans. The thoughtful responses received from residents, business owners and visitors was an indication of our community's desire to actively contribute to the future of our ever-growing regional hub.

Listening to the needs and desires of the community has always been a top priority of Council, and will continue to form the foundation of our decision-making processes into the future.

Thank you to everyone who took the time to provide Council with their ideas and opinions, it is really appreciated! Your contributions allow us to take into account a multitude of views to assist with our decision making. I encourage community members to keep an eye on the Council's Your Say website for future opportunities to get involved and help shape the future of our City.

A GROWING CITY WITH A BRIGHT FUTURE

The City of Victor Harbor continues to fulfil and exceed prospects as the thriving hub of the Southern Fleurieu Peninsula.

Our proximity to Adelaide, access to services, fantastic schools and stunning natural environment are just a few elements of our City's appeal that have continued to attract both individuals and families.

Growth has not only been seen in the number of people moving to Victor Harbor, but also in the behaviour of investors who are identifying our City as a place of choice to conduct business.

Looking ahead, there is no doubt that challenges will be faced over the coming year as our region tackles recovery in a post-pandemic world. We must be strategic, innovative and bold as we strive to advance and flourish through these uncharted waters.

There is also much opportunity in our future. I am particularly excited to see the delivery of Stage 4 of the Victor Harbor Mainstreet Precinct Master Plan in 2022 which will complete the transformation of the southern end of our Town Centre.

I would like to thank and acknowledge my fellow Elected Members, the Senior Management Team, all Council staff and our extraordinary volunteers for their contributions throughout 2020/21. Hard work and collaboration has been essential for achieving the best possible results for our City – and I am confident in our ability to continue working together towards a common goal.

Finally, I would like to thank our spirited local community, who have been integral to many of the projects and initiatives of Council. Together, we will continue to strengthen the City of Victor Harbor's position as a great place to live, work, visit and invest.

As Mayor, it has been an honour to serve the community in 2020/21 and witness our region emerge as a flourishing regional centre with bright prospects ahead.

INTRODUCTION FROM THE CEO



Victoria MacKirdy
Chief Executive Officer

Robust planning is essential for enhancing Victor Harbor's offering to residents, visitors and investors alike. During 2020/21, Council commenced implementing our 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 achieve these goals. This Annual Report highlights how Council has worked together with our community and other stakeholders to achieve our shared aspirations for Victor Harbor.

COLLABORATING FOR A COMMON GOAL

Planning for our City's future requires collaboration to achieve success. In 2020/21, Council has built vital relationships that will prove essential to bettering our City in the years and decades to come. The benefits of engaging the community and collaborating with key organisations are already being reaped.

Council has worked closely with the SA Government to advance major infrastructure projects within our City, including the \$43 million Granite Island Causeway Project being delivered by the Department for Infrastructure and Transport.

Funding from the SA Government also supported a number of key Council-led infrastructure upgrades.

In fact, the Council was fortunate to receive \$4.5 million in grant funding to deliver projects during the financial year. In some cases this resulted in projects being brought forward in Council's work plan to take advantage of external contributions to reduce the burden on ratepayers.

Another key partnership that was strengthened during 2020/21 was between Council and the local chamber of commerce, Business Victor Harbor. The Council provided \$100,000 to Business Victor Harbor to support the appointment of an Executive Officer to help it enhance its role and become a strong advocate for the local business community. One of the key projects being delivered through the partnership is the revitalisation of Victor Harbor's destination brand to reinforce the position of our City as a place of choice to live, work, visit and invest.

STANDING UP TO THE CHALLENGE

No progress is made without challenge. The impacts of the COVID-19 pandemic continue to be felt locally and across the globe, as organisations and individuals were required to adapt and innovate.

While throughout 2020/21 the City of Victor Harbor continued to operate under a state of emergency and adapt to a 'new normal', we also found our region to be a safe haven for many. Adding to the appeal of visiting our seaside paradise was the fact that we were able to host many events safely, providing much enjoyment to locals and visitors.

A diverse program of events and cultural activities coupled with the transformation occurring within our town centre underpins the progress of our City. I am constantly receiving feedback about how good Victor Harbor is looking and excitement about the projects in our future. Earlier this year, I had the pleasure of attending a non-resident ratepayer forum held in metropolitan Adelaide and I was told by multiple people that every time they come to Victor Harbor they are impressed with the progress, always seeing something new that adds to the charm and appeal of our City.

While facilitating the growth being experienced by our City, the Council has been focused on carefully maintaining the things that are most loved about Victor Harbor – our heritage, natural environment, relaxed lifestyle and seaside town feel. This will continue to be our focus going forward.

FINANCIAL MANAGEMENT

The Council has demonstrated its commitment to long term financial sustainability through its well-established practice of considered budgeting and prudent financial management. Aligning with this commitment, during 2020/21 a significant review of its Long Term Financial Plan commenced. The Long Term Financial Plan is the Council's primary financial

management tool, and provides a guide for funding services and infrastructure over a 10 year period.

While the City of Victor Harbor was on track to deliver a surplus budget in 2020/21, extraordinary liabilities were brought to our attention by the Fleurieu Regional Waste Authority which has resulted in a deficit end of year position.

In March 2021, traces of asbestos were discovered within recycled road rubble that the Authority produces as a part of its resource recovery activities at the Goolwa Waste and Recycling Depot. As a Constituent Council of the Fleurieu Regional Waste Authority, the City of Victor Harbor is responsible for a portion of the remediation costs which are to be accounted for in the 2020/21 financial year.

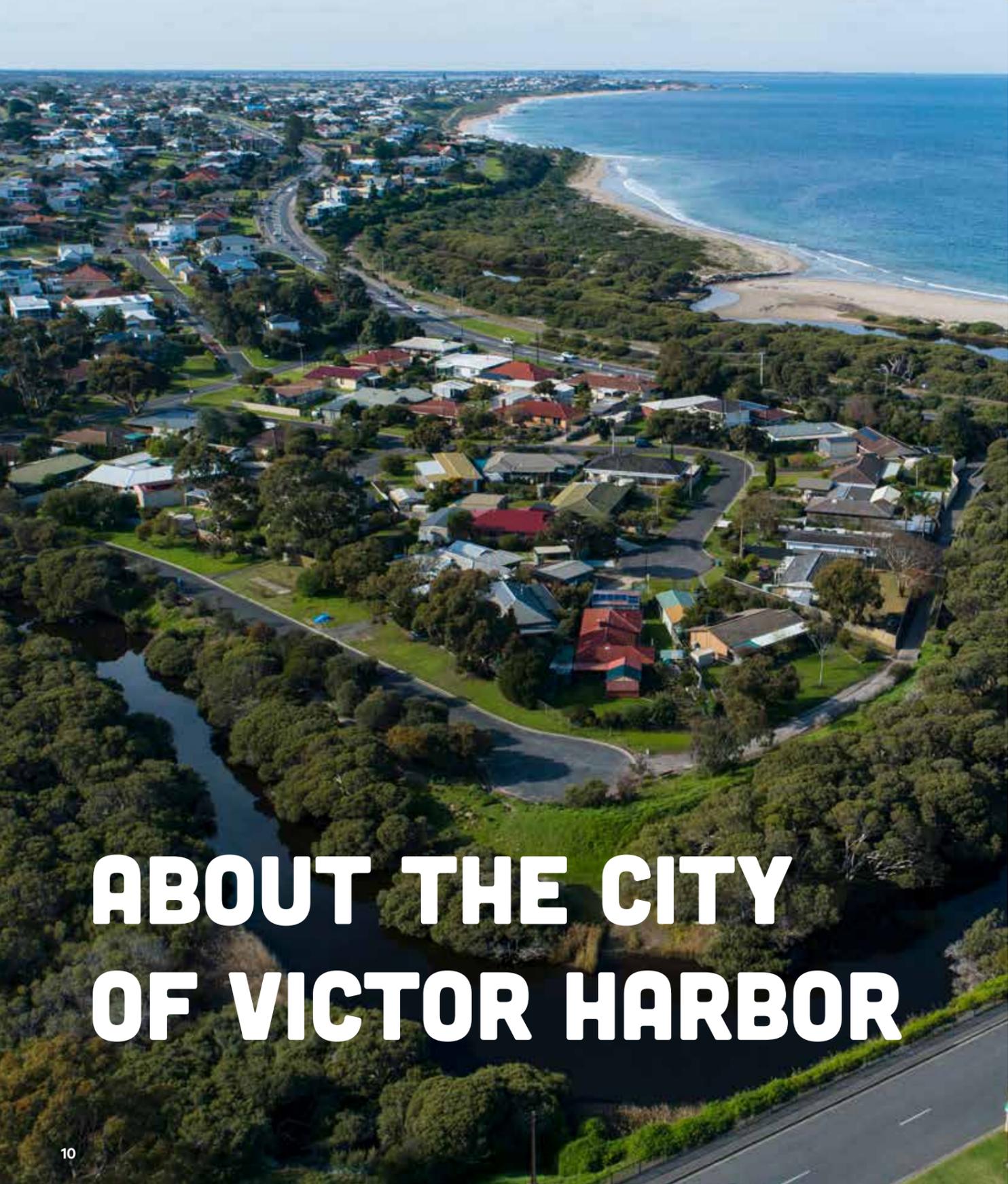
ACKNOWLEDGEMENTS

The team at the City of Victor Harbor continues to demonstrate impressive resilience, determination and aptitude. I am privileged to lead an organisation committed to delivering the best possible outcomes for the community.

I look forward to continuing to work with Elected Members, staff and volunteers to offer a high standard of service that ensures our City can further position itself as the thriving hub of the southern Fleurieu Peninsula.

As we reflect upon the year that has been, it is not only an appropriate time to celebrate our significant achievements, but also to plan for the great advancements that are yet to come.

There has never been a better time to live, work, visit or invest in Victor Harbor.



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 Geographe occurred in waters off Victor Harbor over 200 years ago. The ships sheltered in the bay, which was later named Encounter Bay by Captain Flinders.

In 1837, Captain Richard Crozier in command of the 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 City of Victor Harbor is located on the coast of South Australia's Fleurieu Peninsula, about 80 kilometres south of the Adelaide CBD. It is the largest population centre of the Fleurieu region and considered to be the hub of the southern Fleurieu Peninsula.

The Council area encompasses 346 square kilometres, sharing boundaries with Alexandrina Council to the east and the District Council of Yankalilla to the west.

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's adored natural surrounds and nearness to Adelaide have made the City a favoured holiday destination for many years. The coastal City boasts both coastal and countryside scenery within a comfortable mediterranean climate.

The town centre overlooks the pleasant waters of Encounter Bay, where Southern Right Whale mothers and calves often frolick between May and October. On land, Victor Harbor is recognised for several significant natural landmarks, including the rock outcrop known as The Bluff and scenic 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.

The City has beautifully preserved heritage buildings and a rich colonial heritage, which can be admired by visiting the SteamRanger, an operational heritage rail service and major tourist attraction. A growing arts, culture and events scene, coupled with diverse recreational opportunities, also attracts travellers from near and afar.

Being the economic hub of the southern Fleurieu region, Victor Harbor attracts businesses of varying sizes and industries. Tourism is seen as the significant contributor to the local economy with 1.2 annual visitors injecting \$163 million each year. Residents and visitors can also benefit from expanding retail and hospitality offerings in the City.

OUR COMMUNITY

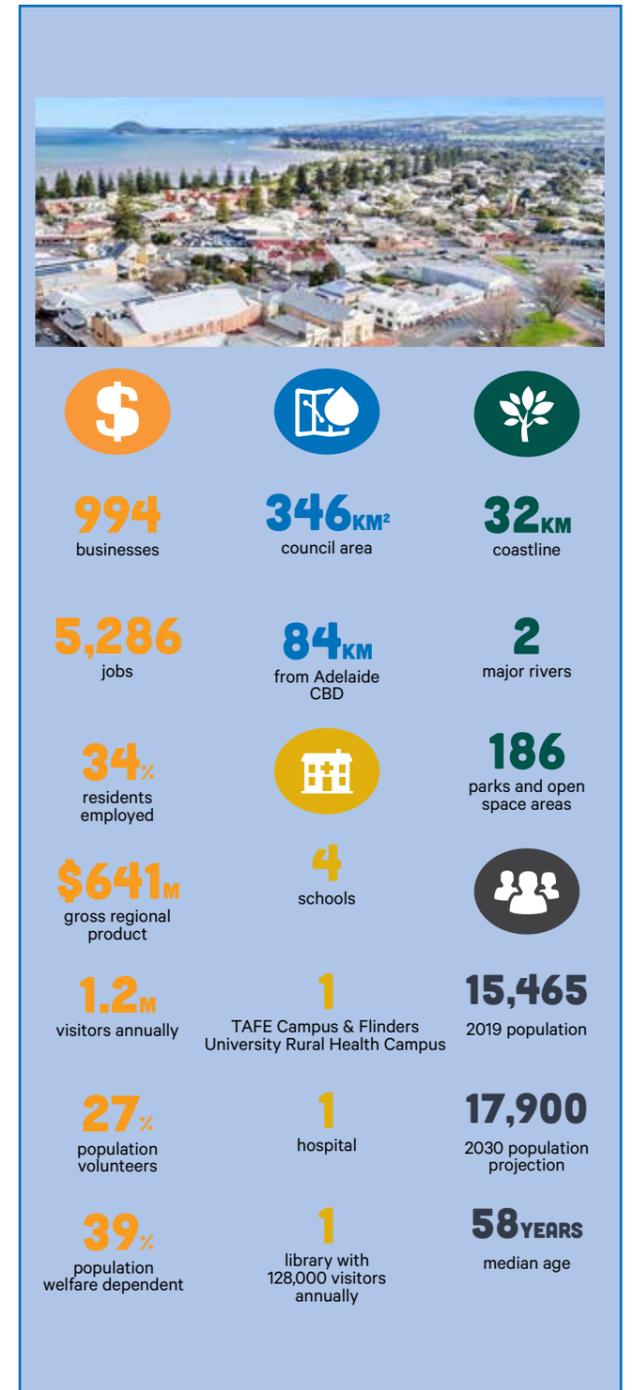


The City of Victor Harbor is home to a welcoming community with friendly spirit and strong family values. The charm of the Victor Harbor community is underpinned by a culture of volunteering. Around one in three people in the City of Victor Harbor volunteer in some capacity, and the Council itself is also fortunate to have a team of around 500 volunteers who assist with the delivery of services, programs and initiatives

Over the years, the peaceful coastal lifestyle of Victor Harbor has been known to attract a mature, retiring population. The average age of people in Victor Harbor is 58 years, with 39 per cent of the population aged over 65 years.

A growing number of young families and diverse individuals have chosen to live, work and invest in the City in 2021. With the COVID-19 pandemic encouraging people across the globe to reflect upon their priorities and values, the lure of living regional has seen many families settle in the area. Schools in the City of Victor Harbor have almost 2,000 students combined, who are drawn from across the southern Fleurieu Peninsula.

Victor Harbor's close proximity to metropolitan Adelaide has also seen an emergence of residents who live in Victor Harbor to enjoy a leisurely coastal lifestyle and commute to the metropolitan area for work.



2020/21 IN REVIEW

RAILWAY PLAZA



New wayfinding signage installed in Railway Plaza

MAJOR CAPITAL PROJECTS

RAILWAY PLAZA PRECINCT



The revitalised Railway Plaza Precinct offers a contemporary and versatile public space that is appropriate for general community use and events.

The major upgrade, extending from Albert Place, past the SA Whale Centre and Train Station, and through to Coral Street, was completed in June 2021.

Various works were carried out as part of the project, including installation of new paving, feature lighting, garden beds, street furniture, landscaping, public art, stormwater reticulation and drainage.

The modern streetscape design celebrates the existing Moreton Bay fig trees and showcases Victor Harbor's cherished heritage buildings. The revitalised space within the town centre also now offers a vibrant welcome to visitors who have arrived at Victor Harbor on the Cockle Train.

During the Whale Expo and launch of WhaleFest in late June 2021, the community was able to see the Precinct transform and thrive with an abundance of market stalls, vibrant entertainment and family-friendly activities.

The City of Victor Harbor commissioned a public art feature from local artist Matt Turley to be installed during the Railway Plaza development. Turley drew inspiration from his perception of the steam locomotive as a myriad of unique parts coming together to work in harmony.

Titled Connection, the work explores the notion of individual entities, unique in their own design and purpose, coming together, and connecting, to create something greater. It forms a sense of place, while remaining true to the history that inspired its design.

SGP Civil, a South Australian construction company, delivered the Railway Plaza Precinct project. The project received 50% funding from the SA Government's Places for People grant program.



MAJOR CAPITAL PROJECTS

GEORGE T FISHER PLAYGROUND (STAGE 2)

The two stage revitalisation of George T Fisher Playground has delivered an interactive, sensory play experience for children within a dynamic, family-friendly setting.

Conveniently positioned in the heart of Victor Harbor's town centre with a backdrop of Encounter Bay, George T Fisher Playground has attracted families from across the Fleurieu for many generations. However, the playground had not seen an upgrade since 2002.

Council recognised the significance of this much-loved playground from a recreation, tourism and cultural heritage perspective and endorsed the development to ensure this iconic play space could remain one of South Australia's favourite regional playgrounds.

The project was carried out over two financial years, with Stage 1 of the redevelopment completed in March 2019, and Stage 2 completed most recently in July 2021.

Some of the new playground features that were added as part of the Stage 2 works include a 1.5-metre-high blue mound with slides, a timber climbing wall, and a tunnel. Coastal themed structures have also been installed around the park, including a penguin egg sculpture beneath the rock mound and fish-shaped hand grips on the play equipment.

Additional seating has also been incorporated within the play space to offer comfort to parents and carers who are observing children on the playground.

This redevelopment project was the first time the playground had received an upgrade since 2002. Council was fortunate to secure \$100,000 through the SA Government's Open Space Grant Program to assist with the delivery of the project.



MAJOR CAPITAL PROJECTS

MAINSTREET PRECINCT MASTER PLAN (STAGE 3)

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 being undertaken over a number of years.

Each stage of the upgrade will see the heart of Victor Harbor's Town Centre further 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.

Stage 1 (the intersection of Ocean and Coral streets) of the upgrade was completed in 2016, Stage 2 (extending from the northern entrance to Ocean Street to the end of Stage 1) was completed in 2019, and most recently, Stage 3 (the eastern side of Coral Street to the foreshore) was completed at the end of 2020.

Oxigen and Axiom Projects were contracted to deliver Stage 3.

Notably, the stepped foreshore amphitheatre constructed as part of Stage Three was also awarded a 2021 AILA SA Landscape Architecture Award in the Cultural Heritage category, in recognition of its effectiveness in activating Victor Harbor's eastern foreshore and highlighting Ngarrindjeri and Ramindjeri cultural heritage. The amphitheatre has already been utilised for several community events since it was opened to the public, including WhaleFest and NAIDOC Week.



MAJOR CAPITAL PROJECTS

ENCOUNTER BIKEWAY SHARED PATHWAY



The Encounter Bikeway is one of the most well known and regularly used trails in the City of Victor Harbor. Running along the coast between The Bluff and Goolwa, the 31.5km on-road and shared trail is suitable for use by cyclists, walkers, skaters, rollerbladers, and it is also wheelchair accessible.

Ongoing improvements and maintenance to the Bikeway is essential to ensure it can continue to be safely enjoyed by residents and visitors alike. In October 2020, Council carried out works to upgrade a popular section of the trail along Flinders Parade, between Kent Reserve and Oakham Street. This particular section was previously noted as too narrow and rough, based on community feedback gathered during the development of the Victor Harbor Bicycle Strategy.

Council widened this section of the pathway to 3.5 metres, resurfaced the trail with asphalt to smoothen the path, upgraded kerb ramps within the project area, and relocated plant beds and vegetation.

In June 2021, Council also installed a bike repair station along the Encounter Bikeway, allowing riders to service their bicycle on-the-go. The repair station was installed near the Youth Skate Park on Bridge Terrace, making it accessible to both Skate Park users and those commuting on the Bikeway.

There are several handy tools attached to the repair station which can assist riders with pumping up a flat tyre or adjusting brakes.

These enhancements to the Encounter Bikeway are a result of actions within the Victor Harbor Bicycle Strategy, ensuring the much-loved scenic foreshore trail can continue to support a healthy, active lifestyle for the community.

MAJOR CAPITAL PROJECTS

RAILWAY GOODS SHED REDEVELOPMENT

In 2020, the City of Victor Harbor made the decision to enhance the way it delivers visitor services by consolidating the Visitor Information Centre and SA Whale Centre. This change will see both the VIC and SA Whale Centre operating from one location – the site of the Railway Goods Shed on Railway Terrace.

The change to visitor services will allow for a greater investment into marketing the City of Victor Harbor as a desirable holiday destination online, while still facilitating exceptional face-to-face visitor services provided by our passionate community volunteers.

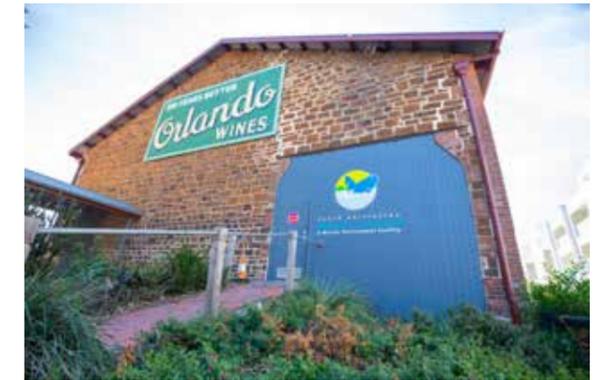
It is expected that these changes will achieve cost savings, eliminate duplication of services, increase our focus on promoting local tourism businesses and enhance digital experiences.

As part of this consolidation, significant development has been required on the existing Railway Goods Shed on Railway Terrace to ensure it can offer a modern and interpretive experience that caters to the needs of Victor Harbor's 1.2 million annual visitors.

The re-purposing of the Railway Goods Shed building has been supported by a substantial investment from the Council as well as grant funding from the Federal Government.

Significant works have already been completed on the project since mid-2020, including demolition of the entry foyer, installation of new toilet facilities and a volunteer lunch room, enhancements to the existing whale and calf mural, replacement of roofing and installation of new insulation.

Installation of a lift shaft and lift across three levels, fitting of a new entry door, resealing the iconic whale and calf mural, window glazing and painting works will also be carried out before the Goods Shed is re-opened to the public.





Victor Harbor Fringe

MAJOR FESTIVALS AND EVENTS



During 2020/21 there were a number of major festivals and events held in the Council area.

SA Viking Festival

3-5 October 2020

Picnic in the Park

17 October 2020

PTSD Walk

24 October 2020

Beachside Markets in Ocean Street

25 October 2020

RSL Remembrance Day Service

11 November 2020

Rotary Christmas Carols

12 December 2020

New Year's Eve Fireworks

31 December 2020

Rotary Art Show

9-17 January 2021

Fleurieu Milk Gift

23 January 2021

Australia Day Celebrations

26 January 2021

Coast to Coast Tuna Tournament

6-7 February 2021

KiteSurfing SA Competition

7 February 2021

Victor Harbor Fringe

28 February 2021

Artisan Market

28 February 2021

Victor Harbor Triathlon

7 March 2021

Coast to Coast Bike Ride

14 March 2021

Black Dog Ride

21 March 2021

Beachside Markets in Ocean Street

28 March 2021

Flourishing on the Fleurieu Festival

17-30 April 2021

RSL ANZAC Day Dawn Service

25 April 2021

Coastrek

30 April 2021

British Classics Tour

2 May 2021

WhaleFest

30 May - 6 June 2021

Victor Harbor Science Fair

27 June 2021

NAIDOC Week March

30 June 2021



2020/21 HIGHLIGHTS AND ACHIEVEMENTS

The following pages outline a summary of highlights and achievements for the City of Victor Harbor during 2020/21



Setting an economic vision for Victor Harbor

A bold Economic Development Strategy was adopted by Council. Implementation is expected to lead to increased employment levels, investment attraction and a more self-sustaining economy.



Arts and Culture Centre design

Work continued to progress the the Victor Harbor Arts and Culture Centre with significant consultation undertaken with the community to assist in finalising the concept design for the facility.



Students build new dog park shelter

The new dog park shelter was delivered in partnership with Victor Harbor High School. Students undertaking a Certificate in Construction built the structure under the guidance of a local builder.



Access and Inclusion Plan adopted

An Access and Inclusion Plan was adopted. The Plan sets out Council's commitment towards doing what it can to ensure access and equity for all, while making sure Victor Harbor is welcoming and inclusive.



Web cams installed at the Bluff Boat Ramp

To help boaties plan their next recreational boating trip, web cameras were installed at the Bluff Boat Ramp. Pictures are streamed via Council's website to provide an idea of boat ramp conditions.



Talking skate facilities with Victor R-7 School

Year five students shared bold ideas and thoughtful suggestions to help with the planning for junior skate facilities in Victor Harbor. Design is currently underway for the Victor Harbor Oval site.



South Coast Disability Expo a success

A free drop-in event was held at the McCracken Conference Centre on 22 June 2021. The Expo helped connect families and individuals with disability support services on the South Coast.



Recognising our extraordinary citizens

More than 300 people turned out on Australia Day to welcome six new Australian citizens to Victor Harbor and celebrate our 2021 Citizen of the Year Award recipients.



Promoting our community services

Council's community services team got out and about to share information about the services and programs offered to Victor Harbor residents, and answer questions from people wanting to find out more.



1999 time capsule unearthed

Victor Harbor was treated to a blast from the past with the unveiling of a time capsule from the turn of the century. Contents included photographs, memorabilia and even some ANZAC biscuits!



Supporting our business community

In August 2020, 24 Victor Harbor businesses shared in just over \$79,000 worth of grants from the City of Victor Harbor to help them navigate through the challenges of COVID-19.



Wall extensions welcomed in the library

Wall extensions to the community room and IT training area were welcomed by patrons to assist with sound proofing and enhancing customer experience in Victor Harbor's much-loved library.



A highly valued transport service

The Southern Communities' Transport Scheme provides a highly valued service to transport disadvantaged people. During the year over 8,000 passenger trips were provided, equating to 868,500 kilometres.



Bay Road mosaic project takes shape

Local artists Mike Tye and Cedric Varcoe are working with the community to create a 36 metre mosaic mural for Bay Road celebrating the Ngarrindjeri and Ramindjeri connection to the Muwerang (Inman River).



Recognising our amazing volunteers

Volunteers are the lifeblood of our community, contributing to a range of important initiatives that keep people connected and our city thriving. Council recognises this through a grants program and appreciation events.



More upgrades for G T Fisher Playground

Stage two of this playground upgrade is complete with a new slide, climbing wall, seating and tables, plus several interactive sensory play items. The SA Government provided 50% funding for the project.



Flourishing on the Fleurieu Festival

Around 28 events were held between 17 to 30 April 2021 to showcase different groups and activities for seniors in our community. Just under 500 people participated in festival events.



Understanding our community's views

Community input is an important part of Council's decision making process. During 2020/21 Council sought the community's views on a number of issues and projects through 20 consultations.



Transition to SA's new planning system

SA's new planning system came into effect in the City of Victor Harbor from 19 March 2021. Considerable resources and staff time was required to administer the roll out and help with a smooth transition.

CONTINUING OUR 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 therefore must assume a leadership role in supporting and informing the public.

On 22 March 2020, the State Coordinator made a Declaration of a Major Emergency under the Emergency Management Act 2004 to reduce the spread of COVID-19 within South Australia. As the Major Emergency Declaration was extended throughout the entirety of 2020/21, Council's response continued accordingly throughout the year.

The City of Victor Harbor has continued to play an integral role in COVID-19 emergency preparedness, response and recovery while also ensuring to provide essential services in a safe manner.

CONTINUITY MANAGEMENT TEAM

The Continuity (or Emergency) Management Team met as required to coordinate and manage Council's response to the COVID-19 pandemic. The team is 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 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 the City of Victor Harbor.

ECONOMIC RECOVERY

The local business community has been significantly impacted by the pandemic. To offer support to these businesses, Council introduced a Business Grants Program. The program enabled Victor Harbor businesses to apply for up to \$5,000 funding support to be used to assist with adaptation initiatives, cashflow and business planning.

Applications were received across a number of business types including restaurants and cafes, health and beauty services, transport and logistics, tourism and retail. Ultimately, the program saw 24 local businesses sharing in just over \$79,000 worth of grants which were released in August 2020.

NOVEMBER LOCKDOWN

On 18 November 2020, the State Government announced a state-wide lockdown to limit the spread of COVID-19. In response to the directives, Council enacted its Business Continuity Plan and implemented immediate changes to services. A number of Council programs and buildings were paused or closed, including the Civic Centre, volunteer programs, Coral Street Art Space, the Library, and Visitor Services.

To facilitate the continuation of essential services, a rapid response team was established to carry out any required field works during the lockdown. Council office staff implemented working from home arrangements, and maintained email and phone contact lines to ensure the public could still contact Council. Library staff adapted to the new directives by promoting online services. Updates and information were also published to the Council's website and social media.

COVID-19 WEB HUB

Throughout the year, the City of Victor Harbor regularly updated 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, the news section of our website, and our regular monthly e-newsletter to update the community of any major changes to our services and health information.

ONGOING PLANNING

Council acknowledges that the COVID-19 pandemic has affected communities world-wide and adopting a flexible and thoughtful approach has been essential for both Councils and communities.

As community leaders, the City of Victor Harbor must continue setting an example by implementing COVID-Safe practices that protect both our organisation and the greater community.

We are proud of the COVID-19 support we have provided for the community and are confident in our resources and capacity 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. The City of Victor Harbor is committed to open, accountable and responsive decision making achieved by effective communication and consultation between Council and the community.

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

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

OUR PROMISE

The City of Victor Harbor's Public Consultation Policy outlines our commitment to community engagement and the principles for conducting engagement.

Council is committed to five principles that underpin our approach to community engagement:

- **Community Participation.** We are committed to including, informing and involving our community in local decision making from project planning through to delivery
- **Open and Accountable.** We will provide clear and easy to understand information that will inform our community and encourage meaningful engagement
- **Accessibility.** Our community will be able to access information in a variety of ways
- **Careful Planning and Evaluation.** We will carefully plan community engagement activities and evaluate all feedback to meet the needs of our community
- **Closing the Loop.** We will inform our community of our decisions and outline how feedback was considered.

OUR PROCESS

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.

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

2020/21 PUBLIC CONSULTATIONS

To ensure Council work best serves the needs and interests of the community, the City of Victor Harbor carries out various public consultations each year.

Throughout 2020/21, the community was asked to provide ideas, comments and feedback on 20 projects, programs and initiatives

Between February and June alone, 14 public consultations were undertaken.

While the significant number of consultations is a positive indication of the progress and work being completed by Council, the ongoing outreach for feedback risked creating engagement fatigue among the community. Council needed to innovatively involve the community, using diverse engagement methods and sometimes targeted approaches to attain valuable and informative feedback that could inform future decision making.

In April, great success was seen during the Junior Scooter Park consultation when Council targeted the Victor Harbor R-7 School and physically visited a Year 5 class to seek design ideas for a potential new skate facility. Children sketched their creative ideas on a dedicated survey paper and verbally discussed concepts with Council staff. As a result of the consultation feedback, Council endorsed the preparation of designs for upgraded junior scooter facilities at the Victor Harbor Oval in the May Ordinary Council Meeting.

In May, Council began another successful public consultation relating to the concept designs for a new Arts and Culture Centre and the Mainstreet Upgrade Stage 5. In a bid to facilitate meaningful conversations with community members, the Council planned several public drop-in sessions



(including one in Railway Plaza, pictured above) in addition to the online engagement conducted through social media and digital platforms.

Council staff hosted fruitful drop-in sessions at the Victor Harbor Farmer's Market, Victa Cinema, and at the Whale Expo during WhaleFest. Invitations were also sent to non-resident ratepayers for a drop-in session in Adelaide CBD.

During 2020/21, the City of Victor Harbor undertook consultation on the following:

- Victor Harbor Croquet Club Lease Proposal
- Disability Access and inclusion Plan 2020-2024
- Economic Development Strategy 2020-2030
- Genetically Modified Crops (SA Government)
- Encounter Bay Football Club Lease Proposal
- The Bluff Boat Ramp Public Toilets
- Rating Review
- Coastal Adaptation Study – Phase 1 and 2
- Victor Harbor Mountain Bike Strategy
- Junior Skate Facilities in Victor Harbor
- Victor Harbor Mainstreet Upgrade Stage 5
- Stormwater Management Plan
- Asset Management Plans
- Victor Harbor Arts and Culture Centre
- Granite Island Recreation Park Visitor Experience Plan (SA Government)
- Victor Harbor Arts and Culture Centre
- Victor Dragons Inc. Lease Proposal
- 2021/22 Annual Business Plan and Budget
- Environment and Food Production Areas Review (SA Government)
- Arts, Culture and Heritage Strategy.

COUNCIL SERVICES: PART OF YOUR EVERY DAY

Most people are surprised when they learn how much councils do for their communities. The City of Victor Harbor provides more than 100 services to keep our community vibrant, clean and safe.

Below is a list of the services Council provides to the Victor Harbor community.

<p>INFRASTRUCTURE & ASSET MANAGEMENT</p> <p>Managing and maintaining roads, footpaths, bridges, bicycle paths, street furniture and cemetery</p> 	<p>WASTE & RECYCLING</p> <p>Kerbside waste collection, recycling depot, street cleaning and graffiti removal</p> 	<p>HERITAGE</p> <p>Heritage advisory services and support for owners of heritage listed places</p> 	<p>PLANNING & DEVELOPMENT</p> <p>Urban planning, building assessments, development assessments</p> 	<p>CUSTOMER SERVICE & INFORMATION</p> <p>Responding to community requests, providing after hours call centre and community information</p> 
<p>FAMILY, YOUTH & CHILDREN'S SERVICES</p> <p>Family support services, youth development programs and events, and immunisation program</p> 	<p>AGED & DISABILITY SERVICES</p> <p>Social support services and supporting planning for aged services</p> 	<p>LIBRARY SERVICES</p> <p>Victor Harbor Library service, activities and events</p> 	<p>TOURISM MARKETING, EVENTS & ATTRACTIONS</p> <p>Festivals and events, visitor information, Horse Drawn Tram and SA Whale Centre</p> 	<p>ECONOMIC DEVELOPMENT</p> <p>Mainstreet Precinct, digital economy strategy, supporting agribusiness and renewable energy programs</p> 
<p>ARTS & CULTURAL ACTIVITIES</p> <p>Arts and culture development, public art, planning for an arts and culture centre</p> 	<p>PARKS & RECREATION</p> <p>Maintaining parks, reserves, playgrounds, walking trails, street trees, aquatic centre, boating facilities</p> 	<p>COASTAL PROTECTION & ENVIRONMENT</p> <p>Foreshore and estuary maintenance, vegetation management, pest animal and plant control</p> 	<p>COMPLIANCE & PARKING</p> <p>Dog and cat management, outdoor dining, nuisance and litter control, parking enforcement</p> 	<p>TRANSPORT</p> <p>Community transport services, advocating for improved public transport</p> 
<p>PUBLIC HEALTH</p> <p>Regulating food safety, waste water systems, water quality, sanitation, swimming pools/spas, vermin control</p> 	<p>EMERGENCY PLANNING</p> <p>Regional bush fire management plan, local and zone emergency management plans</p> 	<p>ADMINISTRATION</p> <p>Records management, FOI requests, Council and committees support, maintaining the electoral roll</p> 	<p>CORPORATE SERVICES</p> <p>Financial & risk management, HR, organisational development, computers and telecommunications</p> 	<p>COMMUNITY DEVELOPMENT</p> <p>Grant programs, community facilities and meeting places, advice, advocating on behalf of the community</p> 

WHERE COUNCIL RATES WERE SPENT

The City of Victor Harbor relies on income from rates to provide essential services that meet the needs of the community and supports the local economy. Grants received are minimal as funding calculations are based on census population data (collected in winter) which doesn't account for the significant increase in population in the summer months. The following infographic outlines how Council allocated every dollar of your Council rates in 2020/21 to help Victor Harbor remain a place of choice to live, work, visit and invest.



KEY FINANCIAL RESULTS

Total Capital Spend	2020/21	\$10.5 MILLION
	18/19 \$6.9 million 19/20 \$11.3 million	

Total Operating Spend	2020/21	\$31.9 MILLION
	18/19 \$27.4 million 19/20 \$28.5 million	

Operating Result	2020/21	\$2 MILLION DEFICIT
	18/19 \$131,000 surplus 19/20 \$349,000 surplus	

INCOME BREAKDOWN (\$'000,000)

	Rates	User Pay Charges	Statutory Charges	Operating Grants and Partnerships	Other Revenues
2020/21	\$23.6 million	\$2.2 million	\$0.6 million	\$2.5 million	\$1.0 million

EXPENSES BREAKDOWN (\$'000,000)

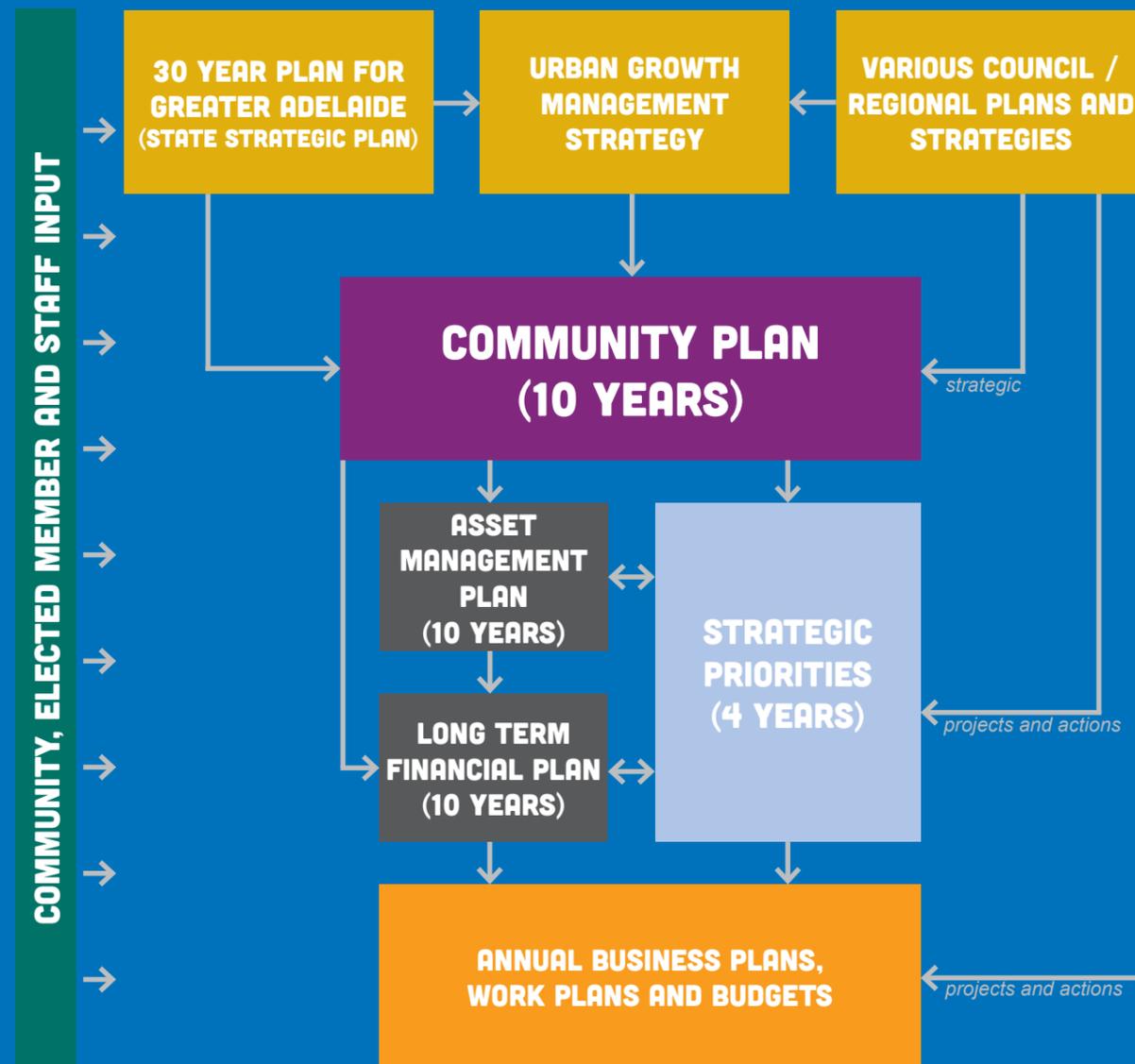
	Business Undertakings	Community Services	Culture	Economic Development	Environment	Recreation	Regulatory Services	Car Parking	Property	Roads, Footpaths and Bridges	Plant, Depot & Indirect	Waste Management	Town Planning	Administration
2020/21	\$957	\$1,954	\$1,895	\$1,443	\$1,548	\$2,702	\$1,132	\$814	\$1,691	\$4,710	\$2,741	\$5,427	\$1,250	\$3,707



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

OUR COMMUNITY PLAN

The Community Plan 2030 is the City of Victor Harbor's guiding strategic document, outlining the community's aspirations for the future. It sets out long term goals, medium term priorities, and the measures we will use to monitor our progress.

The Community Plan 2030 centres around six aspirations that express what we want Victor Harbor to be like now and into the future. They aim to be bold and visionary, at the same time as protecting the essence of Victor Harbor.

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**

MEASURING OUR PERFORMANCE AGAINST THE COMMUNITY PLAN 2030

The City of Victor Harbor uses a number of methods to measure our progress towards achieving the aspirations within our Community Plan 2030.

Key Planned Activities

Each year Council identifies a number of Key Planned Activities that set out what we will focus on in the coming year to help achieve the aspirations set out in the Community Plan 2030. In 2020/21, Council identified 25 Key Planned Activities. An overview of all of these activities including their current status is provided from **page 34-58**.

As well as undertaking the identified Key Planned Activities, there are a number of other projects and ongoing activities that help Council work towards its aspirations. These activities also ensure that legislative requirements are met and respond to community expectations. A selection of these activities is also highlighted over the following pages.

Financial Management

An overview of Council's financial performance is provided in the Financial Statements at **page 104**, and commentary around key financial indicators is available on **page 60**.

Future Planning

The City of Victor Harbor adopted its 2021/22 Annual Business Plan and Budget on 2 August 2021. 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. A brief overview of what is ahead for the City of Victor Harbor is provided on **page 100**.



ASPIRATION 1

WE ARE A CARING, CONNECTED AND ACTIVE COMMUNITY

STRATEGIC CONTEXT

Victor Harbor is well known for its welcoming, friendly and family focussed community. Council's planning recognises this and outlines strategies to ensure that this continues in the future. In addition to the caring nature of our community, people also often comment that they feel safe in Victor Harbor and that it is a great place for children to grow up.

There is a strong volunteer culture within the City of Victor Harbor. One in three people in the local government area volunteer in some capacity, and the council is fortunate to have a team of around 500 volunteers assisting with the delivery of services, programs and initiatives.

The high level of volunteerism results in a healthy number of thriving community groups, clubs and organisations, all of which provide important opportunities for people to feel valued and included.

Sport and recreation is deeply embedded within our community, and encourages a healthy and active lifestyle as well as important social connections. Access to open spaces is a key part of our lifestyle.

ON-GOING ACTIVITIES

Community services for aged, families, youth and disadvantaged people; Accessibility; Community and charitable donations; Community grants; Supported residential facilities licensing; Volunteer support and assistance; Halls and community buildings; Festivals and events; Parking enforcement and control; Abandoned vehicles; Vermin eradication; Dog and cat control; Livestock impounding; Litter inspection and enforcement; Immunisation; Health and preventative services; Sharps/need collection service; Street furnishing and sweeping.

2020/21 KEY PLANNED ACTIVITIES

Flourishing on the Fleurieu Festival

Outcome: Complete

Description: The Festival is a biennial event that celebrates retirement and showcases the many organisations and community groups that older people can get involved with. The Festival provides an opportunity for Council to help local groups promote the opportunities available for older people to connect with others.

Commentary: As a result of COVID-19 the Flourishing on the Fleurieu Festival was rescheduled from October 2020 to April 2021. Fifteen community groups were successful in receiving grants to assist with costs to hold events during the festival period. Twenty (20) activities/events were held during the Festival (7 of these were held on more than one date bringing total activities/events to 28). Festival events and activities were attended by 498 people, with 52% of people "new" to the group/activity (88 of these new people indicated they would like to attend the group again). Overall, feedback was extremely positive. Despite the lower number of groups participating this year as a result of COVID-19, the percentage of new people attending the Festival activities was significantly higher than the previous Festival – contributing to achieving the Festival aims. The Festival was held from 17-30 April 2021.

Pedestrian Refuge on Armstrong Road

Outcome: Complete

Description: To improve safety for cyclists and pedestrians crossing Armstrong Road from Ewen Terrace to the Encounter Bay Recreation Grounds a median refuge was installed.

Commentary: Construction works were completed in May 2021. This project received positive media coverage and was well received by the local community.



Events and Festivals Facilitation

Outcome: Complete

Description: Council continues its commitment to facilitating a number of events and festivals that contribute to economic development, tourism and community engagement.

Commentary: Round one of the festivals and events sponsorship program has been completed with \$37,000 funds allocated to support the following events:

- SA Viking Festival, 3-4 October 2020
- Beachside Markets in Ocean Street
- Scouts Victor Harbor 110 year celebrations, 22 November 2020
- Rotary Victor Harbor Christmas Festival, 7-13 December 2020
- Rotary Art Show, 11-19 January 2021

Round two of the festivals and events program has been completed with \$10,500 cash and \$5,500 in-kind support allocated to support the following events:

- Heysen 105, 23-25 October 2021
- SA Viking Festival, 2-4 October 2021
- Fleurieu Fake Film Festival, 13-17 September 2021
- Bengali Festival, 9 October 2021

In terms of Council facilitated events, the New Year's Eve event was cancelled in response to COVID-19, however the midnight fireworks proceeded successfully. The 2020 Rock N Roll Festival was cancelled due to COVID-19 with funds redirected to alternative events including a Fringe on Tour performance on 28 February 2021 and Science Fair on 27 June 2021. The 2021 Tour Down Under event was cancelled in response to COVID-19. A total of \$14,000 from the Tour Down Under budget allocation was transferred of the Festivals and Events grants.

Floating Pontoon for Swimmers

Outcome: 30% Complete

Description: Potential placement of a floating pontoon for swimmers off the beach. Location to be determined as part of public consultation.

Commentary: Council is undertaking due diligence in relation to the viability of installing a floating pontoon. Data is being gathered from the Coast Protection Board, pontoon suppliers and insurers to assess the capital and ongoing maintenance costs, in order to make an informed decision about a pontoon's viability.

Southern Fleurieu Sport and Recreation Precinct

Outcome: Strategic direction changed

Description: Completion of feasibility study and preliminary designs and commencement of detailed designs.

Commentary: The project has progressed with a number of Elected Member workshops and key stakeholder engagement. A report was presented to Council in June 2021 where Council resolved to go to public consultation, subject to inclusion in the Long Term Financial Plan.

Library Wall Extensions

Outcome: Complete

Description: Feedback received during consultation on Library Services was overwhelming in regards to significant noise issues. The Community Meeting Room, IT Room and staff administration rooms have no internal ceiling which add to the overall noise level as well as causing heating and cooling challenges. The walls on these rooms will be extended to the ceiling to provide a sound barrier and reduce transference of noise to the main library space.

Commentary: The wall extensions in the Library's Community Meeting Room and IT Room have been completed.



ASPIRATION 1

WE ARE A CARING, CONNECTED AND ACTIVE COMMUNITY

OTHER HIGHLIGHTS AND ACTIVITIES

Caring Neighbourhood Program



The Council's Caring Neighbourhood Program helps bring people together who need support to do so. It centres around a group of volunteers who extend friendship and support to people who are socially isolated from their community as a result of age related issues.

The program is coordinated by Council and receives funding support from the Australian Government Department of Health. Council staff work closely with the highly valued team of 50 volunteers to deliver individual support and a range of group activities. In 2020/21 these volunteers supported 160 socially isolated older people, providing 9,631 hours of connection and companionship.

Community Grants

The City of Victor Harbor offers a Community Grants Program that assists not for profit community groups and organisations in the planning, coordination and provision of community services to improve the quality of life, independence and wellbeing of people within Victor Harbor.

In 2020/21 four community groups received funding including:

- **Openlight Community Garden Victor Harbor** - \$872 towards the purchase of a poly house for propagating seedlings
- **South Coast Choral and Arts Society Band** - \$500 towards the cost of using three pieces of music in performances
- **Southern Fleurieu Riding for the Disabled** - \$550 for the purchase of a colour printer to assist with administration of client and volunteer information.
- **Victor Harbor Mens Shed** - \$354 for an equipment upgrade to the metal workshop

Dog and Cat Management



The City of Victor Harbor has 3,441 dogs and 964 cats registered. Council's Public Safety Team responded to 69 requests for dogs wandering at large, investigated 22 reports of dog attacks, 35 barking dog complaints and 37 cat requests.

The team also collaborated with the Victor Harbor High School (pictured) to deliver a new shelter at the Dog Park which is highly valued by the many users of the facility.

Disability Access and Inclusion Plan



The City of Victor Harbor recognises the importance of an inclusive community, a community that not only accepts but embraces diversity. Council endorsed the Disability Access and Inclusion Plan 2020-2024 in October 2020. The Plan was developed based on feedback from community and with advice from the Disability Access and Inclusion Advisory Committee. It will support the City of Victor Harbor to understand and take into consideration the needs of people living with a disability.

Access and equity forms part of all of our decision making and planning processes. The Disability Access and Inclusion Plan sets the Council's commitment to doing what it can to ensure access and equity for all and ensuring that Victor Harbor is a welcoming place.

One of the responsibilities of local government is to ensure that all members of our community have the right to be included, participate, have access to services and products and are able to be included in decision making. This is regardless of ability. The purpose of this plan is to provide an integrated, whole of Council approach to strengthen inclusion and access for all. The plan provides a guide to how we will act to support and promote access and inclusion for members of our community and for those visiting our beautiful city.

Support for our Clubs and Organisations

In 2020/21, the STARCLUB Field Officer Program delivered 11 workshops for sporting clubs and associations including:

- Sport and recreation forums in Victor Harbor
- A club strategic planning session
- Child Safe Officer course
- Essentials for Coaching Children course
- Club development webinars (Volunteering, grants, attracting players, setting goals, risk management)
- Sustainable trails workshop for volunteers.

Promoting our Community Services



The community services provided by the City of Victor Harbor are highly valued by those who use them. To further promote the services, members of the community services team got out and about to share information about the programs that are offered, and answered questions from people wanting to find out more.

Immunisation Program

The City of Victor Harbor facilitates the school based immunisation program within our district which provides vaccines for students. Immunisation vaccines are provided to Year 8 and Year 10 students from the Victor Harbor High School, Investigator College and Encounter Lutheran College. In 2020/21, 663 students received 1,010 vaccines.



ASPIRATION 2

WE HAVE A CULTURE OF INNOVATION, COLLABORATION AND CREATIVITY

STRATEGIC CONTEXT

To see our community prosper and flourish, there is a need to embrace new ideas and technology to create opportunities. There is potential to use the creativity within Victor Harbor to enhance our city's vibrancy at the same time as expanding our local economy.

The council understands the importance of providing the right conditions for individuals and the community to prosper, and recognises the importance of collaboration with all levels of government, regional bodies, private sector and the wider community to achieve this.

Art in all forms has the capacity to enrich people's lives and contribute to creating a strong, healthy and connected community.

The increasing emergence of arts and cultural activity in Victor Harbor has provided important social and economic benefits to the city. There is an opportunity to develop this further.

ONGOING ACTIVITIES

Library; Arts and cultural program; Coral Street Art Space; Victa Cinema; Public art and monuments; Citizenship; Representative appointments; Local and regional partnerships.

2020/21 KEY PLANNED ACTIVITIES

Business Victor Harbor Partnership

Outcome: Complete

Description: To assist Business Victor Harbor enhance its ability to support the local business community, Council will provide funding to enable the appointment of an Executive Officer.

Commentary: Funds have been provided to Business Victor Harbor following evidence of governance support documents and a business plan for the organisation. Regular meetings have occurred between Business Victor Harbor executives and Council in order to support this partnership.

Arts and Culture Centre

Outcome: 70% Complete

Description: Council is committed to increasing its focus on art and cultural activities. This will be achieved by progressing detailed design for an Arts and Culture Centre incorporating the existing Town Hall and Coral Street Art Space, and undertaking some repairs to the Victa Cinema.

Commentary: ARM Architecture has been engaged to progress the conceptual designs of the Arts and Culture Centre. A number of workshops with Elected Members and ARM Architecture have taken place. Community consultation has occurred on the updated concept designs, draft business model, and economic analysis with the findings were tabled at the July 2021 Council meeting. It is expected the concept design will be finalised in the second half of 2021. It is expected detailed design and specifications for the project will be undertaken in future financial years.

OTHER HIGHLIGHTS AND ACTIVITIES

Public Art Projects



Public art not only showcases impressive artistic talents but it creates interesting and vibrant public spaces. In 2020/21 the Council commenced the Bay Road Mosaic project which will see a 36 metre mosaic mural depicting the strong cultural connections the Ngarrindjeri and Ramindjeri have to Muwerang (Inman River and Kent Reserve). Local Ngarrindjeri artist Cedric Varcoe and mosaic artist Mike Tye will work with a number of community members to create the mosaic tiles that will be installed along Bay Road. The Council secured \$25,000 funding from Country Arts SA through the Federal Government's Community Grants program to assist with funding of the project. Local community member, Jann Aldridge also generously donated \$1,000 towards the project. During the year Council also commissioned a piece of public art from local artist Matt Turley for the newly developed Railway Plaza. Titled Connection, the work explores the notion of individual entities, unique in their own design and purpose, coming together, connecting, to create something greater. It forms a sense of place, while remaining true to the history that inspired its design. Council's Arts and Culture Advisory Group, who selected the work through a competitive commissioning process, found the scale of the work to be impressive and felt it would be informative to a broad range of visitors.

Connection presents multiple opportunities for interaction from children, to those looking for a great photo opportunity. Matt Turley also created the artwork on the historic Whalers Well at The Bluff which was installed during the year.

Victa Cinema



During 2020/21 the Council purchased the iconic Victa Cinema. The cinema purchase formed part of the Council's vision to reactivate the town centre and establish Victor Harbor as a regional arts and culture destination. The Council consider an Arts and Cultural Centre will assist to cultivate arts and cultural activity by providing a hub for local artists, groups and the broader community to meet, work, exhibit, collaborate and learn.

The cinema was incorporated into the initial Arts and Cultural Centre proposal, expanding the facility's footprint beyond the Town Hall and Old Library buildings (now the Coral Street Art Space) in Coral Street. Including the cinema into the overall footprint of the Arts and Cultural Centre helps address community concerns with the potential to expand its use as a live performance space and take advantage of the existing tiered seating. The purchase of the cinema also ensures the highly-valued facility remains a key part of the town's entertainment offerings. The Council purchased the cinema business and freehold title for \$1.6 million in October 2020.



ASPIRATION 2

WE HAVE A CULTURE OF INNOVATION, COLLABORATION AND CREATIVITY

Mayor's Short Story Competition



Each year the Mayor's Short Story Competition showcases the talents of young writers from across the region. It is an initiative delivered by the three Fleurieu councils – Alexandrina Council, District Council of Yankalilla and City of Victor Harbor. The 2020 competition saw 460 entries from the City of Victor Harbor council area. City of Victor Harbor winners included:

- **Reception to Year 2:** Luke Greasley (Investigator College) and Ruby Whiteway (Victor Harbor R-7 School)
- **Year 3 to Year 4:** Alex Thompson (Victor Harbor R-7 School) and Jasper Wegener (Encounter Lutheran College)
- **Year 5 to Year 7:** Lily Milosevic (Encounter Lutheran College)
- **Year 8 to Year 10:** Angie Val (Victor Harbor High School)
- **Overall Winner:** Lily Milosevic (Encounter Lutheran College)

Tech Savvy Seniors Program

The City of Victor Harbor's Library offers seniors free technology training to launch them into the online world. The carefully designed training program takes seniors through comfortably paced sessions which cover a range of digital tasks including how to use an

iPad, navigate social media, shop online and access online government services and banking facilities. From October 2020 to June 2021 Library staff delivered 25 training sessions attended by 105 seniors. The program aims to increase the confidence and skills of local seniors to become more connected in our increasingly digital world.

Citizenship Ceremonies



The City of Victor Harbor conducts citizenship ceremonies on behalf of the Federal Government for local residents. The Council's role to welcome new citizens is one we highly value and enjoy.

Citizenship ceremonies are special events that fulfil requirements under Australian citizenship law. They also provide an opportunity to welcome new citizens to our community.

The ceremonies are undertaken by the Mayor and generally held in the Council Chambers with the exception of Australia Day where the ceremony takes place as part of the community celebration event.

In 2020/21 the City of Victor Harbor held three citizenship ceremonies welcoming 12 new citizens from a diverse range of countries including the United Kingdom, Philippines, Indonesia, Hungary, India, Germany and China.



Work underway on the Bay Road Mosaic Mural



ASPIRATION 3

WE MANAGE GROWTH AND CHANGE RESPONSIBLY

STRATEGIC CONTEXT

Victor Harbor and its surrounds is growing, with the population set to increase from 15,465 to 17,900 by 2031. This growth will have implications for the provision of services and infrastructure, as well as how we protect our environment, heritage, lifestyle and sense of community. All of which are highly valued and integral to our city's appeal.

Population growth in neighbouring councils will also impact on the City of Victor Harbor which has firmly established itself as the service centre for the region. Appropriate planning will assist to maintain this position, at the same time as preserving the attributes of our city that we most value.

The Victor Harbor economy is heavily reliant upon the income derived from tourism. This income is largely seasonal, providing a challenge for some local businesses to manage revenue fluctuations. There is potential for this sector of the economy to be developed, as well as opportunities to see the growth in other sectors such as aged care, agriculture, building and construction and manufacturing.

ONGOING ACTIVITIES

Economic development; Horse Drawn Tram; Visitor Information Centre and South Australian Whale Centre; Destination marketing; History recording and preservation; Local history collection; Building assessment and inspection; Development assessment; Land use planning.

2020 / 21 KEY PLANNED ACTIVITIES

Railway Plaza Upgrade

Outcome: 95% Complete

Description: The redevelopment of the Railway Plaza is marked to showcase Victor Harbor's heritage listed buildings and Moreton Bay fig trees within a vibrant, high-use and accessible community space that can transform to host major festivals and events alongside Warland Reserve. The development will also result in a much needed stormwater upgrade for the area.

Commentary: SGP Civil was awarded the contract to undertake the construction works and works commenced on site in September 2020. The project is practically complete with minor defects and omissions being undertaken within the defects liability period. The 2021 WhaleFest event was held within Railway Plaza in June, showcasing the new public space

Mountain Bike Strategy

Outcome: 75% Complete

Description: Preparation of a plan to set the strategic direction for the development of mountain bike trails and networks within the Council area.

Commentary: The first phase of community engagement was complete in April 2021. A summary of the consultation and the initial findings from consultants, Tourism Recreation Conservation, was presented to Council before work commenced on the development of the strategy. The findings of the strategy was presented to Council via an informal gathering on 9 August 2021 before the final stage of consultation was undertaken. This project was delayed due to consultant availability due to interstate travel and COVID-19 restrictions.

Victor Harbor Place Brand and Investment Attraction Project

Outcome: 50% complete

Description: This project involves the continuation of a three stage review of the place brand to grow adoption and participation by both businesses and the community. It will involve web and social media platform, stakeholder workshops, brand ambassadors and promotional materials.

Commentary: As an outcome of the Economic Development Strategy the Council has been working in partnership with Business Victor Harbor on the re design of the Victor Harbor destination brand. The Council have engaged the services of NATION a South Australian based marketing agency to work with the Council and Business Victor Harbor on the branding project. The project has progressed to the phase where artistic elements of the brand are being developed, informed by previous community engagements and workshoping of community leaders.

Grant funding to support the design of an investment attraction strategy has been sought through the Building Better Regions Fund (Federal Government). The intent is that the investment attraction strategy will be developed in partnership with Business Victor Harbor.

McKinlay Street Car Park

Outcome: Complete

Description: Demolition of house and provision of additional off street parking.

Commentary: Demolition of the house was undertaken in September 2020 and the site was then sealed to be used as a temporary car park. The space has provided an additional 15 spaces within the McKinlay Street Car Parking Precinct.





ASPIRATION 3

WE MANAGE GROWTH AND CHANGE RESPONSIBLY

OTHER HIGHLIGHTS AND ACTIVITIES

Supporting our business community



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

The Business Support Grants were one of the many measures adopted by Council to support its community to 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.

Applications were received across a number of business types including restaurants and cafes, health and beauty services, transport and logistics, tourism and retail.

Projects funded under the program have 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.

Ocean Street business, All Sweets and Treats, were one of the successful grant recipients. Owner and operator, Justin Thompson said he was grateful to receive the financial support from Council.

“The funds will be used for developing a website and online store allowing us to serve more customers, not just those that walk into the shop,” said Mr Thompson.

“We have a very small floor space, meaning that we quickly exceed the density restrictions that have been in place. The new website will allow us to diversify our business ensuring that we can get through this challenging time and thrive on the other side.”

Setting an economic vision for Victor Harbor

A bold Economic Development Strategy was adopted by Council in October 2020. The new strategy, spanning over 10 years, aims to provide Victor Harbor with a blue print to achieve a sustainable future economy. Centred around four economic pillars and eight principles for change, the plan sets out a clear strategic direction aimed at generating economic opportunity.

Victor Harbor is in a great position to generate sustainable economic activity. We are set in a stunning coastal location that offers a highly desirable lifestyle within close proximity to Adelaide. This plan is about capitalising on these strengths to thrust our city forward and position the region as a place of choice to live, work, visit and invest in.

The plan identifies opportunities to achieve this through targeted investment attraction, key infrastructure delivery and improved educational partnerships.

The future economy forecast will see the emergence of a broader range of industry sectors, increased

levels of economic self-reliance, a balanced year-round economy and recognition of Victor Harbor as a forward thinking community.

The Strategy was developed over the past year with significant input from local businesses, industry and community. It is accompanied by a action plan including indicative budget, Council’s role, and specific measures of success.

Regional Study Hub Business Case

The retention of 18-24 year olds within the community is a challenge that all Fleurieu councils have faced over the years, with many young people finishing school and moving outside of the district for higher education or employment opportunities. There are currently no major university or tertiary education campus’ located in the Fleurieu region. In fact, Victor Harbor has a significantly under-utilised TAFE campus.

The Council has been focusing on attracting a regional university and improving pre-vocational training opportunities within the Victor Harbor and Fleurieu region.

In order to identify the best study hub model for our region and to assist with future grant funding application, the Council has partnered with Regional Development Australia – Adelaide Hills, Fleurieu and Kangaroo Island and neighbouring councils to develop a business case. Regional Development Australia – Adelaide Hills, Fleurieu and Kangaroo Island engaged ISC Consulting Group to undertake research and complete the business case for the Regional University Centre.

The business case is complete and will be submitted along with other supporting information to the Australian Government Department for Education, Skills and Employment for consideration.

Throughout this process engagement has been occurring with key stakeholders and the steering committee which includes the City of Victor Harbor Mayor and CEO has been meeting.

Throughout May and June visits were made to two Regional University Centres (Murry River Study Hub and Barossa Campus) and potential local campus sites.

Next steps include finalising a governance structure, assessing the proposal for a shared administration model, and prioritising preferred location (with backup sites).

Re-shaping our visitor services



The City of Victor Harbor commenced a transformation of the way it delivers its visitor services. The transformation includes consolidating the Visitor Information Centre (VIC) and SA Whale Centre, and increasing digital marketing to attract visitors.

Each year around 1.2 million visitors come to Victor Harbor, injecting \$153 million into the local economy. The VIC and SA Whale Centre each currently service around 5% of these visitors, with the vast majority of tourists using digital platforms for tourism information and local experiences.

While face-to-face visitor information services will remain an important offering, combining the two centres provides the opportunity for more resources to be channeled into the development of online tourism platforms that will service a larger percentage of visitors and also assist in boosting visitation to Victor Harbor.

The consolidation is also expected to save the City of Victor Harbor up to \$150,000 per annum, and will support the recruitment of a digital marketing officer to drive a new destination marketing strategy for Victor Harbor.

The City of Victor Harbor is unique in the fact that it is responsible for tourism assets like the SA Whale Centre and VIC, and is the owner of the iconic Victor Harbor Horse Tram. Council understands that these services are really important to our local community and our tourism economy, and that we have a responsibility to ensure these services are efficiently operated and they continue to meet the changing needs of visitors who frequent our region.

There is significant research that shows a clear shift in consumer behaviour with visitors increasingly using online and digital technology to inform travel choices, plan trips and source information while at their destination. We want to play a greater role in influencing people to travel to Victor Harbor through this work.

The Council knows it has work to do in this space and this has been a key motivation for our decision to change how we deliver visitor services.

While the Railway Goods Shed is being renovated to cater the new Visitor Centre, visitor services have been operating out of Coral Street Art Space. The Council has been working closely with the team of volunteers and local tourism businesses to deliver the transition.



Transition to SA's new planning system

South Australia's planning system has undergone its biggest reform in 20 years. In 2016 the SA Government passed the Planning, Development and Infrastructure (PDI) Act 2016 to replace the Development Act 1993. The rollout occurred in stages with one of the most significant aspects implemented during 2020/21 – the new Planning and Design Code. The Code is essentially a new 'rule book' for all development in the Council area (and South Australia). It applies new development rules and zoning throughout the Council area and replaced the City of Victor Harbor Development Plan.

A significant amount of preparation and training was required to transition to the new system which went live on 19 March 2021.

While also supporting the transition to the new planning system, the Council's Planning Team assessed more than 750 development applications worth \$154.3 million.



Highlighting Indigenous history and culture

During 2020/21 a number of events were held to highlight local Indigenous culture. A traditional welcoming of the whales and smoking ceremony was held at the new amphitheatre at Soldiers' Memorial Gardens. Locals Mark Koolmatrerie and Cedric Varcoe performed the welcoming ceremony with Ngarrindjeri and Ramindjeri Elders present.

NAIDOC Celebrations were also held in Victor Harbor with a town march and celebratory event held on 30 June 2021. MIPAAC (Miwi-inyeri Pelepi-ambi Aboriginal Corporation) hosted the town march with support from the City of Victor Harbor. Following the town march, family friendly festivities were held at the Soldier's Memorial Gardens including a Welcome to Country and flag raising, a smoking ceremony, Aboriginal art activities for kids, nature play activities, face painting, didgeridoo entertainment and a free barbecue lunch.

The theme for NAIDOC Week in 2021 was Heal Country, Heal Our Nation, which encourages us to recognise Indigenous cultural knowledge and understanding of Country as a significant part of our region's heritage. The Healing Country theme acknowledges the need for greater management, involvement, and empowerment by Indigenous peoples over country. It promotes equality for the culture and values of Aboriginal peoples and Torres Strait Islanders.

NAIDOC is celebrated by Australians from all walks of life and presents a great opportunity to learn, connect and support local Aboriginal and Torres Strait Islander communities.

During NAIDOC Week itself, the Victa Cinema was hosting a special documentary screening of My Name is Gulpilil, depicting the life and work of David Gulpilil, an Indigenous actor and icon of Australian cinema.



ASPIRATION 4

WE PROTECT OUR ENVIRONMENT

STRATEGIC CONTEXT

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, 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.

Our planning aims to preserve all of the things we value about our environment, at the same time as putting measures in place to address the challenges that face us in the future. Urban growth will place pressure on the natural environment, as well as the general landscape and built form character.

Our changing climate will result in warmer and drier conditions, more frequent extreme weather events, and higher sea levels. A better understanding of both climate variability and climate change will mean the community can better manage the adverse impacts and take advantage of any opportunities that arise.

ONGOING ACTIVITIES

Animal, pest and plant control; Coastal protection; Environmental management; Foreshore maintenance; Climate adaptation planning; Tree planting and maintenance; Waste management.

2020/21 KEY PLANNED ACTIVITIES

Hayward Court Beach Access
Outcome: Complete
Description: Completion of the beach access stairs at Hayward Court in Hayborough.
Commentary: This project was complete in July 2021.

Victor Harbor Coastal Management Study Review
Outcome: 70% Complete
Description: In 2013 the Victor Harbor Coastal Management Strategy was prepared in response to community concerns about the impact of storm damage of the section of the coast between Policeman Point and The Bluff Boat Ramp. A recommendation within the study was that this be reviewed after five years.
Commentary: The review is well underway and being delivered by Integrated Coasts. Two of three community engagement phases have taken place with the third phase expected to occur in September 2021. Elected Member workshops have been held at all stages of this project. It is anticipated this project will be complete in October 2021.



Inman River mouth



ASPIRATION 4

WE PROTECT OUR ENVIRONMENT

OTHER HIGHLIGHTS AND ACTIVITIES

Using recycled water to look after our parks



Water management is an important issue. Council implements a number of strategies to conserve water resources and protect water quality. Water Sensitive Urban Design principles are applied within our streetscape upgrades and recycled water is used for irrigation of our parks and reserves where possible to help reduce reliance on mains water. In 2020/21, the Council used 18000 kL of recycled water for irrigation of local parks and reserves, which is around 35% of Council's irrigation needs. This is expected to increase in future years as Council works to extend the current recycled water system to additional reserves. In addition to this, Council also uses around 1000 kL of groundwater at Soldiers' Memorial Gardens which contributes around 25% of the total water used to irrigate this high profile coastal reserve.

Climate Ready Communities Project

The Climate Ready Communities project aimed to educate and inspire people to better understand the hazard and risks they are facing and how climate change will amplify these in ways that demand urgent and sustained personal and community action to build resilience.

The project was funded by the Commonwealth Department of Home Affairs and the SA Government, and facilitated by the Red Cross. The City of Victor Harbor was a partner in the project through its membership of the Resilient Hills and Coasts Climate Change Adaptation Group.

Through the program community members were trained and equipped to initiate action, both individually and as collectives, in their community to increase climate preparedness and resilience.

The project provided a platform for engagement, learning and connection for those in the community who are concerned about climate change, disaster resilience, what actions they can take to prepare and how to talk about this to other people. The Climate Ready Champions built resilience in their communities in a way that fit with their existing lifestyle, often focusing on household preparedness, as self-directed volunteers with support from Red Cross and Council partners.

Ten of the project participants either live or work in the City of Victor Harbor Council area.

Where We Build What We Build

As natural hazards intensify, living expenses like energy, mortgages and insurance will get more expensive for climate vulnerable homes – that is, homes that are in high-risk areas and have not been built to mitigate those risks.

The Where We Build What We Build project aims to encourage building or retrofitting of homes that are climate-ready, by demonstrating that the benefits of doing so outweigh the costs.

The Where We Build, What We Build project was undertaken in the Adelaide Hills and Fleurieu Peninsula region. One of the goals of the Adelaide Hills and Fleurieu Peninsula region is to remain liveable, affordable and resilient in the changing climate, by better managing climate risks.



The Where We Build What We Build Program provides a suite of comprehensive resources for members of the community to draw upon when renovating or building a new home.

The resources can be accessed via the City of Victor Harbor's website.

Council's garden trimmings help feed rhinos



The City of Victor Harbor has been working with Monarto Safari Park since late 2020 to supply useful cuttings of acacia that can be recycled as animal feed.

Acacia is a category of plant that grows in some of Victor Harbor's local parks and reserves. Some acacia plant species are invasive, so they are often removed by Council staff.

Certain species of acacia can make great feed for animals and contribute to healthy gut and immune systems, hence why staff from Monarto Safari Park regularly collect the trimmings and transport them back to the park where they can be enjoyed by animals.

Council maintains more than 300 parks, gardens and reserves within the City of Victor Harbor, meaning a significant amount of garden waste is collected through gardening activity. By providing suitable cuttings to Monarto Safari Park, Council can ensure the waste is being recycled and used to support these iconic species. The acacia trimmings are especially appreciated by giraffes and black rhinos like Induna (pictured)!

Monarto Safari Park has also partnered with local volunteer groups like CoastCare and Friends of the Hindmarsh River plus other councils to collect garden trimmings.

For residents who may have useful garden cuttings, Monarto Safari Park provides a free pruning service to residential properties that have healthy species of trees with no traces of poison. This includes willow, ash, elm, hibiscus, mirror bush, lucerne, carob, ficus, guava, acacia, she oak, poplar, and honey locust trees.

Collaborating with volunteers to protect and enhance our environment

The Council supports a number of different volunteer groups who help to look after our local environment. The work of these volunteer groups is highly valued and helps keep Victor Harbor looking great.

Victor Harbor CoastCare is one of these groups, with 44 members volunteering hundreds of hours to protect and maintain our stunning coast. The Council offers an advisory and support role to the group who in the past year have undertaken projects at The Bluff, Franklin Parade, The Esplanade, Causeway, Bridge Point gardens, Hindmarsh River estuary area and around the Kings Beach viewing platform.



ASPIRATION 5

WE HAVE SERVICES AND INFRASTRUCTURE THAT MEET OUR COMMUNITY'S NEEDS

STRATEGIC CONTEXT

Our community considers infrastructure such as roads, footpaths, walking trails, bike paths and playgrounds important for quality of life. Access to health and community services is also highly important to the community. The average age of people in Victor Harbor is 58 years, with children aged 0-14 making up 13% of the population, while 39% are aged over 65. The type and level of services, infrastructure and housing required to support our ageing population is a key component of our planning. This is balanced against the needs of young families who are being drawn to the area through increasing capital investments in the four local schools.

Council owns and maintains a large range of assets including buildings, bridges, roads and open spaces. Management of existing and new assets can be increasingly challenging for council. For example, cost shifting for services and new legislative provisions from Federal and State governments to local government impacts on the Council's ability to provide services and facilities.

Council has long been advocating for improved transport networks, particularly enhancing the Victor Harbor to Adelaide Road. This section of road is highly important to the local Victor Harbor economy, as a major commuter, tourist and freight route.

ONGOING ACTIVITIES

Disaster management; Community transport; Bus shelters; Construction and maintenance of bridges; Construction and maintenance of car parks; Construction and maintenance of footpaths and bicycle infrastructure; Construction and maintenance of roadway infrastructure; Traffic control and statutory signage; Septic tank approval and inspection; Private works; Street and public lighting; Street signage; Drainage infrastructure and stormwater management; Cemeteries; Playgrounds; Parks, gardens and reserves; Sport and recreation facilities; Boat ramps; Public conveniences.

2020/21 KEY PLANNED ACTIVITIES

Bluff Boat Ramp Public Toilets
Outcome: Strategic direction changed
Description: New public toilet facilities at The Bluff Boat Ramp.
Commentary: Community consultation was undertaken on an initial concept plan for public toilets near The Bluff boat ramp. A report outlining the consultation process and feedback was presented to Council and a decision was made to investigate alternative options. It is anticipated a report will be presented to early in the new financial year to consider future options for public toilets in the vicinity of the boat ramp.

Franklin Parade Shared Pathway (Encounter Bikeway)
Outcome: Complete
Description: The existing pathway along Franklin Parade, from Kent Reserve to the Bluff Boat Ramp will be resurfaced and where possible widened to 3.5 metres to make it safer for pedestrians and cyclists.
Commentary: The section of the Encounter Bikeway, which runs along Franklin Parade from Kent Reserve, is one of the most popular areas of the bikeway. During the development of the Victor Harbor Bicycle Strategy, this section of the bikeway received far more comments than any other. Comments related to the bikeway being too narrow and rough, as well as being an area of conflict between pedestrians and cyclists. As a result an action within the Bicycle Strategy was to upgrade the pathway between Kent Reserve and The Bluff. The budget allocation for this project is for stage one of this project with works being undertaken from Kent Reserve to just before Oakham Street. Widening of the path, asphaltting and upgrade of kerb ramps has been completed. A revegetation program on the sea side of the path was completed in early June 2021 using native plant species.

Webcam and CCTV at the Bluff Boat Ramp
Outcome: Complete
Description: To allow online access of boat ramp conditions and deter vandalism.
Commentary: The web cam and CCTV has been installed at the Bluff Boat Ramp to assist boat ramp users to check conditions from a mobile device or computer at any time. The live feed of the web cameras can be accessed via the City of Victor Harbor's website. The web cameras have been promoted to the community via Council's social media, website, e-newsletter and other opportunities.

Kent Reserve Gym Equipment
Outcome: Complete
Description: Installation of new outdoor gym equipment at Kent Reserve.
Commentary: The new gym equipment has been installed at Kent Reserve.

Urban Stormwater Master Plan
Outcome: Stage 1 Complete
Description: Continue the development of the Urban Stormwater Master Plan.
Commentary: This project will be undertaken over two years. The Stormwater Management Authority (SMA) is co-funder of this project, and is also the approving body for the final master plan. The requirement for additional modelling was identified by the SMA and Council has subsequently received additional grant funding from the SMA to cover the increased project scope. A community consultation process was undertaken during March and the resulting feedback will be used, along with other data and consultation with key agencies, to inform the development of the Stormwater Management Plan. Council is currently working with the SMA to refine the outcomes of the study.



Junior Scooter Park Design
Outcome: Complete
Description: Investigate suitable location and undertake design for a scooter park targeted at small children.
Commentary: A community engagement process was undertaken in March/April 2021 and included significant engagement with local young people. The consultation sought input into design elements and potential locations. A report was presented to Council for consideration following the consultation period and detailed design is progressing for the Victor Harbor Oval location. Design is expected to be complete within the first quarter of 2021/22.



ASPIRATION 5

WE HAVE SERVICES AND INFRASTRUCTURE THAT MEET OUR COMMUNITY'S NEEDS

Waggon Road Safety Improvements

Outcome: Stage 1 Complete

Description: This will be undertaken over two years. It involves shoulder construction, improved drainage, increasing the roadway at bends, improved signage, line marking, installation of guard rails and roadside vegetation removal

Commentary: The design component of this project has been awarded to Wallbridge Gilbert Aztec (WGA) who have undertaken survey, geotechnical investigations and commenced detailed design. Native vegetation hazards are currently being assessed.

Railway Goods Shed Redevelopment

Outcome: 70% Complete

Description: Installation of a lift within the SA Whale Centre to provide access for all, as well as installation of air-conditioning.

Commentary: Major buildings works to the Railway Goods Shed are currently underway and will support the transition of visitor services to a consolidated model. A significant portion of the building works will see critical aspects of the building upgraded, including access, fire safety, heating and cooling and bathroom facilities while allowing for modern delivery of visitor services. A supply/manufacture delay for the lift has resulted in completion of the building works being delayed.

Horse Stables and Staff Amenities

Outcome: 30% Complete

Description: Construction of a facility at Canton Place to provide stables, staff amenities, storage and wash down areas for use by the Victor Harbor Horse Tram Authority. This will improve stabling conditions and ability to care for sick or injured horses including veterinary services.

Commentary: A procurement process was undertaken in early 2021 however there were no respondents. A second tender process received one response. A workshop was held with Elected Members in June 2021 to update on budget and project scope. The project will continue in 2021/22.



George T Fisher Playground (Stage Two)

Outcome: Complete

Description: George T Fisher Playground, located on the Foreshore adjacent Flinders Parade, is Victor Harbor's premier regional playground, attracting children and families for generations. The redevelopment of the playground has been long overdue (last upgraded in 2002), with the upgrade split over two financial years. Stage 1 was completed in 2018/19 with funding received from the Open Space Grants Program. The completion of Stage 1 has been met with enormous community support and positive feedback. Stage 2 will complete the project to rejuvenate this playspace including a mounded play area with slides and climbers, and a pathway connection through to the foreshore, defining the edge of the Soldiers Memorial Gardens.

Commentary: Stage Two of the George T Fisher Nature Playground redevelopment is complete and open for use. The Council was fortunate to receive \$100,000 contribution through the SA Government's Places for People grant program.

OTHER HIGHLIGHTS AND ACTIVITIES

Multi-purpose Boating Facilities Business Case



The existing Bluff Boat Ramp in Encounter Bay has reached capacity for recreational boating, Sea Rescue and commercial boating activities. The Council has been considering options for increasing capacity at the existing ramp at Encounter Bay, however its Boating Facilities Working Group recommended to focus on the development of Eastern Beach so that it could be shovel ready for future grant funding opportunities.

To optimise the value gained from any investment in a boat landing facility it would need to be multi-purpose, providing multi-vessel launching options including recreational boating, commercial, sea rescue and emergency services.

Victor Harbor is also listed as a possible future destination and future port option for cruise ships. However, for this to occur infrastructure such as a boat landing facility would need to be introduced to enable tour providers to tender passengers to shore.

During 2020/21 a business case was prepared for Council's consideration and future direction. After seeking advice from the Boating Facilities Working Group the Council wrote to the South Australian Premier seeking Government support and funding to finalise an Environmental Impact Study for the proposed facility.

Community Services Review



Council regularly undertakes service reviews to ensure adherence to best practice and to deliver the most efficient outcomes for the community. The review included:

- An analysis of key Council initiatives and partnerships
- The role of Council in the system
- An evaluation of services and alternate service delivery models
- Recommendations to Council to achieve optimum delivery imperatives and opportunities for Community Services programs.

The review acknowledged that the Council's Community Services team provided valuable, quality services to the people of Victor Harbor and surrounding areas. Outcomes of the service review aim to increase social connectedness, youth leadership development and improved health and well-being. The team will be renamed Community Wellbeing and there will be an increased focus on a Collective Impact model with Council facilitating access to services as well as continuing to deliver a number of key programs including Caring Neighbourhood Program, Fleurieu Families and Youth Development.



ASPIRATION 6

WE ARE A FINANCIALLY SUSTAINABLE AND WELL-GOVERNED ORGANISATION

STRATEGIC CONTEXT

Victor Harbor has a community that is passionate about being involved in shaping the City's future. People embrace the opportunity to be a part of Council's decision making, and expect transparent and accountable government.

There is an expectation that the community will receive a high level of customer service, and that the council will continue its program of service reviews to identify efficiencies in operations.

To deliver the community's aspirations, the Council must ensure it is a financially sustainable, well-governed organisation. Innovative future planning and leadership is critical to sustainable outcomes and efficient operations.

ONGOING ACTIVITIES

Administration and finance; Advocate on behalf of the community; Asset management; Civic functions; Community information; Contract administration; Council elections; Council news and information; Human resources activities; Investment; Industrial relations; local data and statistical collection; Local governance; Local services contact; Maintainer of civic and community records; Policy and by-law management; Amusement and market licensor; Property leases and rentals; Provision and maintenance of plant & equipment resources; Rate levying and collection; Risk management; Statutory fees and charges; Strategic planning; Training facilitator and provider; Work health safety.

2020/21 KEY PLANNED ACTIVITIES

Rating Review

Outcome: Complete

Description: Council will conduct a rating review against legislative provisions to provide assess the best rating structure to provide equitable distribution and balanced application of taxation principles. This will allow for public consultation on a range of options to ensure that the system adequately addresses the need for fairness and administrative efficiency.

Commentary: UHY Haines Norton Chartered Accountants were engaged to facilitate the rating review. Elected Members had training to support them in the review process and have also participated in workshops. Public consultation on the Rating Review was undertaken between 25 March 2021 and 26 April 2021. Following the consultation period a report was presented to Elected Members for further consideration at the May 2021 Council Meeting. The Council resolved to retain its rating structure with no changes.



OTHER HIGHLIGHTS AND ACTIVITIES

Future proofing our business systems



Council's software system has been in use for 20 years and no longer meets the organisation's needs. As a result, Council has embarked on a significant project that will see the overhaul of our business systems to future proof our organisation.

The business system is referred to as a Local Government Enterprise Resource Planning system (LG ERP). It is the business software system that Council uses to manage its day to day business activities such as accounting, HR, payroll, procurement, project management, risk management, compliance, property and rates, records management, customer request and asset management. The current LG ERP has been in use for more than 20 years and no longer meets the needs of the organisation.

A significant amount of scoping and planning work was undertaken during 2020/21 to inform the future direction of the project. This included a comprehensive review of the current system against the needs of the organisation now and into the future.

At a Special Council meeting on 12 July, the Council committed to completing the project over a number of

financial years starting with a \$805,500 investment in 2021/22.

The new system will help achieve cost savings, process efficiencies and a superior customer experience.

Asset Management Plans and Long Term Financial Plan Review



During 2020/21 the Council commenced a significant review of its Asset Management Plans and Long Term Financial Plan. This body of work was undertaken over several months and included a number of Elected Member Workshops and community consultation.

The Asset Management Plans support the effective management of Council's assets and the review aimed to update the plans to reflect the Council's current priorities at the same time as reducing the number of plans from eight to three in order to address duplication and make them easier for the community to understand.

The Long Term Financial Plan was also updated to reflect the Council's current priorities and enhance the links between the Asset Management Plans, Community Plan and Annual Business Plans.



ASPIRATION 6

WE ARE A FINANCIALLY SUSTAINABLE AND WELL-GOVERNED ORGANISATION

Upgrade to staff amenities at the depot

New facilities were provided at the Council's depot to cater for both male and female employees. The upgrade was complete in March 2021 and local contractors were used to deliver the project.

Bronze Award for 2019/20 Annual Report

The Community Plan 2030 identifies improving reporting to the public on Council's performance as a priority. To assist in this process the City of Victor Harbor has been entering its Annual Report in the Australasian Reporting Awards, using the feedback to enhance this document.

Following the first year's entry, a significant overhaul of the Annual Report format was undertaken focusing on improving the document and making it easier for the community to read. Improvements included providing more background information about the Council area, increasing the reporting on achievements and significant projects, including profiles on Elected Members and summary sections that provide a brief overview for those that may not want to read the entire report.

The City of Victor Harbor was thrilled to receive a Bronze Award for the 2019/20 Annual Report. Further improvements have again been made to the 2020/21 Annual Report based on feedback received from the judging panel.

Enhancing our Asset Management and Reporting

The City of Victor Harbor's transition to a service-driven, best practice asset management system which is capable of meeting its long-term requirements towards the full scope of modern asset management and reporting was awarded during 2020/21. The project received a Merit Award in the Local Government Risk Services Award program which resulted in a \$5,000 prize to be invested back into risk and WHS initiatives.

Through the success of this project, Council is now able to search, filter and view its assets and service levels more productively, producing more efficient queries and reports over a wide range of service delivery areas from accounting, asset management and tracking daily works requests. Customer enquiries and requests can be addressed more efficiently due to the live data connection between the field and the office.

Council recognised the importance of being able to link and supply the data between the office and field, along with mobility for our field workers. Customer requests can now be addressed and prioritised in real time. Field workers are now more efficiently engaged on site without having to wait to return to the depot to collect critical information.

Through GIS visualisations time and cost-savings in the work scheduling process are realised, and stakeholders of all levels – irrespective of asset management knowledge – understand consequences of asset decision making according to life-cycle modelling of asset health into the future. This level of connectivity and transparency carries tangible and intangible benefits across Council, the community and the sector.



KEY FINANCIAL INDICATORS

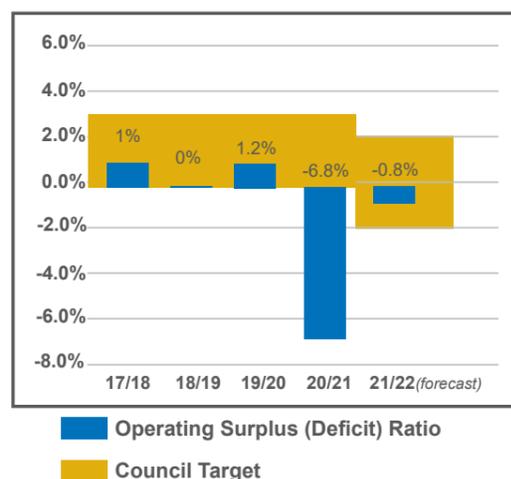
Financial indicators identify emerging trends and comparative information about Council's financial sustainability. Although indicators provide an assessment of financial performance and sustainability, they need to be interpreted in the context of Council's operating environment.

The following section provides an overview of the Council's performance against the three key financial indicators since 2017/18 including forecasts for 2021/22 based on the adopted budget. 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, however a deficit budget was adopted for 2020/21 due to no rate rise, COVID-19 relief packages and economic stimulus incentives.

Savings and adjustments throughout the year had Council heading for a surplus position until the identification of asbestos contaminated materials by the Fleurieu Regional Waste Authority required the recognition of a liability for remediation works equating to close to \$3.5 million.

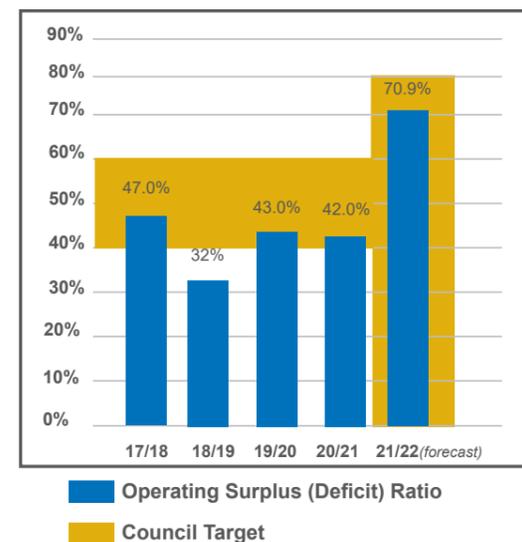


A Operating Deficit Ratio of 6.8% in 2020/21 is well below Council's target range for the reporting period (between 0% to 3% as identified in the 2020-2029 Long Term Financial Plan).

NET FINANCIAL LIABILITIES RATIO

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

Council's Net Financial Liability Ratio has been stable over the past few years with ratios within Council's target range of 40% to 60%, excluding a low in 2018/19 of 32%.



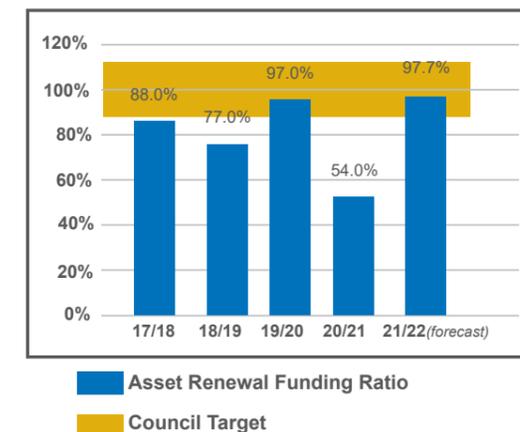
A Net Financial Liabilities Ratio of 42% in 2020/21 falls within Council's target range for the reporting period (40% to 60% as identified in the 2020-2029 Long Term Financial Plan).

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.

Completion of a number of projects was hampered by COVID-19 restrictions, contractor availability and material supply shortages. A number of projects were 95% complete as at 30 June but do not factor into this equation until fully completed.



Expenditure on completed capital renewal projects in 2020/21 was 54%, well below Council's target range for the reporting period (90% to 110% as identified in the 2020-2029 Long Term Financial Plan).

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.

2020/21 Highlights

Moira's highlights during the year included advocating for the development of a regional study hub on the Fleurieu Peninsula, and supporting the progression of an Arts and Culture Centre in Victor Harbor.

Committee and representative appointments

- CEO Performance Review Committee (Chair)
- City Activation and Strategic Planning Advisory Committee
- Southern and Hills Local Government Association
- South Australian Regional Organisation of Councils Committee
- Dog and Cat Management Board

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



COUNCILLOR BRAYDEN MANN

Having recently graduated, Councillor Brayden Mann now works locally as a Lawyer at Bartel & Hall Lawyers & Solicitors. As the City of Victor Harbor's youngest Elected Member, he continues to strive towards improving the lifestyle and opportunities for all who call Victor Harbor home, or their home away from home.

2020/21 Highlights

Brayden's highlight was collaborating with multiple levels of government, businesses and many local volunteers to enhance our Mainstreet, improve our premier playground, and provide new and lasting access to Granite Island. He is excited and hopeful to see the continued partnership of government, business and community to deliver a new Community, Recreation & Sporting Complex in the near future.

Committee and representative appointments

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



COUNCILLOR TIM GLAZBROOK

Councillor Glazbrook has been a resident of Victor Harbor for almost 50 years. After selling his automotive business, Tim found the time to represent the community and was elected to Council in 2014.

2020/21 Highlights

Tim's highpoints included Council's purchase of additional land from SA Water and the completion of the Railway Plaza upgrade. Both projects provide additional recreation opportunities for the community and will be enjoyed for many years to come.

Committee and representative appointments

- Audit Committee
- CEO Performance Review Committee
- City Activation and Strategic Planning Advisory Committee
- Hospital Advisory Council



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.

2020/21 Highlights

Bryan was pleased to see the response and efforts, often under duress, of the Elected Member group and Council staff to work through the challenges presented by COVID-19 – it showed a commitment to our community through the toughest of times. Another highlight for Bryan was seeing the delivery of the Railway Plaza upgrade.

Committee and representative appointments

- City Activation and Strategic Planning Advisory Committee
- Boating Facilities Working Group (Chair)
- Recreation and Sport Grant Working Group
- Fleurieu Regional Waste Authority Board Member

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. Nick currently works at Port Elliot Primary School as part of the wellbeing team and in student support. In addition to this, he is an owner in two small businesses, Planted Coffee House and Notam Development, giving him an appreciation for what it is to do business in his community.

2020/21 Highlights

Nick is proud of Council continuing to make investments that will set our community up for the future, with a great deal of work going into progressing a new recreation and sport complex to replace our dated and at capacity facility as well as plans to further arts and culture locally. He is also thankful for the resilience of our community through the unexpected experience that has been COVID-19.

Committee and representative appointments

- City Activation and Strategic Planning Advisory Committee (Chair)
- Recreation Centre Management Committee
- 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 and plant research, anatomy, and microscopy and microstructure analysis.

2020/21 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 (Chair)
- 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)
- Southern Communities' Transport Scheme Advisory Committee (Chair)
- Renewable Energy Working Group
- Festivals and Events Working Group
- Tree Assessment Panel
- Friends of the Victor Harbor Library Committee
- Murray Darling Association (Region 6)
- Australian Coastal Councils Association



COUNCILLOR PETER CHARLES

Councillor Peter Charles became an Elected Member at the City of Victor Harbor in 2014.

Peter tendered his resignation from Council on Monday, 9 August 2021.

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 of strategic business planner.

2020/21 Highlights

Carol's highlights from the year include seeing the completion of Council's Railway Plaza redevelopment and completion of the George T Fisher playground upgrade project. She was also glad to see significant progress on the Granite Island Causeway and Causeway Plaza upgrades.

Committee and representative appointments

- City Activation and Strategic Planning Advisory Committee
- Fleurieu Region Community Services Advisory Committee
- Victor Harbor Oval Planning 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.

2020/21 Highlights

David's highlight for the year was being involved in the Resilient Futures project to identify current and emerging impacts on the City of Victor Harbor from a variety of categories, and how Council will deal with them.

Committee and representative appointments

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



COUNCILLOR ANDREW ROBERTSON

Elected to Council in 2018, Councillor Andrew Robertson is committed to community development, smart local government, and improving the economy of Victor Harbor. He is an active member of the Country Fire Service, Victor Harbor Goolwa Sea Rescue Squadron, Rotary Club of Victor Harbor, Newland Memorial Uniting Church Council, Beefsteak and Burgundy Club, Fleurieu Beef Group, Goolwa Regatta Yacht Club, and the Bandicoot Recovery Project.

2020/21 Highlights

The development and adoption of a new Economic Development Strategy was one of Andrew's highlights from 2020/21. He was also proud to receive a Paul Harris Fellow Award from the Rotary Club of Victor Harbor for his community service.

Committee and representative appointments

- Agribusiness Reference Group
- Audit Committee
- Arts and Culture Working Group
- Heritage Advisory Committee (Chair)
- Economic Development Strategy Group (Chair)
- 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 2020/21 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.

MEETING ATTENDANCE

The City of Victor Harbor's Ordinary Council Meetings are held on the fourth Monday of the month from 5.30pm. During 2020/21, there were 12 Ordinary Meetings and five (5) Special Meetings.

Meeting attendance from 1 July to 30 June

Total number of meetings	17
Mayor Moira Jenkins	17
Cr Brayden Mann	15
Cr Tim Glazbrook	16
Cr Bryan Littlely	17
Cr Nick Hayles	15
Cr Marilyn Henderson	17
Cr Peter Charles	15
Cr Carol Schofield	17
Cr David Kemp	17
Cr Andrew Robertson	17



Councillor Tim Glazbrook (right) and Councillor Brayden Mann voting at a Council meeting

ELECTED MEMBERS

ELECTED MEMBER TRAINING AND DEVELOPMENT

The following is an outline of training and development activities that were undertaken by Elected Members during 2020/21.

Elected Member	Course / Training
Cr Robertson	Role of an Elected Member on a Council Assessment Panel
Cr Kemp	Role of an Elected Member on a Council Assessment Panel
Cr Henderson	The Planning and Design Code and Its Amendment
Cr Robertson	The Planning and Design Code and Its Amendment
Cr Kemp	The Planning and Design Code and Its Amendment
Mayor Jenkins	Executive Coaching
All Members	Espresso Shot (Team and Leadership Development)
Cr Henderson	Regional Planning and Joint Planning Boards
Cr Robertson	Regional Planning and Joint Planning Boards
Cr Henderson	Fleurieu Food and Wine Tourism Conference
Cr Henderson	Development Compliance and Complaint Management
Cr Robertson	Development Compliance and Complaint Management
Cr Kemp	Development Compliance and Complaint Management
Cr Henderson	Fleurieu Womens Community Awards 2021
Cr Schofield	Fleurieu Womens Community Awards 2021
Cr Henderson	ALGWA SA International Womens Day Dinner

Elected Member	Course / Training
Cr Schofield	ALGWA SA International Womens Day Dinner
Cr Henderson	Public Participation, Reviews and Appeals in the new Planning System
Cr Robertson	Public Participation, Reviews and Appeals in the new Planning System
Cr Kemp	Public Participation, Reviews and Appeals in the new Planning System
Cr Schofield	Coaching Session
Cr Mann	Coaching session
Cr Henderson	Women in Business Function
Cr Henderson	Councils and the Community Engagement Charter
Cr Robertson	Councils and the Community Engagement Charter
Cr Kemp	Councils and the Community Engagement Charter
Cr Schofield	Finniss Annual Dinner

ELECTED MEMBERS

TRAINING AND DEVELOPMENT

The following table is a record of Elected Member attendance at workshops during 2020/21.

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 (Closed) – McKinlay Street Car Park Precinct	6/07/2020	.	.	.	A
'Designated' Informal Gathering – City Activation & Strategic Planning Advisory Committee	7/07/2020	A	.	.
Informal Gathering - Monthly Council Briefing	13/07/2020	A	.	A	.	.	.
Informal Gathering - 2020/21 Draft Budget - Public Consultation Feedback	20/07/2020	.	A	.	A	.	.	A	.	.	.
Informal Gathering - Monthly Council Briefing	10/08/2020	A	.	.	A	A	.	A	.	.	.
'Designated' Informal Gathering (Closed) - 2020/21 Strategic Planning Program	17/08/2020	A	.	.	A	.	.	A	A	.	.
Informal Gathering - Monthly Council Briefing	14/09/2020	X	.	.	.
Elected Member Leadership Session	21/09/2020	X	.	.	.
Informal Gathering - Monthly Council Briefing	12/10/2020	A	A	.	.	A	.	X	.	.	.
'Designated' Informal Gathering (Closed) – Asset Management / Strategic Projects Planning	15/10/2020	.	.	.	A	.	.	X	A	.	.
'Designated' Informal Gathering (Closed) - Asset Management / Strategic Projects Planning	19/10/2020	.	.	.	A	.	.	X	.	.	.
'Other' Informal Gathering - Introduction to Rates	21/10/2020	.	A	.	A	A	.	X	.	.	.
Informal Gathering - Monthly Council Briefing	9/11/2020	.	A	A	X	.	.
'Designated' Informal Gathering (Closed) – Asset Management / Strategic Projects Planning	16/11/2020	.	.	.	A
Elected Member Training – Espresso Shot	7/12/2020	A	.
Informal Gathering - Monthly Council Briefing	11/01/2021	.	A	.	.	.	A
'Designated' Informal Gathering - Strategic Risk Register	13/01/2021	A	A	A
Informal Gathering - Monthly Council Briefing	8/02/2021
'Designated' Informal Gathering (Open) - Asset Management Plans & Long Term Financial Plan	10/02/2021	.	.	A	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 - Annual Business Plan & Budget Workshop #1	15/02/2021
Informal Gathering - Monthly Council Briefing	10/03/2021	A	.	.	.
'Designated' Informal Gathering - Annual Business Plan & Budget Workshop #2	15/03/2021	A	A
Informal Gathering – Long Term Financial Plan and Asset Management	29/03/2021	.	.	.	A
Informal Gathering - Monthly Council Briefing	12/04/2021	.	A	A	.	A	A
'Designated' Informal Gathering (Open) – Strategic Planning Program, Economic Development Strategy Action Plan, Victoria Cinema/Arts & Culture 2021/22 Business Plan	19/04/2021	.	A
Public Meeting Rating Review Consultation	22/04/2021	A	A	.	.	.
Informal Gathering - Monthly Council Briefing/Budget Workshop	10/05/2021	.	.	.	A	A	.	.	A	.	.
Informal Gathering – Budget Workshop	12/05/2021	.	.	.	A	.	.	.	A	.	.
'Designated' Informal Gathering – City Activation & Strategic Planning Advisory Committee	26/05/2021	.	A	.	A	A
Informal Gathering - Monthly Council Briefing	15/06/2021	.	A	.	.	A
'Designated' Informal Gathering (Closed) - Horse Tram Stables	17/06/2021	.	.	.	A	A	.	A	.	.	.

A - Apology
 • - Attended
 X - Cr Peter Charles suspended

OUR ORGANISATION



The City of Victor Harbor is a dynamic, driven and energetic organisation that is committed to delivering essential services and infrastructure to ensure our city remains a place of choice to live, work, visit and invest.

The Council's workforce is made up of high performing teams, and diversely talented, skilled and passionate individuals. Our workforce assists in the delivery of more than 100 services and programs that help to meet our community's needs.

Our team places our customers at the centre of everything we do. Focus on improving internal and external customer service has led to an enhanced experience. We strive to continually improve and adapt our service delivery to find efficiencies and enhance customer experience.

Our organisation embraces technology and actively looks to integrate this into our practices, at the same time as ensuring accessibility for our diverse community.

Cross-department collaboration is a key focus of the organisation, leveraging extensive skillsets across the organisation to not only deliver great outcomes but upskill and empower our workforce.

The following section provides information about our organisation structure, Senior Management Team, council staff, and our commitment to our workforce.



ORGANISATION STRUCTURE



SENIOR MANAGEMENT TEAM

The City of Victor Harbor is structured as four departments, led by a Senior Management Team:

- Office of the Chief Executive Officer
- Corporate and Customer Service
- Community and Development
- Environment and Infrastructure.

The Senior Management Team is comprised of the Chief Executive Officer, as well as three Directors and the Group Manager Governance and Finance who each have responsibility and accountability for the outputs of their departments.

Units within each department perform specific functions and collaborate with other areas across the organisation to deliver services and projects. In addition to capitalising on the breadth of expertise, it also assists to increase knowledge and enhance skills across the organisation.

SENIOR OFFICERS

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

- Chief Executive Officer;
- 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.

Profiles of the City of Victor Harbor's Senior Officers are provided on the following pages.



EXECUTIVE STAFF PROFILES



VICTORIA MACKIRDY
CHIEF EXECUTIVE OFFICER

Joined the Council in 2018.

I was proud to be appointed to the role of Chief Executive Officer for the City of Victor Harbor – the local government area that my family and I call home. Having worked in local government for more than 30 years, I continue to be inspired by the multi-disciplinary nature of Councils and the feats that can be achieved when such diversely skilled individuals and teams work in partnership towards a common goal.

I am accountable to the Council and the community for the implementation of all Council decisions, and for the overall management and leadership of the organisation. It is a privilege to lead a highly-skilled team of passionate professionals who continue to demonstrate a high level of commitment towards service delivery.

Collaborating with businesses, the community and government to achieve social, economic and environmental outcomes is one of my primary focuses, and this long-term approach is one that I believe can activate a real, constructive difference for people who live, work, visit and invest in our Council area.

Complementary to my role at Council, I am also the Deputy Chair of Regional Development Australia (RDA) Adelaide Hills, Fleurieu & Kangaroo Island; a proud Member of SA Leaders for Gender Equity; and a Board Director for Country Arts SA, Regional Arts Australia, and Local Government Professionals Australia.



GRAHAM PATHUIS
DIRECTOR COMMUNITY AND DEVELOPMENT

Joined the Council in 2009.

Over two decades of working in local government, I have developed a strong passion and deep understanding of the influence and importance of people – both in shaping our vibrant community, and driving our exceptional workforce.

As the City of Victor Harbor's Director of Community and Development, I am responsible for leading the city activation, planning, public safety, regulation, and community services teams. This diverse portfolio sees me coordinating long-term planning across a broad scope of initiatives – from the delivery of support programs, to events and education, to the design and use of space, to the provision of facilities and infrastructure.

Victor Harbor's characteristics present an abundance of opportunity for enjoyable, relational and stimulating experiences. The challenge is to apply an equitable approach that respects the need to balance cultural, social, economic and environmental values. I am privileged to work with a team of highly talented and experienced professionals who are equally committed to meeting this challenge.



KAREN ROKCINSKI
DIRECTOR CORPORATE AND CUSTOMER SERVICE

Joined the Council in 2019.

I commenced my career in local government seventeen years ago, and have since worked across a diverse range of portfolios, including environmental health and the regulatory services, civil construction and maintenance, recreation and open spaces, environmental strategy and sustainability, and community waste/wastewater management.

Now as the Director of Corporate and Customer Service, I bring extensive experience in risk management and process review to lead an exceptionally talented team of professionals across the Library, Customer Service, People and Culture, Information and Communications Technology, and Records departments.

I believe people are at the core of all progress, and I am passionate about driving long-lasting improvements through effective people management and change management. By thoughtfully exercising the skills of my team and applying a strategic lens to all opportunities, I aspire to increase efficiency and data accessibility at the City of Victor Harbor, with the ultimate goal of enhancing our service and outcomes to benefit the Victor Harbor community.



KATHY HAYTER
DIRECTOR ENVIRONMENT & INFRASTRUCTURE

Joined the Council in 2021.

I began working in local government in 2014, bringing formal qualifications in environmental science and extensive experience in both the private and public sectors. My career has seen me work across various disciplines, including science, arts, technology and community development.

Now as the City of Victor Harbor's Director of Environment and Infrastructure, I am fortunate to work with an outstanding team of diversely skilled professionals who are dedicated to delivering the best outcomes for the community. My portfolio combines both the natural and built environment, and I am responsible for leading the infrastructure, environment, property, recreation, construction, maintenance and open spaces teams.

Despite the complexities and challenges associated with preserving Victor Harbor's historically-rich and naturally beautiful features, the Environment and Infrastructure team is committed to sustainability and thoughtful engineering. I am passionate about working for and with our community to conserve Victor Harbor's wonderful natural assets whilst still planning and providing for the needs of our growing City.

COUNCIL EMPLOYEES



SNAPSHOT OF OUR WORKFORCE

131 full time and part time staff (equalling 106.77 FTE)

9.71 YEARS average length of service

78% of our workforce is permanent

8.34% staff turnover

Gender Profile **60%**  **40%** 

Age Profile **2%** <25 years old

42% 25-44 years old **56%** 45+ years old

ABOUT OUR WORKFORCE

The City of Victor Harbor is one of the city's major employers. At 30 June 2021 Council employed 131 staff equalling 106.77 full time equivalents (FTE).

Roles within the Council's organisation structure are diverse ranging from administration, civil services, economic development, planning and building, events, environment and recreation planning, plus many more. A list of the services Council provides is available on page 28 of this Annual Report.

Demographics

The majority of Council's employees are aged 45 years or older (56%), with 42% aged between 25 and 44 years and 2% under 25 years. Our employees have a diverse range of skills and qualifications including job obtained skills and qualifications at all levels.

The total workforce is made up of 60% females and 40% males, with 78% of the workforce permanent.

The staff turnover rate for 2020/21 was 8.34%.

Length of Service

As at 30 June 2021 the average length of service for City of Victor Harbor employees was 9.71 years.

The following service milestone were achieved and celebrated during the year.

10 Years

- Serena Arscott
- Hamish Lindsay
- Marie Hogg
- Petra Maringer

20 Years

- Ben Langdon (Service to Local Government)
- Scott Pearsons
- David Read

40 Years

- Brian Doman (Service to Local Government).

MEET SOME OF OUR TEAM



BEN POOLE

Team Leader, Library Customer Experience

A passion for helping others and a desire to work in a lively environment led Ben to joining the City of Victor Harbor Library team in 2013.

As part of Ben's role, he is responsible for leading an outstanding team of staff and volunteers, coordinating a range of diverse programs, and overseeing the Library operations.

"Ultimately, I help to ensure the Library is a welcoming, friendly and safe space for the community to enjoy."

One of the most rewarding aspects of Ben's role is being able to support the community. After all, public libraries are much more than a place for books.

"The Library is place where people can find information, learn how to navigate a website, play some scrabble, discover something new to read, get help with their smart devices, browse a newspaper or magazine, or simply relax in a pleasant environment."

He is fortunate to work with an equally passionate team who assist with the delivery of various interesting initiatives – from author talks and tech help sessions to 3D printing and chess games.

"There are so many wonderful things happening all the time. You are always doing yourself a favour by dropping into the Library."

Outside of work, Ben is a DIY artisan who can often be found woodworking at home.



LEE JEFFREY

Environmental Project Officer

Having first started working with the City of Victor Harbor more than two decades ago, Lee is a familiar face at Council and a valued team member with extensive knowledge in environmental management.

It was in 1998 when Lee first joined the Open Spaces team as a gardener, but her role has since developed and diversified to champion various biodiversity and conservation projects.

After being appointed as the Council's Environmental Project Officer in 2020, Lee has been able to split her office-based role with her role in the Open Spaces team – now working half of her hours indoors, and the other half outdoors.

"My passion is looking after Council's natural assets, and I love seeing the results of my work both inside and outside the office."

Some of Lee's key responsibilities include planning and fulfilling the revegetation program and maintaining Council's natural reserves.

She is also leading the implementation of Council's Environmental Management Plan, which guides the protection and enhancement of the local bionetwork.

"I'm a practical person, so being in the Environment and Infrastructure Department and working on projects that make a visible difference on the ground is really enjoyable for me."

In her time off work, Lee enjoys spending time with friends and family as well as walking in nature.

MEET SOME OF OUR TEAM



MALCOLM LINTERN

Group Leader, Operations

Malcolm first began working for the City of Victor Harbor in 1983, and has since contributed to a long list of projects and tasks – all which make a direct impact to the livability of our City.

As the Group Leader of Operations, Malcolm coordinates the ongoing upkeep of Victor Harbor's assets and infrastructure, and is responsible for managing members of the depot team.

"We look after the construction and maintenance of roads, footpaths, kerbs, stormwater systems, and more."

Malcolm's work is carried out in both urban and rural settings, which means every day is different and a range of unique challenges are faced.

"Our great variety of work means that no day is ever dull."

With almost four decades of experience at the City of Victor Harbor, Malcolm's extensive knowledge of the area and advanced technical skills make him a well-respected leader in the organisation.

He acknowledges his hardworking team for their collaborative efforts that always ensure a high standard of work is maintained to benefit the wider community.

"We have a good workforce that makes the City of Victor Harbor a great place to work."

On his weekends, Malcolm enjoys playing cricket and table tennis. He also likes to spend as much time as possible with his family and grandchildren.



BAILEY HUNKIN

ICT Trainee

Since joining the City of Victor Harbor in 2017 as ICT Trainee, Bailey's technical knowledge and problem-solving skills have been a valuable asset to Council.

"I coordinate and manage the IT Helpdesk system, which is where we receive requests for IT assistance, and I also manage the rollout of new computers and mobile phones to staff members."

Bailey's support to the ICT team has been especially appreciated throughout the pandemic, when staff have needed to adapt to new working environments.

"Sometimes my work varies from in-person support to remote support for external sites or when working from home during lockdowns."

"Being able to assist any and all of the staff in the organisation throughout any given day makes my job interesting and diverse."

"It means that I am able to build a good rapport with everyone which makes assisting them easier, and also makes my work enjoyable as the friendly staff are easy to get along with."

Bailey's work ethic has also been demonstrated in his ability to balance work with study. In May 2021, he graduated from a Diploma in Information Technology.

When not in the office, Bailey enjoys camping and exploring the outdoors. He can also be found gaming, both on screen and on tabletop, or enjoying a science fiction movie.

COUNCIL EMPLOYEES

TRAINEESHIPS AND APPRENTICESHIPS

Council supported 11 individuals in traineeship and apprenticeship opportunities in 2020/21 within eight 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.

INDUSTRIAL RELATIONS

There were no matters referred to the SA Industrial Relations Commission during 2020/21.

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.

WORK HEALTH AND SAFETY

In 2020/21, Council had four workers compensation claims amounting to 31 days lost time due to injury. This is compared to four workers compensation claims and 11 days lost time in the previous reporting year. The figures are above Council's targets for the period.

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 2020/21 was in the areas of leadership and management, incident response, reporting and investigation, hazard and injury management, first aid, mental health 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.



CITY OF VICTOR HARBOR STAFF RISE TO THE CHALLENGE

In 2020/21, six City of Victor Harbor employees took a leap out of their comfort zone to take part in the Local Government Management Challenge.

The Management Challenge is a sophisticated professional development exercise for local government employees that helps build leadership capacity, problem solving and team work. Staff from varying roles across the organisation formed a team that met each week over three months with mentors to develop strategic thinking, leadership, analytical, communication and team building skills. Preparation also included a pre-challenge task that looked at future workforce requirements for local government.

The program culminated with a Challenge Day at the Morphettville Racecourse where teams from councils across the South Australia come together to respond to and deal with a range of simulated situations which relate to various management themes specific to local government.



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.

In 2020/21 the City of Victor Harbor introduced a new role within the organisation of Volunteer Coordinator. This role centralises the coordination of volunteer administration and supports volunteer managers.

Volunteer Recognition

Generally, each year the City of Victor Harbor hosts two celebrations 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.

These events are held to coincide with International Volunteer Day (December) and National Volunteer Week (May/June). Due to the impact of COVID-19, these events did not go ahead in their traditional format in 2020/21. Instead smaller recognition functions were held for individual groups to thank them for the tireless contribution they make to our community.

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 2020/21 the Audit Committee met seven (7) times including its regularly quarterly meetings and three special meetings. 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
- Long Term Financial Plan
- Asset Management Plans
- Risk management and register
- Reviewing the Charter.

Audit Committee membership changed during the financial year. From July 2020 to November 2020 the

Committee was made up of three Elected Members – Cr Tim Glazbrook (Chair), Cr David Kemp and Cr Andrew Robertson – and two independent members – David Papa and Claudia Goldsmith.

From November 2020 to June 2021 the Committee was made up of two Elected members – Cr Tim Glazbrook and Cr Carol Schofield – and three independent members – David Papa (Chair), Claudia Goldsmith and Nicholas Lopez (appointed from 1 March 2021).

Independent members of the Audit Committee receive a \$350 sitting fee, and the Chair receives a \$450 sitting fee.

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 2020/21 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 six times during 2020/21. All Elected Members sit on the City Activation and Strategic Planning Advisory Committee. The Committee is chaired by Cr Nick Hayles.

DECISION MAKING STRUCTURE

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.

Members of CAP include Michael Doherty (Presiding Member), Phil Smith, Judith Urquhart, Sue Giles and Cr Nick Hayles.

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

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. This committee met four times during 2020/21.

Membership of the committee includes two Elected Members (Cr Marilyn Henderson – Chair and a vacant Elected Member position) 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, Alex Ingleton 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 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.

The committee met 11 times during 2020/21.

Membership included representatives from 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 three times during 2020/21.

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 six times during 2020/21.

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.

Economic Development Strategy Working Party

The Economic Development Strategy Working Party has been established to provide advice to the City Activation and Strategic Planning Advisory Committee on the development of a draft Economic Development Strategy for consideration by Council. Following the adoption of the Economic Development Strategy in November 2020 the Working Party was dissolved.

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.

Victor Harbor Oval Planning Group

The Victor Harbor Oval Planning Group has been established to meet on a regular basis to consider the future planning options for the Victor Harbor Oval complex and its surrounds. It aims to facilitate communication between stakeholders and where agreed develop design concepts and cost estimates.

Recreation and Sport Grant Working Group

The Renewable Energy Advisory Group has been established to consider opportunities for the Council and the community to adopt renewable energy solutions that lead to reduced levels of carbon emissions, positive economic outcomes and secures Victor Harbor's energy future. The advisory group supports the planning and implementation of the City of Victor Harbor Community Plan 2030.

DECISION MAKING STRUCTURE

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
- Friends of the Victor Harbor Dog Park

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

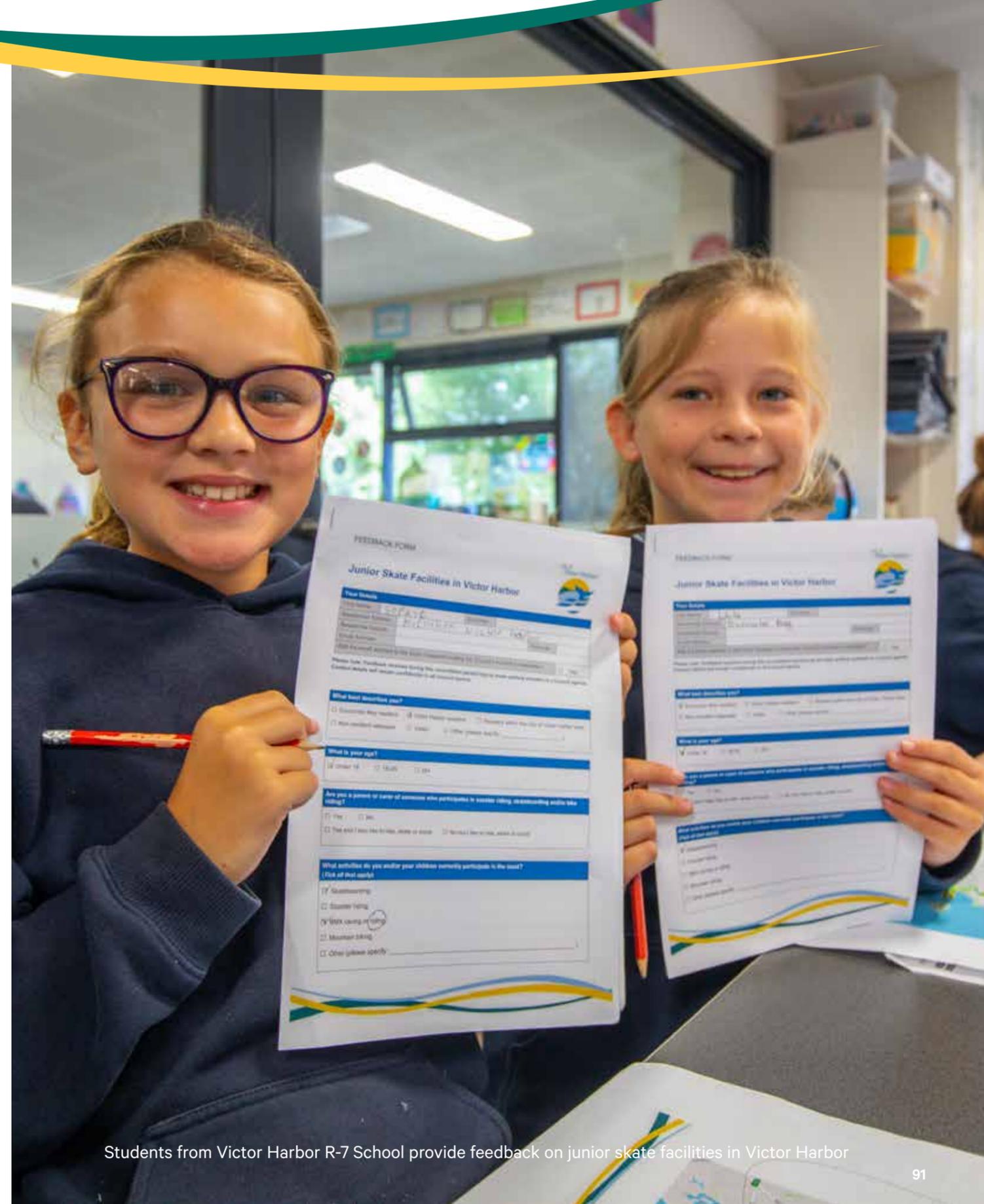
SUBSIDIARIES

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.



Students from Victor Harbor R-7 School provide feedback on junior skate facilities in Victor Harbor

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: 1,284.

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	12	21,150	1,763
Yankalilla	9	4,244	472
Barossa Council	12	18,118	1,510
Copper Coast Council	10	11,728	1,173
Light Regional Council	11	10,545	959
Loxton Waikerie	11	8,217	747
Murray Bridge	10	14,853	1,485
Port Pirie	10	12,927	1,293
Wattle Range	12	8,509	709
Yorke Peninsula	12	8,753	729
City of Victor Harbor	10	12,844	1,284



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 10 applications under the Freedom of Information Act from 1 July 2020 to 30 June 2021.

The outcomes of the 10 applications received under the Freedom of Information Act are as follows:

Full Release	2
Partial Release	5
The reason for the partial release related to:	
<ul style="list-style-type: none"> Documents affecting personal affairs Documents subject to legal professional privilege Documents were available for inspection, and Documents were Internal Working Documents. 	
Refused Access	3
The reasons for refusing access related to:	
<ul style="list-style-type: none"> Private documents in public library or archival collections Documents the subject of secrecy provisions and in conjunction with Sections 54 and 56 of the ICAC Act 2012 and Section 26(4) of the Ombudsman Act 1972 Documents available for inspection 	
Total number of FOI applications	10

REVIEW OF COUNCIL DECISIONS

Council's 'Internal Review of a Council Decision Procedure' is available online at www.victor.sa.gov.au or can be viewed at the Civic Centre.

In 2020/21 there was one (1) application to review a Council decision under Section 270 of the Local Government Act 1999. The Section 270 application was regarding whether the minutes of the Ordinary Meeting of Council held on 24 February were a true and accurate record of the proceedings. The outcome of the review determined the minutes meet the statutory requirements of the content required to be within the minutes and no further action was required.

TRANSPARENCY

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 2020/21 the City of Victor Harbor convened 12 ordinary and 5 special meetings at which a total of 348 items were considered. The public was excluded from council meetings for 23 agenda items.

Ten (10) 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 (right).

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

Date	Subject	Confidential order clause
10 July 2020	Visitor Services and Facilities Planning	90(3)(a)(b)
10 July 2020	McKinlay Street Parking Precinct	90(3)(b)
27 July 2020	Audit Committee Minutes – 6 July 2020	90(3)(k)
27 July 2020	Review of Confidential Orders	90(3)(g)
24 August 2020	Arts and Culture Precinct Update	90(3)(b)
28 September 2020	Special City Activation and Strategic Planning Advisory Committee Minutes – 15 September 2020	90(3)(b)(d)(k)
26 October 2020	Commercial Tenancy Agreements – Victa Cinema	90(3)(b)
23 November 2020	Audit Committee Appointment of Independent Member	90(3)(a)
14 December 2020	City Activation and Strategic Planning Advisory Committee Minutes – 1 December 2020	90(3)(b)
14 December 2020	2021 Australia Day Award Recipients	90(3)(g)
27 January 2021	Victor Harbor Golf Club Land Swap Proposal	90(3)(b)(j)
27 January 2021	O’Leary Street Retaining Wall – Additional Information	90(3)(i)
22 February 2021	Audit Committee Appointment of Independent Member	90(3)(a)
22 February 2021	City Activation and Strategic Planning Advisory Committee Minutes – 8 February 2021	90(3)(b)
22 February 2021	McKinlay Street Parking Precinct	90(3)(b)
22 February 2021	O’Leary Street Access Roads Additional Load Rating Information	90(3)(b)
22 February 2021	Victor Harbor Horse Tram Authority Audit Committee – Appointment of Independent Member	90(3)(a)
19 April 2021	Information – Land For Sale	90(3)(b)(j)
27 April 2021	City Activation and Strategic Planning Advisory Committee Minutes – 6 April 2021	90(3)(b)
27 April 2021	Strategic Land Acquisition	90(3)(b)(j)
27 April 2021	Arts and Culture Centre	90(3)(b)
24 May 2021	Potential Sale of Council-owned land	90(3)(b)
24 May 2021	Crozier Hill Development Indemnity	90(3)(f)(h)(i)

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 2020/21 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 2020/21 Council's Public Safety and Regulation team investigated 112 customer requests concerning matters provided for within the Local Nuisance and Litter Control Act 2016.

A snapshot of the requests received is provided below:

- Unightly - 12
- Litter - 54
- Odour - 4
- Air pollution - 5
- Insanitary - 6
- Nuisance - 31

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

Three (3) investigations generated from the Local Nuisance and Litter Control Act 2016 resulted in Abatement Notices being issued.



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 2020/21 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
A13781	CT 6244/444	255	DP124857	Open Space Management Plan	Triangle piece of vacant land gifted to Council as part of a residential land division. 0.64HA

Land excluded from community land status at acquisition

Assess No.	Certificate of Title	Lot	Plan	Description
A1962	CT 6241/994	580	F165829	Large rectangular piece of vacant land currently leased to the Horse Tram Authority. 1.8 HA
A9739	CT 6241/993	23	DP62106	Large parcel of vacant land currently leased to the Horse Tram Authority. 3.47 HA
A5632	CT 5309/931	86	DP99	Land containing the Victa Cinema. 0.4 HA
	CT 5309/930	94	F165303	



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

- 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

- Agribusiness and Rural Affairs
- Assessment Book Record
- Asset Accounting
- Asset Management
- Budget Framework
- 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
- External Grant Funding
- 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
- 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

LOOKING AHEAD TO 2021/22

Budget Overview

Our 2021/22 budget allows for the continuation of essential services for our community and development of significant infrastructure to support our growing region.

It takes into consideration the needs of our community while also providing for a financially sustainable position.

The budget forecasts a capital works program worth \$15 million, offset by \$1.8 million of grants and other revenue, and operating expenditure of \$30.6 million resulting in a \$231,000 deficit. During the year, the Council will work to identify efficiencies and cost savings to bring this closer to a breakeven result.

A summary of how Council will allocate its budget is provided over the following pages. It includes a breakdown of how we plan to spend every dollar of your council rates, significant capital projects and our 2021/22 rating policy.

Further detail is provided online at www.victor.sa.gov.au/abp or at the Civic Centre (1 Bay Road, Victor Harbor).

HOW WE WILL INVEST IN VICTOR HARBOR'S FUTURE

How we plan to spend every dollar of your Council rates

The following shows how the City of Victor Harbor plans to spend every dollar of your Council rates in 2021/22 to help keep Victor Harbor a great place to live, work, visit and invest in.

COMMUNITY SERVICES 7c  on creating connections, supporting and building resilience in our community	PUBLIC SAFETY 4c  on projects, initiatives and enforcement functions to keep our community safe	ENVIRONMENT 5c  on initiatives and projects that protect our coast, rivers and natural environment	BUSINESS ACTIVITIES 5c  to support the running of the iconic horse tram service and caravan park
ECONOMIC GROWTH 5c  on encouraging people to live, work, visit and invest in Victor Harbor	PROPERTY 6c  on community facilities	LIBRARY AND CULTURE 5c  on our library, operating the Victa Cinema and delivering arts and culture projects	DEPOT 6c  on plant, machinery and infrastructure delivery
ROADS AND FOOTPATHS 18c  on roads, footpaths, bridges and initiatives that enhance our streets	WASTE MANAGEMENT 7c  on waste and recycling services	RECREATION 10c  on parks, playgrounds, sports facilities and more!	ADMINISTRATION 14c  on support services that keep Council running
CAR PARKING 3c  on maintaining car parking, CCTV and public lighting	TOWN PLANNING 4c  on development assessment and strategic planning		

Council rates

Council rates will increase by 2.5% across all categories.

For the average residential ratepayer this will mean a \$48 increase compared to last year.

Acknowledging that data from the Valuer-General shows an average 2.8% increase in market and development growth across

the council area, the City of Victor Harbor also extended its rating capping policy to ensure that both residential and primary production properties are not affected by capital valuation increases of more than 15% from the previous year.

Find out more: www.victor.sa.gov.au/rates





Significant major projects to be undertaken in 2021/22



Victor Harbor Mainstreet Precinct Upgrade Stage 4

Stage 4 of the Mainstreet Precinct Upgrade will see the revitalisation of the southern end of Ocean Street and Albert Place in Victor Harbor's town centre. It focuses on improving pedestrian usability, street greening and enhancing the overall appearance to create a cosmopolitan space for locals and visitors alike. Council has secured 50% grant funding to deliver the project in 2022. Find out more: www.victor.sa.gov.au/mainstreet



McKinlay Street Car Parking Infrastructure

Car parking in Victor Harbor's town centre is regularly a hot topic of discussion. Over the years Council has strategically acquired land in McKinlay Street for the purpose of providing additional car parking in the short and long term. Council will focus on developing a multi-deck car park on the southern portion of the McKinlay Street site, making provision in the design for integration with future development opportunities. Find out more: www.victor.sa.gov.au/mckinlayst



Enhancing the Victor Harbor Public Library

Council will undertake a significant upgrade at the Victor Harbor Library which will see the addition of a mezzanine level. This will allow for the creation of a new children's area that will be a larger room of its own with sound proofing to enable programs to run without disturbing patrons. The upgrade also includes the addition of smaller meeting rooms, a social hub and more flexible spaces. Find out more: www.victor.sa.gov.au/library



Future proofing our business systems

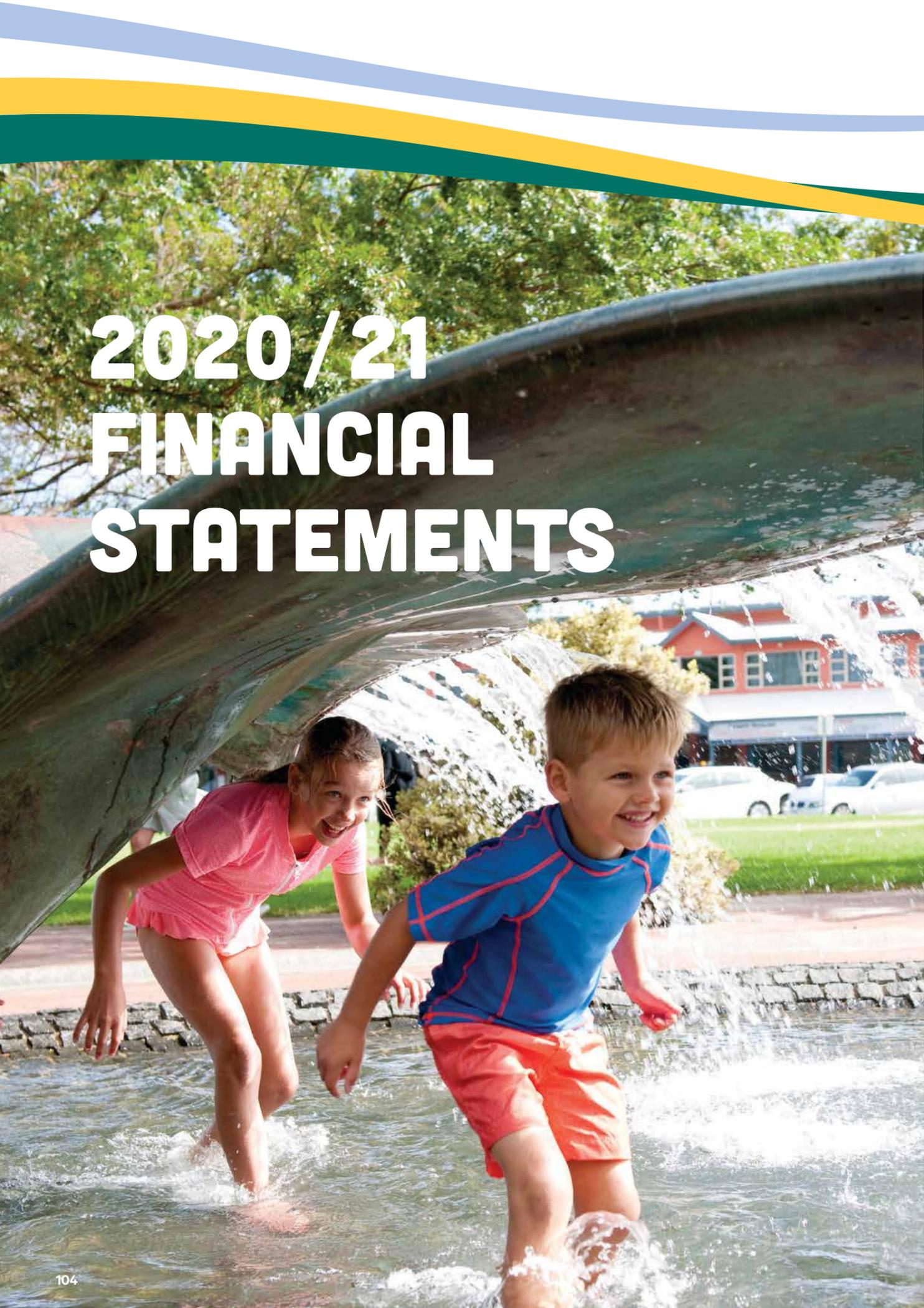
Council has embarked on a significant project that will see the overhaul of its business systems to future proof the organisation. The current corporate software system has been in use for 20 years and no longer meets the needs of our growing organisation. The new system will be delivered over a number of years and help to achieve cost savings, process efficiencies and a superior customer experience. Find out more: www.victor.sa.gov.au/systems

Project highlights

In addition to the significant major projects (above) the following is a selection of capital works projects scheduled for 2021/22:

- Completion of the Railway Goods Shed upgrade
- New stables for the Victor Harbor Horse Tram
- Victor Harbor Horse Tram office renovation
- Detailed design for new junior skate facilities
- Continuation of the Encounter Bikeway upgrade from Oakham Street to Tabernacle Road
- Waggon Road safety improvements
- Bridge upgrades on Keen Road and Franklin Island
- Replacement of the playground at Wallage Reserve
- Replacement of the Bridge Terrace railway pedestrian crossing
- Construction of bus shelters for Hindmarsh Road and Bay Road
- Master planning for a new Community, Sport and Recreation Precinct
- Additional public toilet facilities in close proximity to The Bluff Boat Ramp
- Strategic land purchases dedicated to community use

Find out more about what is planned for 2021/22 in our Annual Business Plan at www.victor.sa.gov.au/abp

A photograph of two children, a girl in a pink shirt and a boy in a blue shirt and orange shorts, running through a water fountain. The water is splashing around them. In the background, there are trees and a building.

2020/21 FINANCIAL STATEMENTS

City of Victor Harbor

Financial Statements 2021

General Purpose Financial Statements for the year ended 30 June 2021

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General Purpose Financial Statements for the year ended 30 June 2021

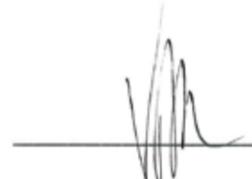
Council Certificate

Certification of Financial Statements

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

In our opinion:

- the accompanying financial statements comply with the *Local Government Act 1999, Local Government (Financial Management) Regulations 2011* and Australian Accounting Standards,
- the financial statements present a true and fair view of the Council's financial position at 30 June 2021 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

01 November 2021


Dr Moira Jenkins
Mayor

01 November 2021

General Purpose Financial Statements for the year ended 30 June 2021

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 2021.

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

The Financial Statements incorporate 4 "primary" financial statements:

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

About the Notes to the Financial Statements

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

About the Auditor's Reports

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

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

About the Independence Certificates

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

Who uses the Financial Statements?

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

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

Statement of Comprehensive Income

for the year ended 30 June 2021

\$ '000	Notes	2021	2020
Income			
Rates	2a	23,569	22,887
Statutory Charges	2b	645	525
User Charges	2c	2,196	2,013
Grants, Subsidies and Contributions	2g	2,526	1,882
Investment Income	2d	52	36
Reimbursements	2e	888	860
Other income	2f	64	84
Net Gain - Equity Accounted Council Businesses	19(a)	-	33
Total Income		29,940	28,320
Expenses			
Employee costs	3a	9,905	10,010
Materials, Contracts and Other Expenses	3b	10,454	10,388
Depreciation, Amortisation and Impairment	3c	7,421	7,017
Finance Costs	3d	393	409
Net loss - Equity Accounted Council Businesses	19(a)	3,798	332
Total Expenses		31,971	28,156
Operating Surplus / (Deficit)		(2,031)	164
Physical Resources Received Free of Charge	2h	483	1,127
Asset Disposal & Fair Value Adjustments	4	(1,057)	(1,528)
Amounts Received Specifically for New or Upgraded Assets	2g	1,949	541
Net Surplus / (Deficit)		(656)	304
Other Comprehensive Income			
Amounts which will not be reclassified subsequently to operating result			
Changes in Revaluation Surplus - I,PP&E	9a	29,599	2,948
Total Amounts which will not be reclassified subsequently to operating result		29,599	2,948
Total Other Comprehensive Income		29,599	2,948
Total Comprehensive Income		28,943	3,252

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

Statement of Financial Position

as at 30 June 2021

\$ '000	Notes	2021	2020
ASSETS			
Current assets			
Cash & Cash Equivalent Assets	5a	1,863	1,816
Trade & Other Receivables	5b	1,407	1,331
Inventories	5c	336	341
Total current assets		3,606	3,488
Non-current assets			
Financial Assets	6a	211	318
Equity Accounted Investments in Council Businesses	6b	6,325	10,124
Other Non-Current Assets	6c	4,782	3,415
Infrastructure, Property, Plant & Equipment	7a(i)	304,535	272,966
Total non-current assets		315,853	286,823
TOTAL ASSETS		319,459	290,311
LIABILITIES			
Current Liabilities			
Trade & Other Payables	8a	3,490	5,897
Borrowings	8b	1,830	2,144
Provisions	8c	2,326	2,332
Total Current Liabilities		7,646	10,373
Non-Current Liabilities			
Borrowings	8b	8,255	5,142
Provisions	8c	292	489
Total Non-Current Liabilities		8,547	5,631
TOTAL LIABILITIES		16,193	16,004
Net Assets		303,266	274,307
EQUITY			
Accumulated surplus		67,536	67,052
Asset revaluation reserves	9a	234,791	206,377
Other reserves	9b	939	878
Total Council Equity		303,266	274,307
Total Equity		303,266	274,307

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

Statement of Changes in Equity for the year ended 30 June 2021

\$ '000	Notes	Accumulated surplus	Asset revaluation reserve	Other reserves	Total equity
2021					
Balance at the end of previous reporting period		67,052	206,377	878	274,307
Adjustments (Correction of Prior Period Errors)	24	(17)	33	–	16
Net Surplus / (Deficit) for Year	24	(656)	–	–	(656)
Other Comprehensive Income					
- Gain (Loss) on Revaluation of I,PP&E	7a	–	29,599	–	29,599
Other comprehensive income		–	29,599	–	29,599
Total comprehensive income		(656)	29,599	–	28,943
Transfers between Reserves		1,157	(1,218)	61	–
Balance at the end of period		67,536	234,791	939	303,266
2020					
Balance at the end of previous reporting period		67,021	203,429	605	271,055
Net Surplus / (Deficit) for Year	24	304	–	–	304
Other Comprehensive Income					
- Gain (Loss) on Revaluation of I,PP&E	7a	–	2,948	–	2,948
Other comprehensive income		–	2,948	–	2,948
Total comprehensive income		304	2,948	–	3,252
Transfers between Reserves		(273)	–	273	–
Balance at the end of period		67,052	206,377	878	274,307

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

Statement of Cash Flows for the year ended 30 June 2021

\$ '000	Notes	2021	2020
Cash flows from operating activities			
<u>Receipts</u>			
Rates Receipts		23,209	27,253
Statutory Charges		645	525
User Charges		2,372	1,812
Grants, Subsidies and Contributions		2,529	1,694
Investment Receipts		52	36
Reimbursements		950	774
Other Receipts		85	76
<u>Payments</u>			
Finance Payments		(411)	(414)
Payments to Employees		(9,928)	(9,986)
Payments for Materials, Contracts & Other Expenses		(14,002)	(10,082)
Net cash provided by (or used in) Operating Activities	11b	5,501	11,688
Cash flows from investing activities			
Amounts Received Specifically for New/Upgraded Assets		1,949	541
Sale of Replaced Assets		29	211
Repayments of Loans by Community Groups		162	636
<u>Payments</u>			
Expenditure on Renewal/Replacement of Assets		(2,332)	(4,187)
Expenditure on New/Upgraded Assets		(8,144)	(7,220)
Net cash provided (or used in) investing activities		(8,336)	(10,019)
Cash flows from financing activities			
<u>Receipts</u>			
Proceeds from Borrowings		4,943	590
Proceeds from Bonds & Deposits		83	40
<u>Payments</u>			
Repayments of Borrowings		(2,063)	(961)
Repayment of Finance Lease Liabilities		(81)	(76)
Net Cash provided by (or used in) Financing Activities		2,882	(407)
Net Increase (Decrease) in Cash Held		47	1,262
plus: Cash & Cash Equivalents at beginning of period		1,816	554
Cash and cash equivalents held at end of period	11a	1,863	1,816

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 2021

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Notes to the Financial Statements
for the year ended 30 June 2021

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*.

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 Estimates and assumptions

The COVID-19 pandemic has impacted the 2020/21 financial statements, which may impact on the comparability of some line items and amounts reported in these financial statements and/or the notes. The financial impacts are a direct result of either Council's response to the pandemic or due to mandatory shutdowns as directed by the Australian Government and the advice from the Australian Government Department of Health and SA Health. Examples include additional personal protective equipment, cleaning and sanitising products.

COVID-19 is not expected to have a significant financial impact on Council operations in the 2021/22 above amounts taken into account during the development of the budget assuming that no harsher restrictions are put in place by the government. However, Council has determined that there is no material uncertainty that casts doubt on Council's ability to continue as a going concern.

1.4 Rounding

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

(2) The Local Government Reporting Entity

The 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.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Summary of Significant Accounting Policies (continued)

(3) Income Recognition

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

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

In other cases, AASB 1058 applies when a not-for-profit (NFP) entity enters into transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives. The excess of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately, except in the case where a financial asset has been received to enable the council to acquire or construct a recognisable non-financial asset that is to be controlled by the council. In this case, the council recognises the excess as a liability that is recognised over time in profit and loss when (or as) the entity satisfies its obligations under the transfer.

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

Year	Cash Payment Received	Annual Allocation	Difference
2018/19	\$600,773	\$604,611	(\$3,838)
2019/20	\$651,756	\$614,595	\$37,161
2020/21	\$608,696	\$630,632	(\$21,936)

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 2021

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 2021

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

Artworks	indefinite
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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.

Notes to the Financial Statements

for the year ended 30 June 2021

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 2020/21 = 0.50% (2019/20, 0.34%)

Weighted avg. settlement period 2020/21 = 5 years (2019/20, 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. Details of the accounting policies applied and Council's involvement with the schemes are reported in Note 18.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Summary of Significant Accounting Policies (continued)

(10) Leases

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

10.1 Council as a lessee

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

i) Right-of-Use-Assets

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

- Property - 2 to 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 2021

Note 1. Summary of Significant Accounting Policies (continued)

(13) New accounting standards and UIG interpretations

The Council applied for the first-time certain standards and amendments, which are effective for annual periods beginning on or after 1 January 2020. New standards and amendments relevant to the Council are listed below. The Council has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.

Amendments to AASB 101 and AASB 108 Definition of Material

The amendments provide a new definition of material that states, "information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity." The amendments clarify that materiality will depend on the nature or magnitude of information, either individually or in combination with other information, in the context of the financial statements. A misstatement of information is material if it could reasonably be expected to influence decisions made by the primary users. These amendments had no impact on the financial statements of, nor is there expected to be any future impact to the Council.

Amendments to AASB 16 Covid-19 Related Rent Concessions

In 2020, the AASB issued AASB 2020-4, Amendments to AASs - Covid-19-Related Rent Concessions. The amendments provide relief to lessees from applying AASB 16 guidance on lease modification accounting for rent concessions arising as a direct consequence of the Covid-19 pandemic. As a practical expedient, a lessee may elect not to assess whether a Covid-19 related rent concession from a lessor is a lease modification. A lessee that makes this election accounts for any change in lease payments resulting from the Covid-19 related rent concession the same way it would account for the change under IFRS 16, if the change were not a lease modification. The amendment applies to annual reporting periods beginning on or after 1 June 2020. This amendment had no impact on the consolidated financial statements of the Group.

Standards issued by the AASB not yet effective

The AASB has issued Australian Accounting Standards and Interpretations which are not effective at 30 June 2021, 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 2022

- AASB 2020-3 Amendments to Australian Accounting Standards - Annual Improvements 2018-2020 and Other Amendments
- AASB 2014-10 Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (amended by AASB 2015-10 and AASB 2017-5)

Effective for NFP annual reporting periods beginning on or after 1 January 2023

- AASB 2020-1 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-Current and associated standards.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Summary of Significant Accounting Policies (continued)

(14) Comparative Figures

To ensure comparability with the current reporting period's figures, some comparative period line items and amounts have been reclassified or individually reported within these financial statements and/or the notes.

Rates in Advance - a prior period adjustment has been processed to correctly classify amounts received as a liability. The amount is not considered material and with correct treatment moving forward no further adjustments are anticipated.

Equity Statement has seen an adjustment for correction of prior years errors, with adjustments items identified as Victor Harbor Horse Tram Authority equity and Work In Progress (2017/18).

(15) Disclaimer

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

Notes to the Financial Statements

for the year ended 30 June 2021

Note 2. Income

\$ '000	2021	2020
(a) Rates		
General Rates		
General Rates	23,387	22,728
Less: Mandatory Rebates	(249)	(243)
Less: Discretionary Rebates, Remissions & Write Offs	(37)	(39)
Total General Rates	23,101	22,446
Other Rates (Including Service Charges)		
Natural Resource Management Levy	405	401
Total Other Rates (Including Service Charges)	405	401
Other Charges		
Penalties for Late Payment	63	35
Legal & Other Costs Recovered	-	5
Total Other Charges	63	40
Total Rates	23,569	22,887
(b) Statutory Charges		
Development Act & Town Planning Fees	360	232
Health & Septic Tank Inspection Fees	22	14
Animal Registration Fees & Fines	143	143
Parking Fines / Expiation Fees	36	84
Search Fees	69	45
Other Statutory Charges	15	7
Total Statutory Charges	645	525
(c) User Charges		
Cemetery/Crematoria Fees	164	154
Parking Fees	141	101
Caravan Park	251	248
Community Transport	96	105
Recreation Centre	69	51
Whale Centre	87	134
Tourism Marketing & Sales	592	595
Other Leases, Hire & Rentals	282	194
Other User Charges	72	37
Horse Drawn Tram (Note 19)	442	394
Total User Charges	2,196	2,013

Notes to the Financial Statements
for the year ended 30 June 2021

Note 2. Income (continued)

\$ '000	2021	2020
(d) Investment Income		
Interest on Investments		
- Local Government Finance Authority	23	22
- Banks & Other	1	6
- Loans to Community Groups	28	8
Total Investment Income	52	36
(e) Reimbursements		
Private Works	5	6
Council Contributions	616	531
Employee Reimbursements	6	8
Utilities, Insurance and Cleaning	69	66
Other Reimbursements	192	249
Total Reimbursements	888	860
(f) Other income		
Sundry	56	60
Donations and Contributions	8	24
Total Other income	64	84
(g) Grants, Subsidies, Contributions		
Amounts Received Specifically for New or Upgraded Assets	1,949	541
Total Amounts Received Specifically for New or Upgraded Assets	1,949	541
Untied - Financial Assistance Grants	269	290
Roads to Recovery & LRCI Program	916	274
Other Grants, Subsidies and Contributions	1,001	957
Individually Significant Item - Additional Grants Commission Payment (refer below)	340	361
Total Other Grants, Subsidies and Contributions	2,526	1,882
Total Grants, Subsidies, Contributions	4,475	2,423
The functions to which these grants relate are shown in Note 12.		
(i) Sources of grants		
Commonwealth Government	2,133	1,543
State Government	2,090	790
Other	252	90
Total	4,475	2,423

Notes to the Financial Statements
for the year ended 30 June 2021

Note 2. Income (continued)

\$ '000	2021	2020
(ii) Individually Significant Items		
Grant Commission (FAG) Grant Recognised as Income	340	361
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	277	666
Stormwater Drainage	130	317
Kerbing	76	121
Open Space	-	23
Total Physical Resources Received Free of Charge	483	1,127

Notes to the Financial Statements for the year ended 30 June 2021

Note 3. Expenses

\$ '000	Notes	2021	2020
(a) Employee costs			
Salaries and Wages		7,864	8,059
Employee Leave Expense		1,192	1,103
Superannuation - Defined Contribution Plan Contributions	18	767	712
Superannuation - Defined Benefit Plan Contributions	18	125	134
Workers' Compensation Insurance		195	238
Other Employee Related Costs		225	181
Less: Capitalised and Distributed Costs		(463)	(417)
Total Operating Employee Costs		9,905	10,010
Total Number of Employees (full time equivalent at end of reporting period)		106	104
(b) Materials, Contracts and Other Expenses			
(i) Prescribed Expenses			
Auditor's Remuneration			
- Auditing the Financial Reports		9	17
Elected Members' Expenses		206	203
Election Expenses		5	5
Operating Lease Rentals - Non-Cancellable Leases	17		
- Minimum Lease Payments		81	119
Subtotal - Prescribed Expenses		301	344
(ii) Other Materials, Contracts and Expenses			
Contractors		1,495	1,527
Legal Expenses		136	144
Levies Paid to Government - Landscape Levy		405	402
Levies - Other		49	30
Professional Services		738	413
Materials		579	708
Energy, Fuel and Water		726	1,096
Insurances		504	472
Waste and Cleaning Services		1,913	2,042
Information and Communications		802	750
Donations and Contributions		220	194
Regional Board Contributions		416	359
Horse Drawn Tram (Note 19)		735	784
Sundry		1,435	1,123
Subtotal - Other Material, Contracts & Expenses		10,153	10,044
Total Materials, Contracts and Other Expenses		10,454	10,388
(vi) Individually significant items			
Fleurieu Regional Waste Authority (FRWA)		3,446	-

In March 2021, FRWA undertook testing of its recycled road base materials at the Goolwa Waste Recycling Depot and found that the stockpile contained asbestos.

FRWA notified the South Australian Environment Protection Authority in March 2021 and engaged a consultant to assist in the coordination and removal of

Notes to the Financial Statements for the year ended 30 June 2021

Note 3. Expenses (continued)

materials containing asbestos from identified properties in South Australia, in accordance with specific remediation plans.

FRWA raised a provision for remediation costs of \$9,877,286 at 30 June 2021 representing the Board's best estimate of the costs that may be incurred in relation to the coordination and removal of material containing asbestos from identified properties.

The City of Victor, as at 30 June 2021, holds a 35% equity share of FRWA and as such has incurred a book entry net loss of \$3,446,927.

\$ '000	2021	2020
(c) Depreciation, Amortisation and Impairment		
(i) Depreciation and Amortisation		
Buildings & Other Structures	1,218	970
Infrastructure		
- Sealed Roads	2,263	2,246
- Unsealed Roads	444	467
- Stormwater Drainage	523	508
- Kerbing	310	306
- Footpaths	324	303
- Bridges	305	301
- Open Space	657	636
- Carparks & Traffic	263	224
- Other Infrastructure	172	119
Right-of-use Assets	86	86
Plant & Equipment	523	608
Furniture & Fittings	85	88
Library Books	154	155
Goodwill (Victa Cinema)	21	-
Subtotal	7,348	7,017
(ii) Impairment		
Goodwill (Victa Cinema)	73	-
Subtotal	73	-
Total Depreciation, Amortisation and Impairment	7,421	7,017
(d) Finance Costs		
Interest on Loans	380	394
Charges on Operating Finance Leases	13	15
Total Finance Costs	393	409

Notes to the Financial Statements
for the year ended 30 June 2021

Note 4. Asset Disposal & Fair Value Adjustments

\$ '000	2021	2020
Infrastructure, Property, Plant & Equipment		
(i) Assets Renewed or Directly Replaced		
Proceeds from Disposal	29	211
Less: Carrying Amount of Assets Sold	(1,086)	(1,739)
Gain (Loss) on Disposal	(1,057)	(1,528)
Net Gain (Loss) on Disposal or Revaluation of Assets	(1,057)	(1,528)

Notes to the Financial Statements
for the year ended 30 June 2021

Note 5. Current Assets

\$ '000	2021	2020
(a) Cash & Cash Equivalent Assets		
Cash on Hand at Bank	139	687
Deposits at Call	1,724	1,129
Total Cash & Cash Equivalent Assets	1,863	1,816
(b) Trade & Other Receivables		
Rates - General & Other	794	635
Council Rates Postponement Scheme	164	137
Accrued Revenues	238	30
Debtors - General	109	279
Other Levels of Government	12	15
GST Recoupment	33	35
Prepayments	28	118
Loans to Community Organisations	27	82
Other - Victa Cinema Distributer Bonds	2	-
Subtotal	1,407	1,331
Total Trade & Other Receivables	1,407	1,331
(c) Inventories		
Stores & Materials	297	298
Trading Stock	39	43
Total Inventories	336	341

Notes to the Financial Statements
for the year ended 30 June 2021

Note 6. Non-Current Assets

\$ '000	2021	2020
(a) Financial Assets		
Receivables		
Loans to Community Organisations	211	318
Subtotal	211	318
Total Receivables	211	318
Total Financial Assets	211	318

\$ '000	Notes	2021	2020
(b) Equity Accounted Investments in Council Businesses			
Fleurieu Regional Aquatic Centre Authority	19(a)i	9,466	9,818
Fleurieu Regional Waste Authority	19i	(3,141)	306
Total Equity Accounted Investments in Council Businesses		6,325	10,124

(c) Other Non-Current Assets

Other			
Capital Works-in-Progress		4,782	3,415
Total Other		4,782	3,415
Total Other Non-Current Assets		4,782	3,415

Disclosure

Intangible Assets

During the 2020/21 financial year, Council purchased the Victa Cinema including the land, building, furniture and fittings, plant and equipment and the business itself. The purchase of the business is represented as Goodwill within the statements and whilst classification as an intangible asset would normally see reporting in Note 6 - it has been included in Note (7a) for ease of presentation to users of the Financial Statements to adequately disclose the purchase, impairment and future amortisation.

Notes to the Financial Statements
for the year ended 30 June 2021

Note 7. Infrastructure, Property, Plant & Equipment

(a(i)) Infrastructure, Property, Plant & Equipment

	Fair Value Level	Asset movements during the reporting period										as at 30/06/21			
		At Fair Value	At Cost	Accumulated Depreciation	Carrying amount	Asset Additions New/ Upgrade	Asset Additions Renewals	WDV of Asset Disposals	Depreciation Expense (Note 3c)	Impairment Loss (recognised in P/L) (Note 3c)	Revaluation Increments to Equity (ARR) (Note 9)	At Fair Value	At Cost	Accumulated Depreciation	Carrying amount
Land - Community	3	33,864	1,381	-	35,245	-	-	-	-	-	13,178	48,423	-	-	48,423
Land - Other	2	15,997	-	-	15,997	856	-	-	-	-	212	16,209	856	-	17,065
Buildings & Other Structures	3	40,676	1,640	(19,676)	22,640	1,132	113	(54)	(1,210)	-	16,522	53,645	1,245	(15,747)	39,143
Buildings & Other Structures Infrastructure	2	813	32	(432)	413	38	-	(38)	(8)	-	(363)	401	-	(359)	42
- Sealed Roads	3	94,906	3,375	(27,262)	71,019	126	992	(167)	(2,263)	-	22	94,931	4,143	(29,346)	69,728
- Unsealed Roads	3	8,301	312	(3,687)	4,926	-	157	(72)	(444)	-	-	8,301	261	(3,995)	4,567
- Stormwater Drainage	3	53,986	4,121	(14,820)	43,287	992	96	(86)	(623)	-	18	59,732	-	(15,947)	43,785
- Kerbing	3	23,889	881	(7,788)	16,982	445	189	(137)	(310)	-	10	23,900	1,315	(8,036)	17,179
- Footpaths	3	11,508	1,339	(3,929)	8,918	1,687	336	(143)	(324)	-	-	11,508	3,094	(4,129)	10,473
- Bridges	3	26,878	-	(4,800)	22,078	-	-	-	(305)	-	-	26,878	-	(5,105)	21,773
- Open Space	3	15,657	1,447	(5,028)	12,076	1,728	152	(59)	(657)	-	-	15,657	3,236	(5,654)	13,239
- Carparks & Traffic	3	9,481	1,743	(2,736)	8,488	485	-	-	(263)	-	-	9,481	2,228	(2,999)	8,710
- Other Infrastructure	3	-	5,614	(1,557)	4,057	126	9	-	(172)	-	-	-	5,749	(1,729)	4,020
Right-of-Use Assets	3	491	-	(86)	405	-	-	-	(86)	-	-	491	-	(172)	319
Plant & Equipment	3	-	9,799	(4,962)	4,837	216	270	(10)	(523)	-	-	-	10,171	(5,380)	4,791
Furniture & Fittings	3	-	2,138	(1,368)	770	23	19	-	(85)	-	-	-	2,181	(1,453)	728
Library Books	3	-	1,097	(623)	474	-	-	(320)	(154)	-	-	-	-	-	-
Artworks	3	354	-	-	354	-	-	-	-	-	-	354	-	-	354
Goodwill (Victa Cinema)		-	-	-	-	290	-	-	(21)	(73)	-	-	290	(94)	196
Total Infrastructure, Property, Plant & Equipment		336,801	34,919	(98,754)	272,966	8,144	2,333	(1,086)	(7,348)	(73)	29,599	369,911	34,769	(100,145)	304,535
Comparatives		334,273	25,401	(92,641)	267,033	7,062	4,188	(1,738)	(7,017)	-	2,948	336,801	34,919	(98,754)	272,966

Notes to the Financial Statements

for the year ended 30 June 2021

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 fair value hierarchy as follows:

- Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at measurement date.
- Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Refer to Note 7a for the disclosure of the Fair Value Levels of Infrastructure, Property, Plant and Equipment Assets.

Intangible Assets - Goodwill relates to the purchase of the Victa Cinema business.

Whilst Goodwill is not classified as Infrastructure, Property, Plant and Equipment, it has been included in Note (7a) for ease of presentation to users of the Financial Statements and to adequately disclose the purchase, impairment and future amortisation of the Goodwill.

Information on Valuations

Fair value hierarchy level 2 valuations - Certain land, and the buildings and structures thereon, are shown above as being based on fair value hierarchy level 2 valuation inputs. They are based on prices for similar assets in an active market, with directly or indirectly observable adjustments for specific advantages or disadvantages attaching to the particular asset.

Fair value hierarchy level 3 valuations of land - Valuations of Crown land, community land and land subject to other restrictions on use or disposal, shown above as being based on fair value hierarchy level 3 valuation inputs, are based on prices for similar assets in an active market, but include adjustments for specific advantages or disadvantages attaching to the particular asset that are not directly or indirectly observable in that market, or the number and / or amount of observable adjustments of which are so great that the valuation is more fairly described as being based on level 3 valuation inputs.

Fair value hierarchy level 3 valuations of buildings, infrastructure and other assets - There is no known market for buildings, infrastructure and other assets. These assets are valued at depreciated current replacement cost. This method involves:

- The determination of the cost to construct the asset (or its modern engineering equivalent) using current prices for materials and labour, the quantities of each being estimated based on recent experience of this or similar Councils or industry construction guides where these are more appropriate.
- The calculation of the depreciation that would have accumulated since original construction using current estimate 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 value 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 class 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

Notes to the Financial Statements

for the year ended 30 June 2021

Note 7. Infrastructure, Property, Plant & Equipment (continued)

depreciation is taken to be the difference between current new replacement cost and fair value. In the case of land, current replacement cost is taken to be the fair value.

Highest and best use

The following non financial assets of Council are being utilised at other than their highest and best use:

For land which Council has an unfettered right to sell, the "highest and best use" recognises the possibility of the demolition or substantial modification of some or all of the existing buildings and structures affixed to the land.

Much of the land under Council's care and control is Crown land or has been declared as community land under the provisions of the Local Government Act 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 revaluation 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

Notes to the Financial Statements

for the year ended 30 June 2021

Note 7. Infrastructure, Property, Plant & Equipment (continued)

Asset Revaluations

Land & Land Improvements

- Basis of valuation: Fair Value
- Date of valuation: 1 July 2020
- Valuer: Public Private Property

The next scheduled revaluation of these assets is to be undertaken in **2024/25**

Buildings

- Basis of valuation: Fair Value / Market Value
- Date of valuation: 1 July 2020
- Valuer: Public Private Property

The next scheduled revaluation of these assets is to be undertaken in **2024/25**

Infrastructure

Car Parks and Traffic Devices

- Basis of valuation: Fair Value / At Cost
- 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 **2021/22**

Open Space

- Basis of valuation: Fair Value / At Cost
- Date of valuation: 30 June 2018
- Valuer: City of Victor Harbor and verified by Assetic Pty Ltd

The next scheduled revaluation of these assets is to be undertaken in **2022/23**

Roads, Kerbs and Footpaths

- Basis of valuation: Fair Value / At Cost
- Date of valuation: 30 June 2018
- 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 / At Cost
- 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**

Other Infrastructure

These assets are recognised at cost

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 Books

Library books were historically capitalised in bulk and written out when fully depreciated.

As at 30 June 2021, library books are no longer recognised as an asset for accounting purposes and will be expensed at the point of purchase.

All other assets are recognised at cost.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 8. Liabilities

\$ '000	2021		2020	
	Current	Non Current	Current	Non Current
(a) Trade and Other Payables				
Goods & Services	1,971	–	3,000	–
Payments Received in Advance	995	–	2,648	–
Accrued Expenses - Employee Entitlements	79	–	83	–
Accrued Expenses - Finance Costs	61	–	79	–
Accrued Expenses - Other	256	–	42	–
Deposits, Retentions & Bonds	128	–	45	–
TOTAL Trade and Other Payables	3,490	–	5,897	–

\$ '000	Notes	2021		2020	
		Current	Non Current	Current	Non Current
(b) Borrowings					
Loans		1,746	8,005	2,063	4,808
Lease Liabilities	17b	84	250	81	334
TOTAL Borrowings		1,830	8,255	2,144	5,142

All interest bearing liabilities are secured over the future revenues of the Council

(c) Provisions

Long Service Leave	1,170	138	1,097	119
Annual Leave	1,146	–	1,213	–
Landfill Depot Remediation Liability	10	154	22	370
TOTAL Provisions	2,326	292	2,332	489

Notes to the Financial Statements

for the year ended 30 June 2021

Note 9. Reserves

\$ '000	as at 30/06/20				as at 30/06/21
	Opening Balance	Increments (Decrements)	Transfers	Impairments	Closing Balance
(a) Asset Revaluation Reserve					
Land - Community	34,520	13,178	-	-	47,698
Land - Other	1,220	212	-	-	1,432
Buildings & Other Structures Infrastructure	17,946	16,159	-	-	34,105
- Roads	72,110	22	-	-	72,132
- Stormwater Drainage	28,889	18	-	-	28,907
- Kerbing	8,436	10	-	-	8,446
- Footpaths	6,092	-	-	-	6,092
- Bridges	19,595	-	-	-	19,595
- Open Space	10,047	-	-	-	10,047
- Carparks & Traffic	4,623	-	-	-	4,623
- Other Infrastructure	1,536	-	-	-	1,536
Plant & Equipment	(21)	-	21	-	-
Furniture & Fittings	(12)	-	12	-	-
Library Books	1,219	-	(1,219)	-	-
Artworks	177	-	-	-	177
Total Asset Revaluation Reserve	206,377	29,599	(1,186)	-	234,790
Comparatives	203,429	2,948	-	-	206,377

\$ '000	as at 30/06/20				as at 30/06/21
	Opening Balance	Tfrs to Reserve	Tfrs from Reserve	Other Movements	Closing Balance
(b) Other Reserves					
Car Park Development	2	-	-	-	2
Developers Contributions	277	1	-	-	278
Economic Development	423	348	(287)	-	484
Open Space	141	1	-	-	142
Renewable Energy	35	-	(2)	-	33
Total Other Reserves	878	350	(289)	-	939
Comparatives	605	432	(159)	-	878

Notes to the Financial Statements

for the year ended 30 June 2021

Note 9. Reserves (continued)

PURPOSES OF RESERVES

Asset Revaluation Reserves

The asset revaluation reserve is used to record increments and decrements arising from changes in fair value of non current assets (less any subsequent impairment losses, where applicable) and adjustments for found or re-measured assets.

Car Park Development

Developer Contributions are used for planning, design and construction of car parking facilities within the prescribed area.

Developers Contributions

Developer contributions are used for the construction of footpaths, drainage and other infrastructure.

Economic Development

From commercial/industrial rates and used for economic development initiatives including tourism.

Renewable Energy

Contributions from solar programs participants and contractors and used for renewable energy initiatives.

Open Space

Monies held from creation of sub-divisions to be utilised for future open space projects.

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 2021

Note 11. Reconciliation to Statement of Cash Flows

\$ '000

(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:

	Notes	2021	2020
Total Cash & Equivalent Assets	5	1,863	1,816
Balances per Statement of Cash Flows		1,863	1,816

(b) Reconciliation of Change in Net Assets to Cash from Operating Activities

Net Surplus/(Deficit)		(656)	304
Non-Cash Items in Income Statements			
Depreciation, Amortisation & Impairment		7,421	7,017
Equity Movements in Equity Accounted Investments (Increase)/Decrease		3,404	299
Non-Cash Asset Acquisitions		(483)	(1,127)
Grants for capital acquisitions treated as Investing Activity		(1,949)	(541)
Net (Gain) Loss on Disposals		1,057	1,528
Other Adjustments - Non Cash Items		(474)	-
		8,320	7,480
Add (Less): Changes in Net Current Assets			
Net (Increase)/Decrease in Receivables		(131)	1,285
Net (Increase)/Decrease in Inventories		5	(8)
Net Increase/(Decrease) in Trade & Other Payables		(2,964)	2,984
Net Increase/(Decrease) in Other Provisions		(203)	(53)
Net Increase/(Decrease) in Other Liabilities		474	-
Net Cash provided by (or used in) operations		5,501	11,688

\$ '000

(c) Non-Cash Financing and Investing Activities

Acquisition of assets by means of:

	Notes	2021	2020
Physical Resources Received Free of Charge	2h	483	1,127
Amounts recognised in Income Statement		483	1,127

Total Non-Cash Financing and Investing Activities 483 1,127

(d) Financing Arrangements

Unrestricted access was available at balance date to the following lines of credit:

Notes to the Financial Statements

for the year ended 30 June 2021

Note 12(a). Functions

	INCOME		EXPENSES		OPERATING SURPLUS (DEFICIT)		GRANTS INCLUDED IN INCOME		TOTAL ASSETS HELD (CURRENT & NON-CURRENT)	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Functions/Activities										
Business Undertakings	1,280	1,152	1,736	1,552	(456)	(400)	-	-	10,351	11,568
Community Services	1,855	1,721	2,646	2,337	(791)	(616)	800	785	6,264	1,775
Culture	546	192	1,522	1,401	(976)	(1,209)	485	127	550	828
Economic Development	509	635	1,134	1,568	(625)	(933)	320	-	-	131
Environment	48	25	7,565	4,725	(7,517)	(4,700)	32	-	43,785	43,288
Recreation	154	162	2,903	2,317	(2,749)	(2,155)	5	25	26,454	18,458
Regulatory Services	583	481	2,425	1,738	(1,842)	(1,257)	-	-	246	26
Transport & Communication	284	282	4,730	4,361	(4,446)	(4,079)	274	273	132,482	132,410
Plant Hire & Depot/Indirect	56	8	2,013	1,946	(1,957)	(1,938)	-	-	4,548	3,823
Unclassified Activities	218	184	1,156	1,340	(938)	(1,156)	-	-	78,449	63,583
Council Administration	233	322	4,141	4,871	(3,908)	(4,549)	1	20	16,330	14,421
Revenue	24,174	23,156	-	-	24,174	23,156	609	652	-	-
Total Functions/Activities	29,940	28,320	31,971	28,156	(2,031)	164	2,526	1,882	319,459	290,311

Income, Expenses and Assets have been directly attributed to the following Functions / Activities. Details of these Functions/Activities are provided in Note 12(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 2021

Note 12(b). Components of Functions

The activities relating to Council functions are as follows:

BUSINESS UNDERTAKINGS

Caravan Parks, Victa Cinema, 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 Streetscaping.

RECREATION

Parks and Gardens, Indoor and Outdoor Sporting Facilities.

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, 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 2021

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 **0.30%** and **0.45%** (2020: 0.45% and 1.25%).

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 5.05% (2020: 5.2%). 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.

Notes to the Financial Statements

for the year ended 30 June 2021

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 rates between **4.40%** and **6.75%** (2020 4.40% and 6.75%), and variable rates between **1.30%** and **2.20%** (2020 1.30% and 2.05%).

Carrying Amount:

Approximates fair value.

Liabilities - Leases

Accounting Policy:

Accounted for in accordance with AASB 16 as stated in Note 17.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 13. Financial Instruments (continued)

\$ '000	Due < 1 year	Due > 1 year & ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
Financial Assets					
2021					
Cash & Cash Equivalents	1,863	–	–	1,863	1,863
Receivables	1,391	–	–	1,391	1,379
Other Financial Assets	–	129	141	270	211
Total Financial Assets	3,254	129	141	3,524	3,453
Financial Liabilities					
Payables	2,495	–	–	2,495	2,495
Current Borrowings	2,003	–	–	2,003	1,746
Non-Current Borrowings	–	7,399	1,446	8,845	8,005
Leases	93	94	218	405	333
Total Financial Liabilities	4,591	7,493	1,664	13,748	12,579
2020					
Cash & Cash Equivalents	1,816	–	–	1,816	1,816
Receivables	1,225	–	–	1,225	1,213
Other Financial Assets	–	208	195	403	318
Total Financial Assets	3,041	208	195	3,444	3,347
Financial Liabilities					
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
Total Financial Liabilities	5,714	3,907	1,939	11,560	10,535

The following interest rates were applicable to Council's Borrowings at balance date:

\$ '000	2021		2020	
	Weighted Avg Interest Rate	Carrying Value	Weighted Avg Interest Rate	Carrying Value
Fixed Interest Rates	5.34%	10,085	5.58%	7,286
		10,085		7,286

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.

Notes to the Financial Statements

for the year ended 30 June 2021

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.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 14. Capital Expenditure and Investment Property Commitments

\$ '000	2021	2020
(a) Capital Commitments		
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Buildings	83	–
Infrastructure	182	240
	<u>265</u>	<u>240</u>
These expenditures are payable:		
Not later than one year	265	240
	<u>265</u>	<u>240</u>
(b) Other Expenditure Commitments		
Other non-capital expenditure commitments in relation to investment properties at the reporting date but not recognised in the financial statements as liabilities:		
Audit Services	–	57
Employee Remuneration Contracts	–	3,698
Street Sweeping	–	–
Asset Maintenance	–	232
Security Services	–	127
Other	–	68
	<u>–</u>	<u>4,182</u>
These expenditures are payable:		
Not later than one year	–	4,182
	<u>–</u>	<u>4,182</u>

Disclosure:

Reporting in relation to various operating contracts within this section is no longer reported as they do not meet the criteria of commitments in relation to properties.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 15. Financial Indicators

\$ '000	Indicator 2021	Indicators 2020	Indicators 2019
Financial Indicators overview <i>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.</i>			
1. Operating Surplus Ratio			
Operating Surplus	(6.8)%	0.6%	0.5%
Total Operating Income			
<i>This ratio expresses the operating surplus as a percentage of total operating revenue.</i>			
2. Net Financial Liabilities Ratio			
Net Financial Liabilities	42%	44%	32%
Total Operating Income			
<i>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.</i>			
Adjustments to Ratios			
<i>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.</i>			
Adjusted Operating Surplus Ratio			
Operating Surplus	(6.7)%	0.4%	(0.7)%
Total Operating Income			
Adjusted Net Financial Liabilities Ratio			
Net Financial Liabilities	42%	44%	33%
Total Operating Income			
3. Asset Renewal Funding Ratio			
Asset Renewals	54%	97%	77%
Infrastructure & Asset Management Plan required expenditure			
<i>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.</i>			

Notes to the Financial Statements

for the year ended 30 June 2021

Note 16. Uniform Presentation of Finances

\$ '000	2021	2020
The following is a high level summary of both operating and capital investment activities of the Council prepared on a simplified Uniform Presentation Framework basis.		
All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.		
The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances.		
Income	29,940	28,320
less Expenses	(31,971)	(28,156)
Operating Surplus / (Deficit)	(2,031)	164
Net Outlays on Existing Assets		
Capital Expenditure on Renewal and Replacement of Existing Assets	(2,332)	(4,187)
add back Depreciation, Amortisation and Impairment	7,421	7,017
add back Proceeds from Sale of Replaced Assets	29	211
	5,118	3,041
Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(8,144)	(7,220)
add back Amounts Received Specifically for New and Upgraded Assets	1,949	541
	(6,195)	(6,679)
Net Lending / (Borrowing) for Financial Year	(3,108)	(3,474)

Notes to the Financial Statements

for the year ended 30 June 2021

Note 17. Leases

(i) Council as a lessee

Terms and conditions of leases

Property Leases

Council has recognised the following two (2) Right of Use leases as at 1 July 2020:

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:

(a) Right of use assets

\$ '000	Ready to use	Total
2021		
Opening balance	405	405
Depreciation charge	(86)	(86)
Balance at 30 June	319	319
2020		
Opening balance	491	491
Depreciation charge	(86)	(86)
Balance at 30 June	405	405

Notes to the Financial Statements

for the year ended 30 June 2021

Note 17. Leases (continued)

(b) Lease liabilities

Set out below are the carrying amounts of lease liabilities (included under interest-bearing loans and borrowings) and the movements during the period:

\$ '000	2021	2020
Balance at 1 July	414	491
Accretion of interest	13	15
Payments	(93)	(92)
Balance at 30 June	334	414
Classified as:		
Current	84	80
Non Current	250	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	86
Interest expense on lease liabilities	13	15
Total amount recognised in profit or loss	99	101

(ii) Council as a lessor

Council owns various buildings, plant and other facilities that are available for hire or lease (on a non-cancellable basis wherever practicable).

Rentals received from such leases are disclosed as rent and hire of non-investment property in Note 2.

\$ '000	2021	2020
Future minimum rentals receivable under non-cancellable operating leases as at 30 June, are as follows:		
Not later than one year	336	365
Later than one year and not later than 5 years	1,277	1,384
Later than 5 years	3,429	3,936
	5,042	5,685

Notes to the Financial Statements

for the year ended 30 June 2021

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 2020/21; 9.50% in 2019/20). 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 2019/20) of "superannuation" salary.

In addition, Council makes a separate contribution of 3% of ordinary time earnings for Salarylink members to their Accumulation account. Employees also make member contributions to the Salarylink section of the Fund. As such, assets accumulate in the Salarylink section of the Fund to meet the member's benefits, as defined in the Trust Deed, as they accrue.

The Salarylink section is a multi-employer sponsored plan. As the Salarylink section's assets and liabilities are pooled and are not allocated by each employer, and employees may transfer to another employer within the local government sector and retain membership of the Fund, the Actuary is unable to allocate benefit liabilities, assets and costs between employers. As provided by AASB 119.34(a), Council does not use defined benefit accounting for these contributions.

The most recent actuarial investigation was conducted by the Fund's actuary, Louise Campbell, FIAA, of Willis Towers Watson as at 30 June 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.

Notes to the Financial Statements

for the year ended 30 June 2021

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	
	2021	2020	2021	2020
Council's Share of Net Income				
Joint Ventures	(3,798)	(299)	6,325	10,124
Total Council's Share of Net Income	(3,798)	(299)	6,325	10,124

(i) Joint Ventures, Associates and Joint Operations

(a) Carrying Amounts

\$ '000	Principal Activity	2021	2020
Fleurieu Regional Aquatic Centre Authority	Aquatic Centre	9,466	9,818
Fleurieu Regional Waste Authority	Waste Management	(3,141)	306
Total Carrying Amounts - Joint Ventures & Associates		6,325	10,124

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 Centre Authority (FRACA). The City of Victor Harbor and Alexandrina Council are joint owners of the FRACA 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

	Interest in Operating Result		Ownership Share of Equity		Proportion of Voting Power	
	2021	2020	2021	2020	2021	2020
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

Notes to the Financial Statements

for the year ended 30 June 2021

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	
	2021	2020	2021	2020
Statement of Financial Position				
Cash and Cash Equivalents	749	837	1,385	1,983
Other Current Assets	79	16	987	587
Non-Current Assets	18,245	18,917	4,327	4,155
Total Assets	19,073	19,770	6,699	6,725
Current Trade and Other Payables	137	132	2,270	2,279
Current Financial Liabilities	–	–	811	461
Current Provisions	3	2	10,154	228
Non-Current Trade and Other Payables	–	–	182	333
Non-Current Financial Liabilities	–	–	2,191	2,459
Non-Current Provisions	–	–	65	89
Total Liabilities	140	134	15,673	5,849
Net Assets	18,933	19,636	(8,974)	876
Statement of Comprehensive Income				
Other Income	2,785	2,468	9,221	9,345
Total Income	2,785	2,468	9,221	9,345
Employee Costs	58	43	3,085	3,115
Materials, Contracts & Other Expenses	2,758	2,445	15,239	5,357
Depreciation, Amortisation and Impairment	686	686	659	706
Finance Costs	–	–	99	115
Total Expenses	3,502	3,174	19,082	9,293
Other Revenue / Expense Items	14	42	13	41
Operating Result	(703)	(664)	(9,848)	93

Notes to the Financial Statements

for the year ended 30 June 2021

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	Ownership 2021	Ownership 2020	Voting Rights 2021	Voting Rights 2020
\$ '000				
Council's Interest in Subsidiary	100%	100%	100%	100%
Non-Controlling Interest in Subsidiary	0%	0%	0%	0%
Total Interests in Subsidiary	100	100	100	100

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 \$800,108 as at 30 June 2021.

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 2021.

Notes to the Financial Statements
for the year ended 30 June 2021

Note 19(b). Controlled Entities (continued)

Summarised Financial Information for the Subsidiary

Summarised Financial Information for the Subsidiary

\$ '000	2021	2020
Summarised Statement of Comprehensive Income		
Revenue	857	787
Expenses	(878)	(784)
Profit for the Period	(21)	3
Total Comprehensive Income	(21)	3
Summarised Statement of Financial Position		
Current Assets	106	125
Non Current Assets	152	–
Total Assets	258	125
Current Liabilities	145	120
Non Current Liabilities	129	–
Total Liabilities	274	120
Net Assets	(16)	5
Summarised Statement of Cash Flows		
Cash Flows from Operating Activities	5	63
Net increase (decrease) in Cash and Cash Equivalents	5	63
Transactions with Council		
Aggregate amount of transactions with Council		
- payments to Council	–	3

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 2021

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 two appeals against planning decisions made prior to reporting date.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 22. Events after the Balance Sheet Date

Events that occur after the reporting date of 30 June 2021, 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 aware of the following "adjusting events" that merit disclosure;

Fleurieu Regional Waste Authority (FRWA)

Post Balance Sheet Date transactions relating to asbestos rectification works required by FRWA.

As a result of the identification of asbestos in the recycled road base stockpile at the Goolwa Waste and Recycling Depot, remediation works have been planned in 2021/22 and are estimated at a cost of \$9,877,286.

The City of Victor Harbor has a 35% equity share for 2020/21 of these remediation works (future years 30%) and has recognised this as follows:

- Expense - included in the Statement of Comprehensive Income as a Net Loss -Equity Accounted Council Business
- Interest in Other Entities - reduction in Council's Equity Share

Notes to the Financial Statements

for the year ended 30 June 2021

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 2020/21, Council paid member allowances to 10 Councillors. No changes to members in the year.

In 2020/21 there were 19 employees classified as Key Management Personnel (2019/20 = 10 employees). This year had some movement, with 2 staff leaving positions, with one role filled, the other role re-classified. Increase in employee Key Management Personnel this year due to accounting for CEO and Directors (5), Managers (8) and Planners (4).

The increase in employee's classified as Key Management Personnel in 2020/21 was due to a review of the assessment criteria.

In all, 29 persons were paid the following total compensation:

\$ '000	2021	2020
The compensation paid to Key Management Personnel comprises:		
Salaries, allowances & other short term benefits - Employees	2,162	1,303
Salaries, allowances & other short term benefits - Elected Members	195	196
Total	2,357	1,499

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 \$3,763 in 2020/21 (\$7,019 in 2019/20).

Notes to the Financial Statements

for the year ended 30 June 2021

Note 24. Equity - Retained Earnings and Revaluation Reserves Adjustments

Correction of errors relating to a previous reporting period

Nature of prior-period error

Rates Received in Advance have been recognised as income rather than as a liability in 2019/20.

The error identified above has been corrected by restating the balances at 30 June 2020 and taking the adjustment through to accumulated surplus at that date.

Comparatives have been changed to reflect the correction of errors. The impact on each line item is shown in the tables below.

Adjustments to the comparative figures for the year ended 30 June 2020

Statement of Financial Position

\$ '000	Original Balance 30 June, 2020	Impact Increase/ (decrease)	Restated Balance 30 June, 2020
Total assets	290,311	–	290,311
Trade and Other Payables	15,819	185	16,004
Total liabilities	15,819	185	16,004
Accumulated Surplus	67,237	(185)	67,052
Total equity	274,492	(185)	274,307

Statement of Comprehensive Income

\$ '000	Original Balance 30 June, 2020	Impact Increase/ (decrease)	Restated Balance 30 June, 2020
Rates Income	23,072	(185)	22,887
Net operating result for the year	489	(185)	304
Total comprehensive income for the year	3,437	(185)	3,252

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Independent Auditor's Report

To the members of the City of Victor Harbor

Opinion

We have audited the accompanying financial report of the City of Victor Harbor (the Council), which comprises the statement of financial position as at 30 June 2021, statement of comprehensive income, statement of changes in equity, the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information, and the Certification of the Financial Statements.

In our opinion, the financial report presents fairly, in all material aspects, the financial position of the Council as at 30 June 2021, and its financial performance and its cash flows for the year then ended in accordance with the *Local Government Act 1999* and the *Local Government (Financial Management) Regulation 2011* and the Australian Accounting Standards.

Basis for Opinion

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

Council's Responsibility for the Financial Report

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

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

Auditor's Responsibilities for the Audit of the Financial Report

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

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

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

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

DEAN NEWBERY



Samantha Creten
Partner

Signed on the 5th day of November 2021,
at 214 Melbourne Street, North Adelaide

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

Opinion

In our opinion, the Council has complied, in all material respects, with Section 125 of the *Local Government Act 1999* in relation to the Internal Controls established by the Council relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities so as to provide reasonable assurance that the financial transactions of the Council have been conducted properly and in accordance with law for the period 1 July 2020 to 30 June 2021.

Basis for opinion

We have audited the Internal Controls of the City of Victor Harbor (the Council) under the requirements of *Section 125 of the Local Government Act 1999* in relation only to the Internal Controls established by the Council to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities for the period 1 July 2020 to 30 June 2021 have been conducted properly and in accordance with law.

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

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

The Council's Responsibility for the Internal Controls

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

Our Independence and Quality Control

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

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Assurance Practitioner's Responsibilities

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

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

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

Limitation on Use

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

Limitations of Controls

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

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

DEAN NEWBERY



SAMANTHA CRETEN
PARTNER

Signed on the 5th day of November 2021
at 214 Melbourne Street, North Adelaide, South Australia, 5006

City of Victor Harbor

General Purpose Financial Statements for the year ended 30 June 2021

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 2021, the Council's Auditor, Dean Newbery 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 Markkirdy
Chief Executive Officer



David Papa
Presiding Member, Audit Committee

Date: 01 November 2021



Financial Statements 2021

Chartered Accountants

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Certification of Auditor's Independence

I confirm that, for the audit of the financial statements of the City of Victor Harbor for the year ended 30 June 2021, I have maintained my independence in accordance with the requirements of APES 110 – Code of Ethics for Professional Accountants, Section 290, published by the Accounting Professional and Ethical Standards Board, in accordance with the *Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22 (5) *Local Government (Financial Management) Regulations 2011*.

SAMANTHA CRETEN

Partner

DEAN NEWBERY

Dated this 5th day of November 2021

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city of
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