



**CITY OF VICTOR HARBOR**

**ANNUAL BUSINESS PLAN**

**2019/20**



## ACKNOWLEDGEMENT OF COUNTRY

The City of Victor Harbor acknowledges the traditional custodians of our beautiful land and surrounding waters, the Ramindjeri and Ngarrindjeri people, and pay our respects to elders both past and present.

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The 2019/20 Annual Business Plan was adopted by the City of Victor Harbor on 8 July 2019.



## BUDGET AT A GLANCE

The 2019/20 Annual Business Plan shows how Council will allocate its budget and what services, programs and projects will be delivered during the year to contribute to achieving the community's long term objectives.

The key components of the 2019/20 Annual Business Plan are outlined in the table (right), and explained in more detail throughout this document.

<b>KEY PLANNED ACTIVITIES</b>	<ul style="list-style-type: none"> <li>285 key planned activities have been identified to contribute towards achieving the Council's long term objectives</li> </ul>
<b>CAPITAL BUDGET</b>	<ul style="list-style-type: none"> <li>\$11.2 million</li> </ul>
<b>OPERATING BUDGET</b>	<ul style="list-style-type: none"> <li>Expenditure of \$28 million resulting in a breakeven budget</li> </ul>
<b>LOANS</b>	<ul style="list-style-type: none"> <li>New loans of \$3 million (maximum)</li> </ul>
<b>RATES</b>	<ul style="list-style-type: none"> <li>If your property's <b>capital value has not changed</b> since 2018/19 you will have a \$40 increase from last year's rates bill.</li> <li>If your <b>capital value has changed</b> since 2018/19, you will pay \$40 extra plus an additional amount based on the increase in the capital value of your property as determined by the Valuer General.</li> </ul>
<b>RATING POLICY<sup>1</sup></b>	<ul style="list-style-type: none"> <li>Differential rates maintained at current levels</li> <li>Fixed charge increased to \$390 to raise approximately 20% of total rate revenue</li> </ul>
<b>FINANCIAL SUSTAINABILITY</b>	<ul style="list-style-type: none"> <li>Operating surplus ratio 0% meeting the minimum of Council's target range of a 0-3% surplus</li> <li>Net financial liabilities ratio of 46% in line with Council's target range of 40% to 60%</li> <li>Asset sustainability ratio of 136.6% above Council's target range of 90% to 110%</li> </ul>

<sup>1</sup> Refer to page 40 for the 2019/20 Rating Policy including explanations of differential rates and fixed charge.

## MESSAGE FROM THE MAYOR AND CEO



Welcome to the City of Victor Harbor's 2019/20 Annual Business Plan, the first prepared by this new Council.

This plan is closely linked with our Community Plan 2036, and it shows what we plan to do over the next 12 months to ensure Victor Harbor remains a place of opportunity and lifestyle and a great place to live, work and visit. All the actions, services and projects within this plan aim to make Victor Harbor even better.

Our Council area is unique in many ways, and this is reflected in our planning. We are faced with a different set of challenges to metropolitan councils who don't have to deal with a growing population and infrastructure requirements, a seasonal population and economy, an aging demographic or 32 kilometres of coastline to preserve. Also, unlike metropolitan councils, we have a vast rural and agricultural area which has its own unique challenges and needs.

We understand that securing a bright future for Victor Harbor not only requires investment in infrastructure to support our growth, but requires the provision of services that foster a strong sense of community. To do this we need to promote recreation and lifestyle opportunities, arts and culture, and create a vibrant place for all our residents and our visitors. This is highlighted in the 2019/20 Annual Business Plan and Budget which provides for a continuation of current services along with a program of essential and major infrastructure projects.

The budget forecasts a capital works program worth \$11.2 million, and operating expenditure of \$28 million with a breakeven budget.

Due to significant capital valuation growth in the Council area, we have been able to maintain our differential rates at 2018/19 levels.

A \$40 increase to the fixed charge rate means that properties that have had no change to capital value since 1 July 2018 will pay \$40 more for the year.

Our aim has been to keep the rate increase at a minimum, allowing for the continuation of services that meet your needs while maintaining a financially sustainable position.

Major projects include the final stage of the Waitpinga Road upgrade, continuation of the Adelaide Road Footpath and Crossing Master Plan which includes a new shared pathway, footpath and lighting, and construction of a car park at the Victor Harbor oval.

We also continue our investment in the Victor Harbor Mainstreet Precinct Upgrade which will see the heart of our town centre transformed into a vibrant public space. In 2019/20 Stage Two of the upgrade, involving the Torrens Street entrance to Ocean Street, will be completed and, pending external funding, construction will commence on Stage Three which involves the Eastern side of Coral Street right down to the foreshore. We will also complete detailed design for all remaining stages of the project to put us in a favourable position to leverage grant funding.

The transition to LED street lighting is also another significant initiative that will be introduced this financial year. Almost 1,700 lights will be changed over providing average greenhouse gas saving per year of more than 200 tons of carbon dioxide. As well as being environmentally friendly, the switch to LED lighting will save us money in the long run as they consume less energy, last longer and have reduced maintenance costs.

We will also complete our Fleurieu Cruise Ship and Boating Tourism Planning Study which aims to help our region capitalise on this growing tourism sector which contributed nearly \$100 million to the South Australian economy last year.

This budget has not only been developed to address current needs, but also ensure that we give future generations a Victor Harbor that is an even better community to live, work and visit. We look forward to working with you all to deliver this plan.

**Dr Moira Jenkins**  
Mayor

**Victoria MacKirdy**  
CEO

## YOUR COUNCIL



Dr Moira Jenkins  
**MAYOR**



Tim Glazbrook  
**DEPUTY MAYOR**



Brayden Mann  
**COUNCILLOR**



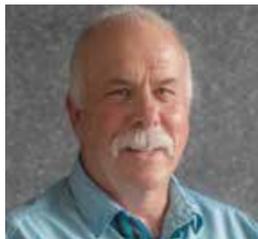
Bryan Littlely  
**COUNCILLOR**



Nick Hayles  
**COUNCILLOR**



Dr Marilyn Henderson  
**COUNCILLOR**



Peter Charles  
**COUNCILLOR**



Carol Schofield AM  
**COUNCILLOR**



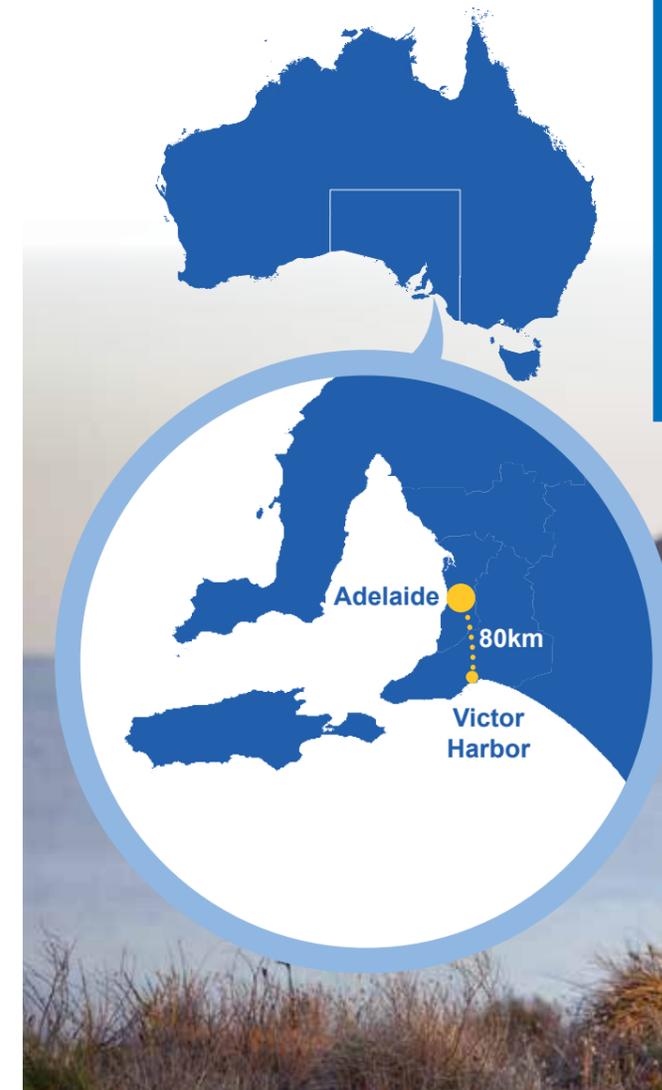
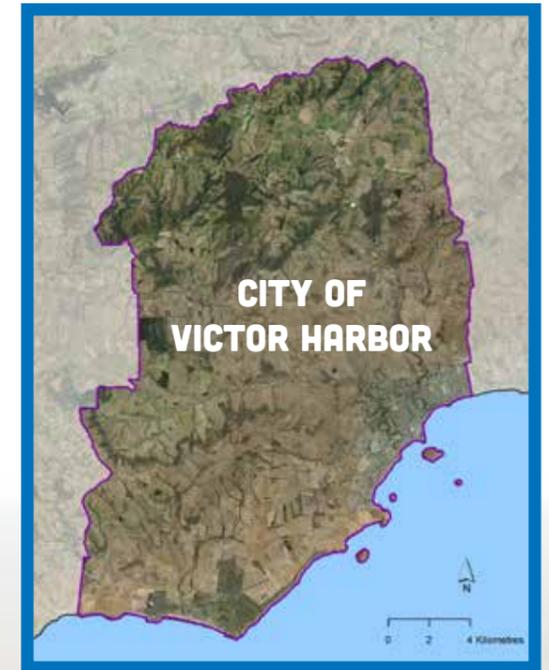
David Kemp  
**COUNCILLOR**



Andrew Robertson  
**COUNCILLOR**

## OUR LOCATION

The City of Victor Harbor is located on the Fleurieu Peninsula, 80 kilometres south of Adelaide. Neighbouring councils include the District Council of Yankalilla to the west, and Alexandrina Council to the east.



## OUR COMMUNITY

The coastal city of Victor Harbor is located on South Australia's Fleurieu Peninsula, about 80 kilometres south of the Adelaide CBD. It is the largest population centre in the Fleurieu region and serves as the major district centre for the southern Fleurieu Peninsula.

Covering around 38,510 hectares with a population of 15,100<sup>1</sup>, the City of Victor Harbor offers a high standard of living with a lifestyle that is envied by many. The area boasts a striking, natural landscape where a rural vista wraps around the township and a world-class pristine coastline is anchored by Granite Island and The Bluff. The area's natural assets continually prove to be a large attraction for locals and visitors alike.

Victor Harbor and its surrounds is a growing community, with the population forecast to reach 21,000 by 2031<sup>2</sup>. This growth has 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 the city's appeal. The high levels of population growth in neighbouring councils also impacts the City of Victor Harbor which has firmly established itself as the service centre for the region.

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 years old<sup>3</sup>. In its planning the Council carefully considers the type and level of services required to support its ageing population, balancing this with the needs of young families which are increasingly being drawn to the area through increasing capital investments by the two public and two private schools in Victor Harbor.



Being a coastal destination within close proximity of Adelaide, Victor Harbor is a favoured holiday destination and in the summer months the population doubles. Like other coastal lifestyle regions, the City of Victor Harbor has a high level of unoccupied private dwellings. In fact, around 40% of our ratepayers do not live in the Council area. This presents significant challenges around securing grant funding which is generally based on resident population, and doesn't take into consideration the seasonal influx of residents and the associated demand for services and supporting infrastructure.

Victor Harbor has a welcoming, friendly and family focussed community, which is underpinned by a strong volunteer culture. While around one in three people within the City of Victor Harbor volunteer in some capacity, the Council is fortunate to have a dedicated team of around 500 volunteers who assist with the delivery of council services, programs and initiatives. In terms of a dollar value, it is estimated that this contribution is worth more than \$1 million each year.

The City of Victor Harbor's economy is heavily reliant upon income derived from tourism, and the Council has been focussing on the development of other key industry sectors including agriculture, building and construction, health and community services and manufacturing.

<sup>1</sup>Australian Bureau of Statistics, [www.abs.gov.au](http://www.abs.gov.au), 2018

<sup>2</sup>Australian Bureau of Statistics, [www.abs.gov.au](http://www.abs.gov.au), 2018

<sup>3</sup>2016 Census, Australian Bureau of Statistics, [www.abs.gov.au](http://www.abs.gov.au), 2016

## OUR COMMUNITY

**15,100**  
population  
2019

**21,000**  
population  
by 2031

**58** average age  
(median)

**13%**  
0-14  
year olds



**39%**  
65+  
year olds

**\$1,107**  
weekly household  
income (mean)  
↓ **\$430** below the  
SA Average

**27%**  
of our population  
volunteer

## OUR PLACE

council area  
**34,634**  
hectares

**32**  
KILOMETRES  
coastline

## OUR COUNCIL

**\$359**  
MILLION  
worth of assets  
managed and  
cared for

**\$39.2**  
MILLION  
total budget  
(2019/20)

**260**  
KILOMETRES  
of sealed roads

**122**  
KILOMETRES  
of unsealed roads

**60**  
KILOMETRES  
footpaths and  
shared pathways

**49**  
playgrounds

**83**  
KILOMETRES  
stormwater pipes

**186**  
parks and reserves  
maintained

**10,801**  
rateable properties

**40%**  
non-resident  
ratepayers



## COUNCIL IS PART OF YOUR EVERY DAY

Most people are surprised when they learn about all of the things Council provides for the community. Have you thought about how your every day life is improved by the services provided by the City of Victor Harbor? Below is a list of the things we do to make Victor Harbor a great place to live, work and play.

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

## ROLE OF COUNCIL

Everything Council does helps to shape the future of Victor Harbor. We want to see Victor Harbor continue to be a place of opportunity and lifestyle.

Like all councils in South Australia, the City of Victor Harbor is established and empowered by the SA Government under the Local Government Act 1999. In addition to this, there are more than 50 Acts of legislation that assign roles, responsibilities and powers to Local Government.

We have a responsibility to create an environment for residents and visitors that is safe, healthy and contributes to the quality of life of the broader community. This is achieved by:

- Preparing and implementing policies and procedures that ensure that the development of the area is directed to the overall wellbeing of the community and the environment.
- Providing the community with an acceptable level of physical, environmental and economic services.

The provision of services is one way we respond to the needs of our community. Some of these services are statutory (we must do them) and are undertaken on behalf of the SA Government. Others are discretionary (we are not required to do them) and we choose to provide them for our community.

The principal roles of a council are to provide for government and management of its area at the local level. This can be done by:

- Providing **LEADERSHIP** by setting directions to meet current and future, usually through policy, strategies, plans and reviews.
- **PLANNING** for the development and future requirements of the area.
- **MANAGING** community assets including buildings, facilities, public space, reserves and the natural environment.
- Undertaking a **REGULATORY ROLE** in response to specific legislation.

- Acting as an **INFORMATION PROVIDER** including developing resources to promote an understanding of the community and inform decision making.
- **LIAISON, ADVOCACY AND LOBBYING** on behalf of the community.
- Acting as an **INITIATOR OR FACILITATOR** to stimulate community action or bring stakeholders together.
- Providing **DEVELOPMENTAL SUPPORT** to enhance the capacity of the community to identify and respond to its own needs.
- Being a **DIRECT PROVIDER** of services, facilities and infrastructure.
- Being an **INDIRECT PROVIDER OR PART FUNDER** of services, facilities and infrastructure.
- Acting as an **AGENT** by providing service on behalf of another party that funds the services.

Many of our community's needs are outside the direct responsibility of Council, or cannot be achieved by Council alone, and require the involvement of other levels of government.

The City of Victor Harbor works closely with the South Australian and Australian Governments to plan for services and infrastructure that support the community, and protect the natural environment.

We will continue to advocate on behalf of our community.

## ABOUT OUR PLAN

Our Annual Business Plan shows how Council will allocate its budget and what services, programs and projects will be delivered in the coming year to achieve specific outcomes set by Council and the community.

The Plan draws on various corporate plans, including the Community Plan 2036 and Strategic Directions 2016-2020, Asset Management Plans and Long Term Financial Plan. The City of Victor Harbor's Long Term Financial Plan is being reviewed simultaneously with the development of this Annual Business Plan.

Our Annual Business Plan is prepared in accordance with Section 123 of the Local Government Act 1999. It provides a summary of Council's long term objectives and the activities that Council intends to undertake in the coming year to achieve them. It also sets out the budget, sources of revenue and rating policy, and shows how we intend to measure our performance.

### HOW THE COMMUNITY WAS INVOLVED IN PREPARING OUR PLAN

Gathering community input is an important part of the preparation of the Annual Business Plan.

Each year Council consults with the community on a range of different issues and projects. The feedback obtained during these consultation initiatives is taken into consideration during the Council's annual business planning process.

In addition to this, the City of Victor Harbor is required to consult with the community on its draft Annual Business Plan. Consultation on the draft plan commenced on Thursday, 16 May 2019 and concluded at 5pm on Friday, 14 June 2019.

Opportunities to be involved included:

- Reviewing the draft Annual Business Plan online and making submissions at [www.yoursay.victor.sa.gov.au](http://www.yoursay.victor.sa.gov.au);
- Making a written submission by email to [localgov@victor.sa.gov.au](mailto:localgov@victor.sa.gov.au) or by post to PO Box 11, Victor Harbor SA 5211;
- Attending a public meeting on at the City of Victor Harbor Civic Centre on Thursday, 6 June 2019 from 6.30pm where members of the public made in-person representations.

Information about the draft 2019/20 Annual Business Plan and Budget was advertised in the local newspaper The Times, included in Council's monthly e-newsletter Victor Viewpoint, shared on social media, at a stall in Victor Central on 7 June and displayed in the Civic Centre for the duration of the consultation period.

The Council was presented with community feedback at a workshop on 26 June 2019 and took this feedback into account before adopting the final Annual Business Plan.



## VICTOR HARBOR 2036

Our Community Plan 2036 is our roadmap to make sure our regional city is a place of opportunity and lifestyle. It describes what we want Victor Harbor to be like in the future, and how we plan to achieve this.

The Community Plan 2036 guides our decision making and has been developed around five broad objectives that outline what needs to be in place to achieve our vision. The objectives include:

1. **Healthy environments**
2. **Attractive lifestyle and inclusive community**
3. **Thriving local economy**
4. **Services and infrastructure supporting the community**
5. **An innovative Council empowering the community**

The Community Plan 2036 directly informs our Strategic Directions 2016-2020 which outlines what we plan to do to achieve our objectives. The Strategic Directions inform our Annual Business Plans, work plans and budgets, which detail the actions that Council will undertake over the next 12 months.

### COMMUNITY PLAN REVIEW

The Local Government Act requires that community or strategic plans need to be reviewed within two years of a new Council being elected. Our Plan will be reviewed by November 2020.

### STRATEGIC PLANNING AND RESOURCING

Our Community Plan sets the high level vision and areas of focus across our city. We plan and resource our work in a variety of ways to align it with that vision.

Actions to drive strategic progress are developed through strategic management plans, master plans and other methods as appropriate. These actions, activities, services and programs form the basis for the direction of our 2019/20 Annual Business Plan.

These in turn are enabled by a Long Term Financial Plan which provides certainty in our ability to meet ongoing costs of services and capital works.

### 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 us achieve our vision for Victor Harbor.

In 2019/20 we have identified 285 Key Planned Activities. These are detailed in **Appendix 1**.

As well as undertaking the identified Key Planned Activities, there are a number of ongoing activities that Council is responsible for. These ongoing activities also contribute towards achieving our objectives, ensuring legislative requirements are met, and respond to community expectations. Our ongoing activities are also outlined in **Appendix 1**.

## FINANCIAL PLANNING PROCESS

Council aims to meet the needs of the community whilst providing for a financially sustainable position. Our financial planning process involves the integration of a number of approaches in order to deliver our objectives as specified in our Community Plan 2036 and Strategic Directions 2016-2020.

The annual financial planning process includes:

- Business planning undertaken by Council staff in relation to budget requirements, new initiatives and emerging expenditure trends.
- Development of the capital budget based on Asset Management Plans, emerging areas of concern and community feedback.
- Development of the draft operating budget based on the continuation of current services.
- Preparation of operating budget proposals that represent either new services or activities, or an increase to current service levels.
- Preparation of the Annual Business Plan incorporating the budget, key planned activities, significant projects and the rating policy.

The documents are presented to Elected Members in workshops (Designated Informal Gatherings) held over a five month period. The process also includes a period of public consultation and the facilitation of a public meeting during the consultation phase to receive community feedback.

Key documents that provide inputs into the Annual Business Plan and Budget are provided below:

This approach allows Council to make decisions on the budget that provides for community and organisational needs, effective use of rate revenue and intergenerational equity.



### ASSET MANAGEMENT PLANS

The City of Victor Harbor is responsible for the management, operation and maintenance of a diverse asset portfolio including some that are unique to Victor Harbor.

Asset Management Plans have been developed for major assets categories as below:

- Bridges
- Footpaths
- Open Space
- Kerbing, Traffic & Car parks
- Buildings
- Stormwater
- Roads
- Other Infrastructure

Our Asset Management Plans indicate the resources required for maintenance and renewal programs as well as opportunities for expenditure on new infrastructure. They allow Council to consider its strategic and legislative responsibilities whilst providing for the needs of our community.

### LONG TERM FINANCIAL PLAN

The Long Term Financial Plan is designed to provide high level financial information and direction over the next ten year period and enables Council to plan for the long term financial sustainability of the organisation.

As part of the financial planning process for 2019/20, a full comprehensive review of the Long Term Financial Plan has been undertaken to reflect updated Asset Management Plans and reset assumptions in line with current expectations.

The draft Long Term Financial Plan mirrors the 2019/20 Annual Business Plan & Budget in year one and shows the impact of the current budget, future works and assumptions in the long term.

The draft Long Term Financial Plan will be workshopped with Elected Members prior to finalisation over the next few months.

### CURRENT SERVICES

The 2019/20 budget aims to maintain the current level of services both in terms of programs delivered but also maintenance and operations activities. The previous years budget is used as a base and adjusted in line with actual expenditure, consumer price index and known increases where relevant.

In order to deliver the best value for money and provide for effective and efficient service delivery, Council also regularly undertakes service reviews. These reviews consider staffing levels, appropriate use of technology, procedural review and continuous improvement activities. Efficiencies and savings as a result of the service reviews are incorporated in the budget.

Any increase to current services that impacts overall expenditure requirements has been presented to Council as a new initiative through the budget bid process.

### NEW INITIATIVES

Each year administration prepare budget bids for new or irregular initiatives that are not included in the maintenance of current services for Council's consideration. These bids may come from community feedback or requests, grant funding opportunities, activities identified by administration or provision of services previously supported by other levels of government.

Budget bids provide the purpose and outcomes expected from the inclusion of the activity, risk assessments, strategic linkages and costings.

### FINANCIAL SUSTAINABILITY

To ensure long term financial sustainability, Council has set draft targets for Key Financial Indicators.

These indicators help with Council's decision making process as it strives to:

- Achieve and maintain a surplus position over the long term
- Manage borrowings / debt level prudently
- Employ sound asset management principles
- Achieve intergenerational equity

Councils' targets for the Key Financial Indicators are provided below:

KEY FINANCIAL INDICATOR	TARGET
Operating Surplus Ratio	0% to 3%
Net Financial Liabilities Ratio	40% to 60%
Asset Sustainability Ratio	90% to 110%*

\*To achieve a three year rolling average of 100%

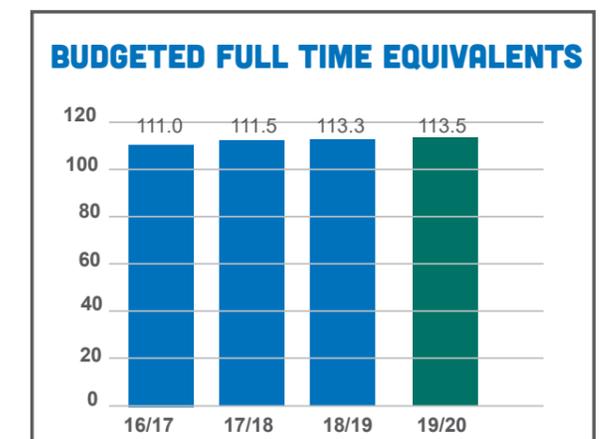
The Annual Budget is measured against these indicators to assess how the current budget is performing against Council's long term financial goals. Financial indicators for 2019/20 are provided on page 38.

### EMPLOYEE LEVELS

The 2019/20 budget provides for a minor increase in staff Full-Time Equivalents (FTE) due to the provision of an additional 0.2 FTE in the Human Resources section to provide for a centre led model that provides efficiencies and consistency between human resource processes and workforce planning. A temporary project management position has also been created for the 2019/20 year to assist with the delivery of the significant capital budget.

There has been an overall increase in employee expenses due to Council's Enterprise Bargaining Agreement and level increments.

Budgeted full time equivalents are provided in the graph below:



## DEBT LEVELS

Council's has a fixed term loan balance of \$7,045,886 as at 31 March 2019. Included in the balance amount are community loans to the Encounter Bay Bowling Club and Victor Harbor Bowling Club totalling \$315,514.

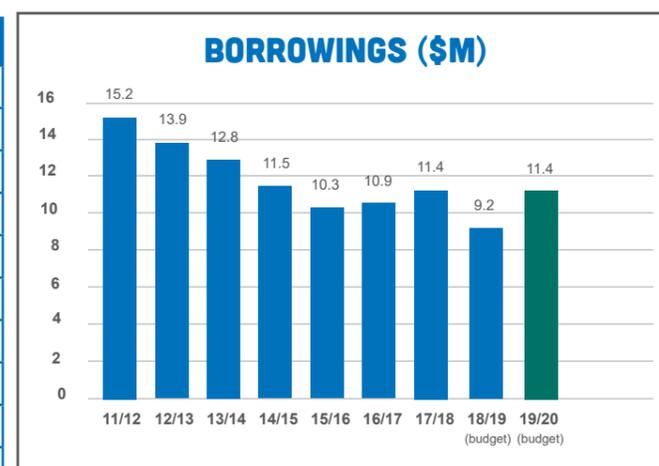
Council also has access to a \$13 million Cash Advance Debenture facility that works similar to a variable loan. This facility is used to manage cashflow requirements during the year. As at 31 March 2019 there were no monies outstanding on Cash Advance Debentures. Loan details as at 31 March 2019 are provided below:

DATE OF LOAN	PRINCIPAL AMOUNT	INTEREST RATE	PRINCIPAL OUTSTANDING	MATURITY DATE
15/03/2006	\$3,000,000	6.20%	\$1,479,773	15/03/2021
15/06/2006	\$3,200,000	6.75%	\$1,707,687	15/09/2021
15/06/2009	\$500,000	6.00%	\$32,629	15/06/2019
15/05/2010	*\$400,000	6.90%	\$78,569	17/05/2020
15/04/2011	\$500,000	6.70%	\$157,362	15/04/2021
15/06/2011	\$700,000	6.70%	\$220,306	15/06/2021
15/06/2012	\$2,000,000	5.05%	\$815,739	15/06/2022
15/06/2012	*\$60,000	5.05%	\$24,472	15/06/2022
15/05/2014	*\$230,000	5.80%	\$180,289	15/05/2016
15/05/2014	*\$100,000	4.15%	\$32,184	15/07/2020
15/06/2017	\$2,500,000	4.40%	\$2,316,876	15/07/2032
<b>Total</b>	<b>\$13,190,000</b>		<b>\$7,045,886</b>	

\*community loans

After significant infrastructure construction including the Civic Centre and the Ring Road that resulted in borrowings of over \$15 million by 2011/12, Council made a commitment to reducing debt levels. This placed Council in a favourable position to finance major capital works in 2017/18, as well as significant expenditure requirements in Asset Management Plans over the next three to four years. New borrowings for 2019/20 are estimated at \$3 million.

Levels of debt at 30 June since that year are provided in the graph below:



## SUBSIDIARIES

Council has a number of subsidiaries under Division 3, Section 42 and 43 of the Local Government Act 1999 as follows:

### Victor Harbor Horse Tram Authority (Section 42)

Established in 2018 by the City of Victor Harbor, this organisation is responsible for overseeing the operations, business development and marketing of the Horse Tram service to Granite Island. The operating budget allocation for this subsidiary is \$364,000 and is included in the Business Activities summary on page 31.

Under the Charter, the Victor Harbor Horse Tram Authority provides Council with recommendations for capital works each year as part of the budgeting process. Council has considered these recommendations and provided funding for a number of projects totalling \$338,400.

These projects are listed in the Business Activities Summary on page 31.

### Southern and Hills Local Government Association (Section 43)

This organisation undertakes regional coordination, representation and marketing on behalf of the member councils to improve the wellbeing of the region. Member councils include City of Victor Harbor, Alexandrina Council, Kangaroo Island Council, District Council of Yankalilla, Mount Barker District Council and Adelaide Hills Council. The operating budget allocation for this subsidiary is \$13,200 and is included in the Organisational summary on page 35.

### Fleurieu Regional Waste Authority (Section 43)

Established in 2010 by the City of Victor Harbor, Alexandrina Council, District Council of Yankalilla and Kangaroo Island Council, this organisation is responsible for the waste management function across the Fleurieu Peninsula and Kangaroo Island areas. The operating budget allocation for this subsidiary is \$1,622,500 and is included in the Waste Management summary on page 27.

Surpluses or losses incurred by the Fleurieu Regional Waste Authority after Council contributions are processed as either an increase or a reduction in Council's equity in the Authority. The budgeted surplus for the Authority and thus increase in equity for 2019/20 is \$10,000. These amounts are included in the Waste Management summary on page 27.

### Fleurieu Regional Aquatic Centre Authority (Section 43)

Established in 2015 by the City of Victor Harbor and Alexandrina Council, this organisation is responsible for the management of the Fleurieu Aquatic Centre. The operating budget allocation for this subsidiary is \$358,400.

Council originally contributed \$10.5 million to the construction of the Aquatic Centre and this is recognised in Council's Statement of Financial Position provided at **Appendix 3 (Non-Current Assets - Equity Accounted Investments in Council Business)**. Surpluses or losses incurred by the Fleurieu Regional Aquatic Centre Authority after Council contributions are processed as either an increase or a reduction in Council's equity in the facility.

The budgeted loss for the Authority, and thus reduction in equity for 2019/20, is \$342,300. These amounts are included in Open Space and Recreation summary on page 28.

## BUDGET CONTEXT

Our Annual Business Plan and Budget process ensures that the mix of services, programs and projects for the budget year meet the needs of our community and is balanced with our community's ability to pay rates.

### SIGNIFICANT INFLUENCES

#### Current Economic Environment

In their fourth quarter 2018 economic outlook, Access Economics identified that while global growth has been strong, there are an increasing number of signs that it is starting to ease off. High interest and exchange rates will impact the USA. Japan will have to deal with the impact of consumer tax hikes. Slowing growth in China and Europe is likely to result in slowing economic growth around the globe through the course of 2019/20.

While the outlook indicates that Australia's growth is solid, it notes some challenges ahead. With lending tightening up, in addition to the impact of drought and falling rates of housing construction, growth is expected to slow slightly during 2019.

South Australia's economy continues to perform well with rising business confidence, an easing Australian dollar and low interests forecast to keep the State's economy on track for steady growth.

In Victor Harbor, business confidence is strong with the Council's 2018 business survey generally indicating consistent or improved business performances in the latter half of the year. While offering many positive attributes as a place to do business including an attractive lifestyle, proximity to Adelaide, fibre to the premises NBN and a growing population, the seasonality of the local economy and rising electricity costs remain challenges.

We will continue to monitor and identify economic impacts on our financial performance and budgeting, and account for these through our financial planning strategies while ensuring we continue to deliver services for our community.

#### Cost of Business

The development of the 2019/20 Annual Business Plan and Budget has been impacted by a number of factors. Council has worked hard to find a balance between financial sustainability for the organisation and meeting the needs of the community.

Considerations include:

- Implementation with appropriate level of funding for maintenance and renewal of infrastructure assets
- Appropriate use of debt as a means of funding new capital expenditure
- Adherence to agreed financial indicator targets as per the Long Term Financial Plan
- Managing the impact of cost shifting from other levels of government
- Managing the impact of changes to process and systems from other levels of government
- Provision for increases in staffing costs due to Enterprise Bargaining Agreement
- Meeting the ongoing needs and expectations of the community
- Impact and increased expenses due to changes in the recycling of waste (China Sword)
- Potential impact of the SA Government's increase in the Solid Waste Levy (1.3%)
- Use of the Consumer Price Index which measures price movements of goods and services typically consumed by households (such as food, alcohol, clothing, household equipment and transport costs) is significantly lower than the Local Government Price Index (2.1%) which measures price movements of goods and services that are relevant for Councils including:
  - Employee costs
  - Waste management
  - Plant and equipment leasing
  - Legal and accounting services
  - Cleaning services
  - Printing, publishing and advertising
  - Road, footpath, kerbing, bridge and drainage materials

#### Contingent Items

There are four projects included in the 2019/20 Annual Business Plan and Budget that are contingent on Council receiving grant funding from other levels of government. In the case that funding applications are not successful the projects will be either reduced or deferred for future consideration.

Projects that are reliant on funding to proceed are:

- Waitpinga Road Reconstruction Stage 4 - \$620,000
- Mainstreet Precinct Upgrade – Stage 3 Part One - \$888,800
- Urban Stormwater Master Plan - \$100,000
- Bridge Terrace Bikeway Realignment - \$362,000



## FUNDING OUR PLAN

### CAPITAL

Capital expenditure of \$11,215,800 will be funded through grants, sale of replaced assets, depreciation reserve and loans.

Grants totalling \$270,000 have been included in the draft budget as well as \$143,000 for sale (trade-in) of plant and machinery.

A number of grants for 2019/20 projects were received in advance and assist Council in meeting its 2019/20 cashflow requirements.

Depreciation reserves and loan borrowings will be used to fund the remaining capital expenditure. Loan borrowings will be as per Council's Treasury Management Policy, with cash advance debentures (similar to a variable loan / overdraft) used to minimise long term borrowings in accordance with cashflow requirements. All loans will be sourced through the Local Government Finance Authority.

### OPERATING

Operating expenses of \$27,991,900 will be funded by revenue of \$27,991,900 resulting in an breakeven position. Council receives revenue from a number of sources with rate revenue representing 83% of total revenue. Rate revenue including rebates, NRM levy, remissions and fines totals \$23,094,900.

Remaining revenue sources include:

- User pay charges which relate to fees imposed for use of Council services (\$1.9m)
- Statutory charges which apply to regulatory or compliance activities (\$0.5m)
- Grants and contributions from other levels of government and developers (\$1.5m)
- Other income such as donations, credit interest and reimbursements (\$1m)

The following table shows general revenue sources that are used to deliver Council services and offset the net expenses in the activities on pages 22 to 36 of this plan.

OPERATING	DESCRIPTION	REVENUE
<b>General Rates</b>	Rates, NRM Levy, Rebates, Remission and Fines	(23,094,900)
<b>Interest</b>	Bank and Reserve Credit Interest	(36,000)
<b>LG Grants Commission</b>	General Purpose and Local Roads Grants	(320,000)
<b>Total General Revenue</b>		(23,450,900)

# WHAT WE WILL DO IN 2019/20

For purposes of annual business planning, Council splits its budget activity areas into 15 broad categories. Categories do not necessarily align with departments or sections of the Council's organisation structure.

A brief overview of each category is provided on the following pages, indicating what we do and how it helps to achieve the objectives and approaches outlined in our Community Plan 2036.

The expenditure amounts shown in the capital and operating budget summary tables reflect the estimated full cost of providing each activity area for 2019/20, and include a proportion of internal service costs.

For each category, significant new initiatives are identified. The KPA (Key Planned Activity) number refers to the location of the initiative in the Community Plan 2036.

A full budget summary table is available at **Appendix 2**. Each line within the table includes a page reference to the budget activity area summary page.

## COMMUNITY SERVICES



### 2019/20 BUDGET SUMMARY

OPERATING			
ACTIVITY AREA	REVENUE	EXPENSES	NET RESULT
Aged Services	-83,900	87,800	3,900
Youth Development	-132,100	144,400	12,300
Community Assistance	-6,000	548,800	542,800
Community Bus Service	-17,000	70,200	53,200
Fleurieu Families	-277,800	331,100	53,300
Caring Neighbourhood Program	-200,000	233,500	33,500
Community Transport	-640,100	634,000	-6,100
<b>Total</b>	<b>-1,356,900</b>	<b>2,049,800</b>	<b>692,900</b>

### OVERVIEW

Council supports a range of initiatives that aim to improve the quality of life, independence and wellbeing of residents by encouraging community participation, interaction and facilitating access to health, education and community services.

Council is actively involved in the planning, coordination, and development of community services, with many activities undertaken in partnership with community groups, agencies and neighbouring councils.

Activity areas include aged services, youth development, social inclusion initiatives, community transport, support for families and children, access and inclusion initiatives, volunteering and community grants programs.

Many of these programs rely on external funding.

### SIGNIFICANT NEW INITIATIVES FOR 2019/20

ACTIVITY AREA	DESCRIPTION	KPA
<b>OPERATING</b>		
Community Assistance	Preparation of Disability Access and Inclusion Plan to meet requirements of the South Australian Disability Inclusion Act 2018 (\$29,000)	2.4.1.3
Community Assistance	Review of Regional Public Health Plan that seeks to protect, improve and promote public health and well-being (\$5,000)	4.1.5.5

## COMMUNITY FACILITIES



### 2019/20 BUDGET SUMMARY

CAPITAL			
ACTIVITY AREA	REVENUE	EXPENSES	NET RESULT
Old School Building	0	0	0
Senior Citizens Facilities	0	22,100	22,100
Recreation Centre	0	7,200	7,200
Town Hall	0	0	0
Cemetery	0	23,200	23,200
Public Conveniences	0	98,000	98,000
<b>Total</b>	<b>0</b>	<b>150,500</b>	<b>150,500</b>

### OVERVIEW

Council provides a range of key community facilities that aims to encourage community participation and interaction. Activity areas include halls and community meeting places, such as the Town Hall, Recreation Centre and Old School Building Community Centre.

Council manages the Victor Harbor and Inman Valley Cemeteries with cemetery administration staff able to assist families to select the burial options for their loved ones.

Council also provides and maintains a number of public toilets including toilets accessible for people with disabilities, nappy services and sharps disposal service. A pump out station for recreation vehicles is also provided.

OPERATING			
ACTIVITY AREA	REVENUE	EXPENSES	NET RESULT
Old School Building	-7,000	23,900	16,900
Senior Citizens Facilities	0	54,200	54,200
Recreation Centre	-103,500	281,600	178,100
Town Hall	-19,200	73,300	54,100
Cemetery	-134,600	234,600	100,000
Public Conveniences	0	273,100	273,100
<b>Total</b>	<b>-264,300</b>	<b>940,700</b>	<b>676,400</b>

### SIGNIFICANT NEW INITIATIVES FOR 2019/20

ACTIVITY AREA	DESCRIPTION	KPA
<b>CAPITAL</b>		
Senior Citizens Facilities	Replacement of bullnose verandah at the front of Carrickalinga House (\$22,100)	4.2.2.4
Recreation Centre	Replacement of damaged roller door at rear of the Recreation Centre (\$2,500)	4.2.2.3
Recreation Centre	Replacement of sun damaged and fraying curtains in the Recreation Centre (\$4,700)	4.2.2.3
Public Conveniences	Replacement of toilet block to meet access compliance standards at Bridge Tce in the location of the old change rooms (\$98,000)	4.2.1.3
<b>OPERATING</b>		
Senior Citizens Facilities	Painting of exposed external timber work at Carrickalinga House (\$15,000)	4.2.2.4

## ROADS, FOOTPATHS AND BRIDGES



### OVERVIEW

Council develops and maintains local road, cycle and pedestrian networks, and works with the State and Federal Governments to improve local and regional transport networks and services.

Activities include the maintenance of sealed roads and bridges, shoulder maintenance of rural roads, maintenance and grading of unsealed roads, and the maintenance of footpaths, shared pathways, kerbing and kerb crossovers.

Council enhances scenic amenity by providing a street tree planting program, roadside and round-about maintenance, and the provision and maintenance of street furniture.

The budget activity area, private works, includes expenses and income associated with the provision of crossover points for private residents and other private works.

### 2019/20 BUDGET SUMMARY

ACTIVITY AREA	CAPITAL		
	REVENUE	EXPENSES	NET RESULT
Bridges	0	0	0
Kerbing and Footpaths	-50,000	1,457,800	1,407,800
Private Works	0	0	0
Sealed Roads	-130,000	1,385,000	1,255,000
Streetscaping	0	2,833,900	2,833,900
Unsealed Roads	0	160,000	160,000
<b>Total</b>	<b>-180,000</b>	<b>5,836,700</b>	<b>5,656,700</b>

ACTIVITY AREA	OPERATING		
	REVENUE	EXPENSES	NET RESULT
Bridges	0	384,000	384,000
Kerbing and Footpaths	0	754,200	754,200
Private Works	-6,800	6,200	-600
Sealed Roads	-250,000	2,584,600	2,334,600
Streetscaping	-7,000	615,100	608,100
Unsealed Roads	0	742,000	742,000
<b>Total</b>	<b>-263,800</b>	<b>5,086,100</b>	<b>4,822,300</b>

### SIGNIFICANT NEW INITIATIVES FOR 2019/20

ACTIVITY AREA	DESCRIPTION	KPA
<b>CAPITAL</b>		
Kerbing & Footpaths	Design for re-routing the bikeway to the foreshore and rail reserve below Olivers Parade (\$20,000)	2.3.6.1
Kerbing & Footpaths	Bridge Terrace Railway Chicane upgrade adjacent to the Hindmarsh River (\$25,000)	2.3.6.2
Kerbing & Footpath	Realignment of Encounter Bikeway through Bridge Terrace Reserve to Railway Chicane (\$362,000*)	4.3.4.1
Kerbing & Footpath	Construction of new footpath on Canterbury Road (\$150,000), Forrest Street (\$25,000)	4.3.4.1
Kerbing & Footpaths	Construction of new shared pathway from Railway Turntable to Encounter Bikeway (\$10,000)	4.3.4.3
Kerbing & Footpaths	Replacement and widening of Foreshore Promenade footpath adjacent to the VH Bowling Club (\$30,000)	2.3.1.3
Kerbing & Footpaths	Construction of new shared pathway on Adelaide Road including kerb, lighting and crossing (\$695,800)	4.3.4.1
Sealed Roads	Reconstruction of Pine Ave - Stage 2 (\$365,000)	4.3.3.6
Sealed Roads	Reconstruction of Waitpinga Road- Stage 4 (\$620,000)	4.3.3.7
Streetscaping	Complete Stage 2 of the Mainstreet Upgrade (\$1,483,100)	2.1.4.1
Streetscaping	Commence Stage 3 of the Mainstreet Upgrade (\$888,800)*	2.1.4.2
Streetscaping	Undertake detailed design for Stages 4 to 7 of the Mainstreet Upgrade (\$300,000)	2.1.4.3
Streetscaping	New bus shelter at Stop 8, Port Elliot Road (\$22,000)	4.3.3.9
<b>OPERATING</b>		
Streetscaping	Relocate unused bus shelter from Armstrong Road to the Recreation Centre for Victor Harbor High School Students (\$3,700)	4.2.2.7

## CAR PARKING AND TRAFFIC MANAGEMENT



### OVERVIEW

Council maintains safe road and pedestrian networks through the provision of traffic management activities such as line marking, maintenance of road signs, and undertaking pedestrian, traffic and signage audits.

Council provides CCTV and street and public lighting infrastructure to enhance public safety.

Council develops and maintains a number of carparks with costs offset by car park fees, parking permits and boat launching fees.

Council makes provision for expenses resulting from vandalism and for graffiti removal.

### 2019/20 BUDGET SUMMARY

ACTIVITY AREA	CAPITAL		
	REVENUE	EXPENSES	NET RESULT
Car Parking	0	832,000	832,000
Crime Prevention	0	27,200	27,200
Street Lighting	0	788,700	788,700
Traffic Management	0	717,000	717,000
<b>Total</b>	<b>0</b>	<b>2,364,900</b>	<b>2,364,900</b>

ACTIVITY AREA	OPERATING		
	REVENUE	EXPENSES	NET RESULT
Car Parking	-114,000	189,100	75,100
Crime Prevention	0	81,500	81,500
Street Lighting	0	446,800	446,800
Traffic Management	0	349,200	349,200
<b>Total</b>	<b>-114,000</b>	<b>1,066,600</b>	<b>952,600</b>

### SIGNIFICANT NEW INITIATIVES FOR 2019/20

ACTIVITY AREA	DESCRIPTION	KPA
<b>CAPITAL</b>		
Car Parking	Construction of bitumen car park and drainage system at Victor Harbor Oval (\$827,000)	2.4.1.2
Car Parking	Prepare concept plans for the Bluff Boat Ramp overflow car park (\$22,000)	4.3.3.10
Crime Prevention	Replacement of 4 x CCTV cameras in CBD and upgrade of CCTV storage (\$27,200)	2.1.5.2
Street Lighting	Replace Category P street light with LED luminaires (\$788,700)	1.1.10.2
Traffic Management	Reconstruction of Waitpinga Rd / Battye Rd intersection including pavement widening and turning lanes (\$647,000)	4.2.4.4
Traffic Management	Detailed design of pedestrian improvements on Franklin Parade near Yilki Shops (\$20,000)	4.3.4.5
<b>OPERATING</b>		
Street Lighting	Installation of new road lighting on Adelaide Road between Agnes Gillespie Drive and McCracken Drive (\$145,500)	4.2.4.3

## COASTAL PROTECTION AND ENVIRONMENT



### OVERVIEW

Council aims to ensure that our natural environment is protected and healthy by undertaking a range of natural resource management initiatives including coastal and estuarine management works, roadside vegetation management, and providing support for community groups involved in environmental projects.

Council also aims to ensure our community can better manage the impacts of climate change by working closely with regional councils in the implementation of our regional climate change adaptation plan.

Council develops and maintains stormwater infrastructure to improve waterway and coastal water quality by removing pollutants from stormwater and improve flood mitigation.

Council is required by the State Government to collect a natural resources management (NRM) levy, with monies raised paid to the Adelaide and Mount Lofty Ranges NRM Board to support projects that protect and enhance the region's natural resources and encourage their sustainable use.

### 2019/20 BUDGET SUMMARY

ACTIVITY AREA	CAPITAL		
	REVENUE	EXPENSES	NET RESULT
Coastal Protection	0	264,000	264,000
Environmental Projects	0	0	0
Stormwater Drainage	0	723,000	723,000
<b>Total</b>	<b>0</b>	<b>987,000</b>	<b>987,000</b>

ACTIVITY AREA	OPERATING		
	REVENUE	EXPENSES	NET RESULT
Coastal Protection	0	474,500	474,500
Environmental Projects	0	534,900	534,900
Stormwater Drainage	-50,000	822,400	772,400
<b>Total</b>	<b>-50,000</b>	<b>1,831,800</b>	<b>1,781,800</b>

### SIGNIFICANT NEW INITIATIVES FOR 2019/20

ACTIVITY AREA	DESCRIPTION	KPA
<b>CAPITAL</b>		
Coastal Protection	Replacement and widening of Hindmarsh Estuary boardwalks (\$109,000)	2.3.1.2
Coastal Protection	Upgrade existing rock wall adjacent to Victor Harbor Bowling Club to protect Foreshore Promenade and Encounter Bikeway (\$155,000)	1.1.6.1
Stormwater Drainage	Construction of new stormwater network on Cakebread Road (\$548,000)	4.7.1.2
Stormwater Drainage	Construction of open stormwater cut off drain in Mill Road (\$25,000)	4.7.1.2
Stormwater Drainage	Detailed design for new stormwater network in Giles Street (\$45,000)	4.7.1.3
Stormwater Drainage	Detailed design for upgrade of stormwater network on Shields Cres (\$35,000)	4.7.1.3
<b>OPERATING</b>		
Coastal Protection	Undertake dredging at Bluff Boat Ramp (\$290,000)	2.3.1.6
Environmental Projects	Contribute towards joint projects identified in the Resilient Hills & Coasts Climate Adaptation Plan (\$16,000)	1.3.1.1
Stormwater Drainage	Undertake development of new Urban Stormwater Master Plan Stage 1 (\$100,000)	4.7.1.4

## WASTE MANAGEMENT



### OVERVIEW

Council aims to provide a sustainable waste management system by working with the Fleurieu Region Waste Authority who are responsible for providing and operating waste management services on behalf of the four constituent councils.

This includes the operation of the region's waste transfer stations and the provision of waste, recycling and green waste kerbside collection services, as well as public litter and event bin collections.

Council provides a street cleaning program and also monitors and maintains the closed Victor Harbor landfill site in accordance with the Victor Harbor Landfill Environmental Management Plan and Environmental Protection Agency licence conditions.

### 2019/20 BUDGET SUMMARY

ACTIVITY AREA	OPERATING		
	REVENUE	EXPENSES	NET RESULT
Street Cleaning	0	129,800	129,800
Waste Collection*	-10,000	1,703,000	1,693,000
Waste Disposal	0	281,600	281,600
<b>Total</b>	<b>-10,000</b>	<b>2,114,400</b>	<b>2,104,400</b>

\*Waste Collection includes \$1,367,100 for costs associated with the Fleurieu Regional Waste Authority (Section 43 Subsidiary).

### SIGNIFICANT NEW INITIATIVES FOR 2019/20

ACTIVITY AREA	DESCRIPTION	KPA
<b>OPERATING</b>		
Waste Collection	Fortnightly Kerbside Education – Stage 2 (\$32,000)	4.6.1.1

## OPEN SPACE AND RECREATION



### OVERVIEW

Council provides and maintains open space and recreation facilities that aim to meet the needs of the community and encourage active recreation.

Activities include the development and maintenance of playgrounds, ovals and sporting facilities, the provision of a recreation and sport small grants program, the development and maintenance of parks and reserves and revegetation of key public open spaces.

Council also maintains the Encounter Lakes waterway, develops and maintains walking trails, undertakes pest plant and animal control and pine tree removal programs.

Council contributes to the operation of the Fleurieu Region Aquatic Centre, and supports the development of strong and sustainable sporting clubs through initiatives such as the STARClub Field Officer Program.

### 2019/20 BUDGET SUMMARY

ACTIVITY AREA	CAPITAL		
	REVENUE	EXPENSES	NET RESULT
STARClub	0	0	0
Outdoor Sports	-30,000	60,000	30,000
Parks and Gardens	0	217,000	217,000
<b>Total</b>	<b>-30,000</b>	<b>277,000</b>	<b>247,000</b>

ACTIVITY AREA	OPERATING		
	REVENUE	EXPENSES	NET RESULT
STARClub	-144,800	154,900	10,100
Outdoor Sports*	-60,800	1,118,400	1,057,600
Parks and Gardens	-9,500	1,761,000	1,751,500
<b>Total</b>	<b>-215,100</b>	<b>3,034,300</b>	<b>2,819,200</b>

\*Outdoor Sports includes \$358,400 for costs associated with the Fleurieu Regional Aquatic Centre Authority and an equity adjustment of \$342,300 (Section 43 Subsidiary).

### SIGNIFICANT NEW INITIATIVES FOR 2019/20

ACTIVITY AREA	DESCRIPTION	KPA
<b>CAPITAL</b>		
Parks & Gardens	Detailed design for GT Fisher Playground Stage 2 (\$7,000)	2.3.4.1
Parks & Gardens	Replacement of Kent Reserve Gym Equipment (\$70,000)	2.3.4.2
Parks & Gardens	Inman River Walking Trail Development (\$40,000)	2.3.5.1
Parks & Gardens	Replacement of irrigation system at Bridge Terrace Reserve (\$40,000)	2.3.1.9
<b>OPERATING</b>		
Outdoor Sports	Undertake feasibility study and develop a management model for recreation facilities on Armstrong Rd (\$50,000)	2.4.2.3
Parks & Gardens	Replacement of Kikuyu turf at Warland Reserve (\$30,600)	2.3.1.8

## PLANT AND DEPOT



### OVERVIEW

Council maintains a depot for storage of plant and machinery and to support the activities of staff, including a workshop, office building and nursery.

Employment and related costs for infrastructure staff are included under the Indirect Works budget line. Provision is made for the replacement, repair and maintenance of plant and machinery.

### 2019/20 BUDGET SUMMARY

ACTIVITY AREA	CAPITAL		
	REVENUE	EXPENSES	NET RESULT
Depot	0	56,800	56,800
Indirect Works	0	0	0
Plant and Machinery	-143,000	577,000	434,000
<b>Total</b>	<b>-143,000</b>	<b>633,800</b>	<b>490,800</b>

ACTIVITY AREA	OPERATING		
	REVENUE	EXPENSES	NET RESULT
Depot	0	271,300	271,300
Indirect Works	-2,900	540,800	537,900
Plant and Machinery	0	33,100	33,100
<b>Total</b>	<b>-2,900</b>	<b>845,200</b>	<b>842,300</b>

### SIGNIFICANT NEW INITIATIVES FOR 2019/20

ACTIVITY AREA	DESCRIPTION	KPA
<b>CAPITAL</b>		
Depot	Replacement of cladding on carpenter's shed (\$10,100)	4.2.3.11
Depot	Replacement of fuel shed (\$16,700)	4.2.3.11
Plant & Machinery	Replacement of major plant & trucks (\$423,000)	5.3.1.7
Plant & Machinery	Replacement of utilities and sedans (\$154,000)	5.3.1.7
<b>OPERATING</b>		
Depot	Undertake painting to external exposed timber on Depot Administration building (\$4,300)	4.2.3.11
Depot	Procure adhesive Council logos for identification of plant and vehicles (\$6,000)	5.3.2.2

## TOURISM AND ECONOMIC DEVELOPMENT



### OVERVIEW

Council supports the local economy through a range of initiatives that encourage a competitive environment for business growth, promote innovation and collaboration and attract investment.

Activity areas include things such as main street programs, Community Energy Plan, Business Week, Agribusiness Action Plan, Digital Economy Action Plan and contribution to the activities of Regional Development Australia – Adelaide Hills, Fleurieu and Kangaroo Island.

Activity areas that support and promote Victor Harbor as a year round tourist destination include festivals and events such as New Year's Eve, Tour Down Under and Rock and Roll Festival, support for the Rotary Art Show and Christmas Pageant, and the provision of the Visitor Information Centre which provides a wide range of information and advice on what to see and do in Victor Harbor and the Fleurieu Peninsula.

### 2019/20 BUDGET SUMMARY

ACTIVITY AREA	OPERATING		
	REVENUE	EXPENSES	NET RESULT
Economic Development	-76,400	359,900	283,500
Tourism Marketing	-37,100	336,700	299,600
Visitor Information Centre	-639,000	1,024,800	385,800
<b>Total</b>	<b>-752,500</b>	<b>1,721,400</b>	<b>968,900</b>

### SIGNIFICANT NEW INITIATIVES FOR 2019/20

ACTIVITY AREA	DESCRIPTION	KPA
<b>OPERATING</b>		
Economic Development	Partner with Business Victor Harbor to provide main street programs and activities (\$20,000)	3.1.5.1
Economic Development	Provide access to services and information as per the Agribusiness Action Plan (\$5,000)	3.2.6.1
Economic Development	Facilitate stakeholder collaboration through the Apprenticeship Accelerator Program (\$2,500)	3.2.1.5
Economic Development	Facilitate business workshops and seminars as part of 2019 Bizfest (\$4,000)	3.2.1.2
Economic Development	Provide corporate sponsorship of the 2019 Victor Harbor Business Awards (\$1,000)	3.2.5.1
Economic Development	Facilitate working party to accelerate smart cities principles as part of the Digital Economy Plan (\$5,000)	3.2.4.1
Economic Development	Preparation and maintenance of brochures and online content that promotes walking trails within the Council area (\$3,500)	2.3.5.2
Economic Development	Partner with Business Victor Harbor to undertake a study and direct engagement with local businesses to assess the skills gaps with employment opportunities (\$2,500)	3.2.1.4
Economic Development	Promote and attract investment in Victor Harbor through the development of an investment prospectus and digital platform for investors (\$5,000)	3.3.2.1
Tourism	Improve tourism website management and digital marketing (\$5,000)	3.1.2.1
Tourism	Develop a Winter Festival concept, marketing plan and materials for event to be held in July 2020 (\$5,000)	3.1.4.1
Tourism	Provide a Festival and Events Grants Program through a competitive application process (\$35,000)	3.1.4.5

## BUSINESS ACTIVITIES



### OVERVIEW

Council undertakes business activities that build on Victor Harbor's key environmental and cultural assets, and support and promote Victor Harbor as a year round tourist destination.

Council is the owner of the Beachfront Caravan Park which is leased to Australian Tourist Park Management who operate and manage the facility.

The South Australian Whale Centre recognises Victor Harbor's historical involvement in the whaling industry and provides whale sighting information, education and research support services.

The Victor Harbor Horse Tram Authority is a subsidiary of Council and was established in October 2018 to oversee the operations, business development and marketing of the Victor Harbor's iconic Horse Tram service.

### 2019/20 BUDGET SUMMARY

ACTIVITY AREA	CAPITAL		
	REVENUE	EXPENSES	NET RESULT
Caravan Park	0	65,000	65,000
Horse Tram*	0	338,400	338,400
Whale Centre	0	0	0
<b>Total</b>	<b>0</b>	<b>403,400</b>	<b>403,400</b>

ACTIVITY AREA	OPERATING		
	REVENUE	EXPENSES	NET RESULT
Caravan Park	-252,400	77,900	-174,500
Horse Tram*	0	364,000	364,000
Whale Centre	-183,300	465,500	282,200
<b>Total</b>	<b>-435,700</b>	<b>907,400</b>	<b>471,700</b>

\*Horse Tram includes \$364,000 for costs associated with the Victor Harbor Horse Tram Authority (Section 42 Subsidiary).

### SIGNIFICANT NEW INITIATIVES FOR 2019/20

ACTIVITY AREA	DESCRIPTION	KPA
<b>CAPITAL</b>		
Caravan Park	Roof and gutter replacement of resident's building at the Victor Harbor Beach Front Caravan Park (\$65,000)	4.2.3.12
Horse Tram	Replace section of tram line on Granite Island (\$200,000)	3.1.2.4
Horse Tram	Installation of internal fencing on Armstrong Road land (\$20,000)	3.1.2.3
Horse Tram	Provision of staff amenities at paddocks (\$20,600)	3.1.2.3
Horse Tram	Provision of vinyl flooring to tram office (\$5,800)	3.1.2.3
Horse Tram	Replacement of tram office roller door (\$2,000)	3.1.2.3
Horse Tram	Construction of merchandise area at tram office (\$50,000)	3.1.2.3
Horse Tram	Purchase of horse stock (\$20,000)	3.1.2.3
Horse Tram	Purchase horse harnesses and collars (\$20,000)	3.1.2.3
<b>OPERATING</b>		
Whale Centre	Painting to external exposed timber at the SA Whale Centre (\$14,200)	4.2.3.9

## TOWN PLANNING



### OVERVIEW

Council provides for sustainable development and residential amenity by ensuring that development is in accordance with Council's Development Plan and the Development Act, including areas such as land divisions, residential dwellings, sheds and carport, swimming pools, fences and retaining walls, jetties and pontoons, and commercial, industrial and retail developments.

Council aims to create safe open spaces and public areas through good urban design and plan for appropriately zoned land to meet current and projected needs.

Council aims to identify and protect unique heritage character or built form, and supports property owners to maintain heritage listed items by providing a heritage advisory service and heritage incentive grants program.

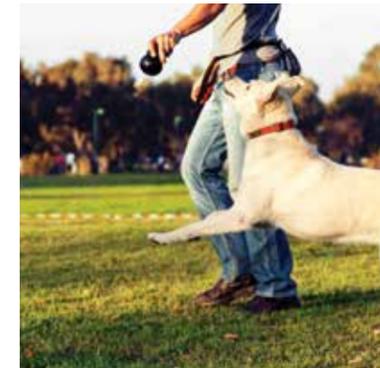
### 2019/20 BUDGET SUMMARY

OPERATING			
ACTIVITY AREA	REVENUE	EXPENSES	NET RESULT
Town Planning	-138,700	1,160,500	1,021,800
<b>Total</b>	<b>-138,700</b>	<b>1,160,500</b>	<b>1,021,800</b>

### SIGNIFICANT NEW INITIATIVES FOR 2019/20

ACTIVITY AREA	DESCRIPTION	KPA
<b>OPERATING</b>		
Town Planning	Contribution to State Government Planning Portal (\$6,000)	2.1.1.3
Town Planning	Undertake studies identified as priorities in Council's Strategic Directions Report (Heritage Study of inter-war buildings and commence employment lands review) (\$40,000)	2.2.1.1 3.3.1.1

## REGULATORY SERVICES



### OVERVIEW

Council undertakes a number of regulatory functions to support the public health, safety and residential amenity of the community.

Activity areas include ensuring compliance with the minimum standards that apply to building and construction work, encouraging responsible dog and cat ownership, fire prevention, licencing of supported residential facilities, inspections of food premises, septic tank inspections, water quality testing, medical waste disposal, European Wasp control, immunisation programs and impounding livestock.

Council supports the amenity value of local areas through implementing the Local Nuisance and Litter Control Act and regulating Council parking areas.

### 2019/20 BUDGET SUMMARY

CAPITAL			
ACTIVITY AREA	REVENUE	EXPENSES	NET RESULT
Building Control	0	0	0
Cat Control	0	0	0
Dog Control	0	20,000	20,000
Fire Prevention	0	0	0
Health Inspection	0	0	0
Health Services	0	0	0
Local Nuisance and Litter	0	0	0
Other Regulatory Services	0	0	0
Parking Control	0	0	0
<b>Total</b>	<b>0</b>	<b>20,000</b>	<b>20,000</b>

OPERATING			
ACTIVITY AREA	REVENUE	EXPENSES	NET RESULT
Building Control	-68,300	402,800	334,500
Cat Control	-7,000	25,200	18,200
Dog Control	-99,400	130,800	31,400
Fire Prevention	-6,000	86,300	80,300
Health Inspection	-13,200	134,900	121,700
Health Services	0	6,800	6,800
Local Nuisance and Litter	-500	126,600	126,100
Other Regulatory Services	-5,200	60,300	55,100
Parking Control	-139,000	186,500	47,500
<b>Total</b>	<b>-338,600</b>	<b>1,160,200</b>	<b>821,600</b>

### SIGNIFICANT NEW INITIATIVES FOR 2019/20

ACTIVITY AREA	DESCRIPTION	KPA
<b>CAPITAL</b>		
Dog Control	Construction of Shelter at Dog Park (\$20,000)	2.3.1.10
<b>OPERATING</b>		
Parking Control	Licence Plate Recognition Program (\$27,500)	4.3.2.2

## LIBRARY AND CULTURAL SERVICES



### OVERVIEW

Council cultivates a vibrant community culture by facilitating and supporting arts and cultural activities, festivals and events, activating streets and public spaces, and providing infrastructure that supports arts and cultural activities.

Activity areas include arts and culture community grants, artisan markets, digital art program and planning for a new arts and culture centre.

Council provides a library service including various programs and events, a home delivery service, services for the visually impaired, outreach services, early childhood programs, school holiday programs, and a local history programs.

### 2019/20 BUDGET SUMMARY

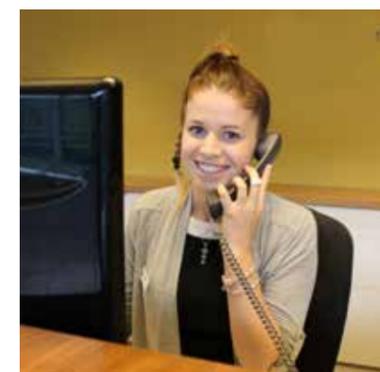
ACTIVITY AREA	CAPITAL		
	REVENUE	EXPENSES	NET RESULT
Library	-60,000	131,800	71,800
Cultural Services	0	107,500	107,500
<b>Total</b>	<b>-60,000</b>	<b>239,300</b>	<b>179,300</b>

ACTIVITY AREA	OPERATING		
	REVENUE	EXPENSES	NET RESULT
Library	-74,000	1,179,500	1,105,500
Cultural Services	-88,800	200,400	111,600
<b>Total</b>	<b>-162,800</b>	<b>1,379,900</b>	<b>1,217,100</b>

### SIGNIFICANT NEW INITIATIVES FOR 2019/20

ACTIVITY AREA	DESCRIPTION	KPA
<b>CAPITAL</b>		
Library	Books and materials purchases (\$84,300)	2.4.5.2
Library	Replacement of public computers (\$27,700)	2.4.5.1
Library	Replacement of Radio Frequency Identification (RFID) equipment (\$19,800)	2.4.5.1
Cultural Services	Facilitate the installation of two public art commissions (\$7,500)	2.5.2.3
Cultural Services	Undertake detailed design and consultation for the proposed Arts and Culture Precinct (\$100,000)	2.5.3.1
<b>OPERATING</b>		
Cultural Services	Support the delivery of two Artisan Markets (\$10,000)	2.5.2.1
Cultural Services	Provide program development training opportunities for digital art projector content (\$6,000)	2.5.2.2
Cultural Services	Provide an arts program using the Old Library Building on Coral Street (\$24,200)	2.5.3.1
Cultural Services	Paint a mural on the concrete barrier on Bay Road, opposite the Caravan Park (\$5,000)	2.5.2.4

## ADMINISTRATION



### OVERVIEW

Council aims to operate in a strategically planned environment, provide effective and efficient levels of service delivery and ensure governance and legislative compliance.

Activity areas include customer service, rate modelling and rate billing processes, debt collection and maintaining of assessment records, House of Assembly Roll and Council's Supplementary Roll.

Council maintains spatial data to inform planning and operations, and supports the efficient use of its infrastructure assets through appropriate permits, licences and leases. Council provides cash and in-kind contributions to assist community groups to respond to local needs, engages with the boarder community, and recognises and celebrates community achievements.

Council maintains regional, state and national relationships and partnerships through membership of groups such as the Local Government Association (LGA) of SA, Southern and Hill LGA and Coastal Councils group. Elected members are supported to fulfil their role as the governing body of Council.

This category includes interest payments on loans.

### 2019/20 BUDGET SUMMARY

ACTIVITY AREA	OPERATING		
	REVENUE	EXPENSES	NET RESULT
Organisational*	-203,400	2,350,900	2,147,500
Loans	-28,200	420,000	391,800
Property and GIS	-103,300	641,100	537,800
Rates Administration	-76,300	374,900	298,600
Elected Members	0	369,600	369,600
Customer Service	0	512,600	512,600
<b>Total</b>	<b>-411,200</b>	<b>4,669,100</b>	<b>4,257,900</b>

\*Organisational includes \$12,500 for costs associated with the Southern and Hills Local Government Association (Section 43 Subsidiary).

### SIGNIFICANT NEW INITIATIVES FOR 2019/20

ACTIVITY AREA	DESCRIPTION	KPA
<b>OPERATING</b>		
Organisational	Support the provision of an Administration / Website Officer* (\$26,100)	5.3.2.1
Organisational	Provide a grant to the Victor Harbor Rotary Club for the construction of a viewing platform at Kings Beach Rd (\$10,000)	2.3.1.11
Organisational	Provide a grant to the Encounter Bay Football Club for clubroom improvements (\$25,000)	2.4.2.5
Organisational	Consultancy allowance for feasibility studies, business cases, prudential reports and concept plans for key strategic projects (\$100,000)	5.4.2.2
Organisational	Undertake a review and audit on Councils Delegations Register (\$9,500)	5.1.1.5
Property & GIS	Develop and improve building data in Councils Asset Management software (\$16,000)	5.5.1.3
Property & GIS	Provide allowance for an increase in reactive building maintenance (\$20,000)	4.2.2.5

\*This does not involve an increase in FTE

## CORPORATE SERVICES



### OVERVIEW

Council maintains the Victor Harbor Civic Centre and provides a range of corporate services to support efficient and effective levels of service delivery.

Council undertakes annual and long term financial planning, various accounting functions, payroll services, management of incoming and outgoing records in accordance with the State Records Act, and information technology and communication services.

Council aims to provide a safe and healthy workplace and develop an adaptable, skilled and satisfied workforce.

Corporate Service costs are distributed across activity areas as FCA, or Full Cost Allocation.

### 2019/20 BUDGET SUMMARY

ACTIVITY AREA	CAPITAL		
	REVENUE	EXPENSES	NET RESULT
Occupancy (Civic Centre)	0	120,500	120,500
Accounting	0	0	0
Human Services	0	0	0
Payroll	0	0	0
Communication	0	2,000	2,000
Information Technology	0	180,700	180,700
Records	0	0	0
<b>Total</b>	<b>0</b>	<b>303,200</b>	<b>303,200</b>

ACTIVITY AREA	OPERATING		
	REVENUE	EXPENSES	NET RESULT*
Occupancy (Civic Centre)	-22,000	675,000	653,000
Accounting	0	703,900	703,900
Human Services	0	393,700	393,700
Payroll	0	116,600	116,600
Communication	0	93,100	93,100
Information Technology	-2,000	690,000	688,000
Records	-500	288,600	288,100
<b>Total</b>	<b>-24,500</b>	<b>2,960,900</b>	<b>2,936,400</b>

\*These figures are provided for information to show the costs associated with corporate service delivery. The amounts in the above activity areas are distributed throughout all other activities (full cost attribution) resulting in a net zero to corporate services.

### SIGNIFICANT NEW INITIATIVES FOR 2019/20

ACTIVITY AREA	DESCRIPTION	KPA
<b>CAPITAL</b>		
Occupancy	Replacement of the Building Management System in the Civic Centre (\$61,500)	5.3.1.9
Occupancy	Replace fluorescent lighting through the Civic Centre and Library with LED luminaires (\$44,000)	5.3.1.8
Information Technology	Computer Server Replacements (\$117,300)	5.3.3.5
Information Technology	Firewall, computer & laptop replacements (\$47,500)	5.3.3.3
Information Technology	Replacement of the air conditioner in the computer room (\$15,900)	5.3.3.5
<b>OPERATING</b>		
Human Resources	Provision of an additional 0.2FTE staff resource to support a centre led human resources model (\$15,300)	5.6.3.2
Payroll	Upgrade Council's Time Management System (\$5,200)	5.3.3.2
Records	Implement offsite records storage process with scan on demand capability (\$9,800)	5.6.4.3

## OUR MEASURES OF SUCCESS

The City of Victor Harbor measures and monitors its performance on a regular basis to ensure delivery of Community Plan 2036 outcomes as well as the delivery of services and projects. There are a number of ways in which we do this, as outlined below.

### KEY PLANNED ACTIVITIES

Council will undertake a mid-year and end of year review of its progress towards completing Key Planned Activities. Council's performance target is to substantially complete at least 90% of the listed Key Planned Activities. The activities for 2019/20 are outlined in **Appendix 1**.

### LEVELS OF SERVICE DELIVERY

Council will report on the levels of service it provides to the community, including comparisons with levels of service in previous years when appropriate. Council also monitors customer requests, complaints and other feedback.

### STRATEGIC INDICATORS

As a part of the development of the Community Plan 2036, Council identified desired outcomes and indicators of success for each objective. These indicators will show how effective Council has been in making a difference in order to achieve its vision.

### BUDGET REVIEWS

Council undertakes three regular budget reviews throughout the year. The mid-year review involves a thorough review of all budget items, and the final review identifies any major changes to predict the end of year result. A number of service areas undertake monthly reviews and reporting of financial performance.

### ANNUAL REPORT WITH AUDITED FINANCIAL STATEMENTS

Council will report on its performance in its Annual Report. Annual Reports are available to the community and are provided to the State Government for tabling as the official annual record of the past year's activities and performance of Council.

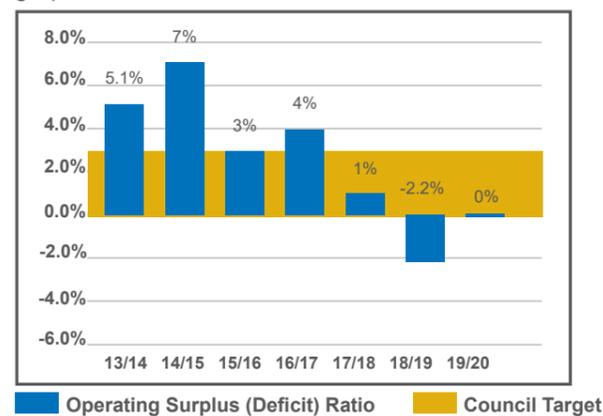
### KEY FINANCIAL INDICATORS

Key financial indicators provide a robust assessment of financial performance and sustainability. Council is required, as part of the budget process, to estimate Council's operating surplus ratio, net financial liabilities ratio and asset sustainability ratio. Estimates and commentary is provided on the following pages in regards to these ratios.

#### 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.

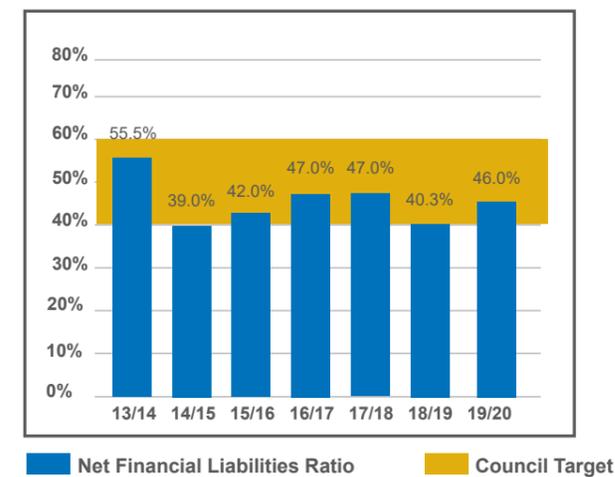
Council has had positive ratios over the past five years with a current forecast of a deficit ratio of 2.2% for 2018/19 as demonstrated in the graph below:



An Operating Breakeven Ratio of 0% is projected in 2019/20, meeting Council's minimum target of between 0% and 3% as identified in the draft 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 remained steady with an average of 44% over the past seven years as demonstrated in the graph below:



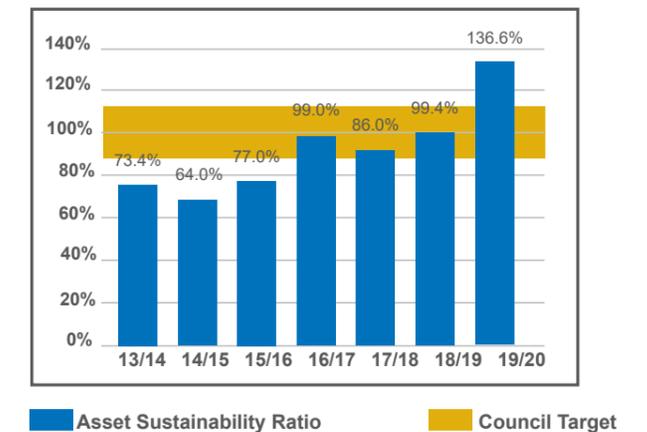
A Net Financial Liabilities Ratio of 46% is projected for 2019/20. This meets Council's target of between 40% to 60% as identified in the draft Long Term Financial Plan.

Loan requirements will be assessed in the third quarter budget review to minimise loan borrowings. Cash Advance Debentures will be utilised to assist with cashflow.

#### Asset Sustainability 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 the budget fully funds 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 a 100% rolling average over a three year period. This allows for changing priorities and delays in completion of projects. Council has achieved its rolling three year target since 2014/15 and its annual minimum target since 2016/17 as shown in the graph below:



Expenditure on capital renewal projects in 2019/20 is estimated at 136.6%. This is above Council's target range of 90% to 110%, and above the amount forecast in Asset Management Plans.

## 2019/20 RATING POLICY

### OVERVIEW

Due to significant capital valuation growth, Council has maintained differential rates at 2018/19 levels. A \$40 increase to the fixed charge means that properties that have no change to the capital value in 2019/20 (as provided by the Valuer General) will pay \$40 more for the year.

### METHOD USED TO VALUE LAND

Councils may adopt one of three valuation methodologies to value properties in its area, including:

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

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

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

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

### ADOPTION OF VALUES

The City of Victor Harbor has adopted the valuations made by the Valuer General as provided to the Council. Capital valuations for 2019/20 total \$4,317,416,440 of which \$4,184,999,560 is rateable.

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

- Previously received a notice of this valuation under the Local Government Act, in which case the objection period is 60 days from the receipt of the first rate notice, or
- Previously had an objection considered by the Valuer General for the current year. The address of the Office of the Valuer General is:
  - State Valuation Office  
GPO Box 1354  
ADELAIDE SA 5001
  - Telephone: 1300 653 345
  - Email: lsgobjections@sa.gov.au

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

### NOTIONAL VALUES

Certain properties may be eligible for a notional value, where the property is the principal place of residence of a ratepayer, under the Valuation of Land Act 1971.

This relates to some primary production land or where there is State heritage recognition.

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

### BUSINESS IMPACT STATEMENT

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

- Feedback received as a part of the consultation process on the draft Annual Business Plan
- Those elements of the council's strategic management plan relating to business development which includes:
  - the development and management of tourism to capitalise on the strengths of the region;
  - achieving effective development with respect to economic activity and employment;
  - identifying new areas of land suitable for industry and business development;
  - supporting existing businesses, whilst attracting appropriate new businesses to the region.
- The equity of the distribution of the rate burden between classes of ratepayers which is primarily based on the equity principle of taxation, where ratepayers of similar wealth pay similar taxes, and ratepayers of greater wealth pay more tax than ratepayers of lesser wealth. The rates are differentiated on the basis of land use. The rate in the dollar that is set for these land use categories has some regard to the services provided by the council and used by the ratepayers who reside within these areas.
- Council's policy of facilitating local economic development, which is to encourage and assist in the provision and development of industry, commerce, training, strategic planning and coordination within the council area.
- Information from the Australian Bureau of Statistics and other data sources.

- Current local, state and national economic conditions and expected changes during the next financial year.
- Changes in the valuation of commercial and industrial properties from the previous financial year.
- Specific infrastructure maintenance issues that will significantly benefit businesses and primary producers will include the continuation of Town Centre Master Plan initiatives, CBD traffic infrastructure upgrades and the rural roads re-sheeting and re-sealing programs. Other projects include the vegetation clearance program for the trimming of trees on rural roads, the rural and urban storm water drainage programs and public car parking initiatives.
- The profile of businesses including size, range, type and level of employment provided. Victor Harbor has a broad cross section of employment by industry with the largest employment sectors being health care and social assistance, retail trade, construction, accommodation and food services, and education and training. Places of employment range from sole owner / operators through to large national companies employing many people.

### RATING STRUCTURE

Council has adopted a two tiered rating structure comprising of a fixed charge component and differential rates, set according to land use categories that are applied to the capital value of the property.

## FIXED CHARGE

Council has imposed a fixed charge on properties in its area to establish a minimum base payment for each assessable property. Where two or more adjoining properties have the same owner and occupier, or where there is a single farm enterprise comprising more than one property, only one fixed charge is payable by the ratepayer.

Council will increase the fixed charge on rateable properties from \$350 to \$390 in order to recover approximately 20% of rate revenue from this method with the remaining from differential rating.

## DIFFERENTIAL GENERAL RATES

The Council has imposed differential general rates based on the land use categories as permitted under the Local Government (General) Regulations. The differential rates have regard to the range of services provided, the standard of those services, whether there are any specific budget expenses which may be unique to or benefit a specific land use and new initiatives which may target a specific sector or sectors.

Council has identified that its business rating structure has been deficient in raising the necessary revenue to offset related costs and has maintained the differential rating component on Commercial and Industrial Land Use categories.

The proportion of differential rates above the base rate, anticipated to be about \$360,000, will be deposited into a fund and used exclusively for the purpose of delivering new and expanded promotional and economic development initiatives, consistent with the Economic Development Strategy.

Council has continued to recognise the economic and social importance of primary production to the district and therefore the need to support its long term viability by providing a discount differential of -10% to the base rate for primary production land.

Council also considers that vacant land creates a significant holding cost relating to constructed infrastructure and costs to administer the land, and seeks to encourage development and consolidation of these properties.

The importance of encouraging infill development to contain our environmental footprint is also recognised. Council has maintained the differential rate to be applied to the vacant land use category at 50% more than the base rate.

The 2019/20 land use categories, the respective differential general rates to apply and approximate revenue to be raised will be as shown in the table below. The revenue figure includes both the fixed charge and differential rates, and excludes the NRM levy.

CATEGORY	FIXED CHARGE	CENTS IN THE \$	BASE DIFFERENTIAL	REVENUE (APPROX)
Residential	\$390	0.4349	Base rate	\$17.73 million
Commercial Shop	\$390	0.5654	Base + 30%	\$0.93 million
Commercial Office	\$390	0.5654	Base + 30%	\$0.15 million
Commercial Other	\$390	0.5654	Base + 30%	\$0.69 million
Industry Light	\$390	0.5001	Base + 15%	\$0.06 million
Industry Other	\$390	0.5001	Base + 15%	\$0.05 million
Primary Production	\$390	0.3914	Base - 10%	\$1.64 million
Vacant Land	\$390	0.6524	Base + 50%	\$1.31 million
Other	\$390	0.4349	Base rate	\$0.10 million
<b>TOTAL</b>				<b>\$22.66 million</b>

In determining the rates in the dollar for Council rates, the City of Victor Harbor has considered the likely rate of inflation for the next 12 months, increased insurance, power and water costs on council properties, greater expectations of council in water and natural resource management issues, increasing waste management requirements, impacts of growth and development, expanded legislative responsibilities and the continuing decline of general purpose grants and other external funding opportunities.

## SEPARATE RATE - NATURAL RESOURCES MANAGEMENT LEVY

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

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

- Rateable properties located within the area of the Council and of the Adelaide and Mount Lofty Ranges Natural Resources Management Board:
  - \$0.009665 cents in the dollar to raise a total of \$397,977
- Rateable properties located within the area of the Council and of the SA Murray Darling Basin Natural Resources Management Board:
  - \$0.024900 cents in the dollar to raise a total of \$3,822

## REBATES (RATE CAPPING)

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

Council will apply rate capping to general rates for the 2019/20 financial year and will grant to the principal ratepayer of an assessment where the residential property is the owner's principal place of residence, a rebate of the amount by which the general rate amount payable exceeds the 2018/19 general rate payable by 15%.

The rebate would not apply where:

- the property has been acquired by the ratepayer or has become their principal place of residence after 1 January 2018;
- the increase in general rate payable is due in whole or in part to an increase in valuation of the property attributable to improvements;
- the increase in general rate payable is due in whole or in part to an increase in valuation of the property attributable to a change in the zoning of the land under the Development Act 1993.

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

## RATES POSTPONEMENT (STATE SENIORS CARD HOLDERS)

Section 182A of the Local Government Act 1999 provides for postponement of rates on the principal place of residence for seniors. Application can be made by seniors who hold a current seniors card and meet the criteria. The amount which can be postponed is any amount greater than \$500 (\$125 per quarter).

In accordance with Section 182A (12), interest will accrue on the postponed balances at a rate which is 1% above the cash advance debenture rate. The accrued debt is payable on disposal or sale of the property.

Application forms and more information may be obtained by contacting Council on 8551 0500.

### REMISSION AND POSTPONEMENT OF RATES

Section 182 of the Local Government Act 1999 permits a Council, on the application of the ratepayer, to partially or wholly remit rates or to postpone rates, on the basis of hardship.

Where a ratepayer is suffering hardship in paying rates they are invited to contact Council on 8551 0500.

Council treats such inquiries confidentially.

### REBATE OF RATES

The Local Government Act requires councils to rebate the rates payable on some land. Specific provisions are made for land used for health services, community services, religious purposes, public cemeteries, the Royal Zoological Society and educational institutions.

Discretionary rebates may be applied by the Council under Section 166 of the Act.

### PAYMENT OF RATES

One single payment is due on **5 September 2019**, or by quarterly instalment payments due on the following dates:

1st instalment – **5 September 2019**

2nd instalment – **5 December 2019**

3rd instalment – **5 March 2020**

4th instalment – **5 June 2020**

Rates will be accepted as follows:

- By BPAY or BPAY VIEW, using a telephone or internet banking system that has this facility, and ensuring that council's biller code number 918532 and the customer reference number are used;
- online at [www.victor.sa.gov.au](http://www.victor.sa.gov.au);
- by phoning 1300 276 468 and using VISA or Mastercard;

- by post, with all cheques or money orders made payable to the City of Victor Harbor;
- by Direct Debit from your nominated bank account (forms are available on Council's website at [www.victor.sa.gov.au](http://www.victor.sa.gov.au) or by contacting Council on 8551 0500);
- in person at the Council Civic Centre at 1 Bay Road, Victor Harbor. Payments of cash, cheque or money order and credit cards are acceptable and EFTPOS facilities are also available;
- at any Australia Post branch upon presentation of the original Council rate notice.

Any ratepayer who may, or is likely to, experience difficulty with meeting the quarterly instalment payments should contact Council on 8551 0500 to discuss a payment arrangement.

## APPENDIX 1

# DELIVERING OUR VISION

## 2019/20 KEY PLANNED ACTIVITIES

## INTERPRETING THIS PLAN

For example:

### HEALTHY ENVIRONMENTS

**OBJECTIVE**  
What needs to be in place to achieve our vision

#### 1.1 Protect and rehabilitate the natural environment

**APPROACH**  
How we plan to achieve our objectives

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

**STRATEGY**  
What we plan to do over the next four years

- Implement initiatives in the Victor Harbor Environmental Management Plan 2010-2014
- Plan for a review of the Victor Harbor Environmental Management Plan in 2018/19

**KEY PLANNED ACTIVITY**  
What we plan to do in the next 12 months  
  
Individual Key Planned Activities can be identified as (1.1.1.1), (1.1.1.2) etc.

## OBJECTIVE 1 HEALTHY ENVIRONMENTS

### ONGOING ACTIVITIES

Animal and pest plant control; coastal protection; environmental management; foreshore maintenance; tree planting and maintenance.

### KEY PLANNED ACTIVITIES

#### 1.1 Protect and rehabilitate the natural environment

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

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

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

Provide a European Wasp management program

Provide a Rabbit / Fox Control Program as per Council's Environmental Management Plan and the Natural Resource Management Act 2004

Undertake the 2019/20 environmental weed control program as per Council's Environmental Management Plan and the Natural Resource Management Act 2004

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

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

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

Undertake roadside vegetation biodiversity projects in partnership with NRM, DEW and other groups as per the Southern Fleurieu Peninsula Roadside Vegetation Management Plan and Environmental Management Plan

Implement the pine tree removal program as per the Tree Management Strategy

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

Undertake priority actions identified in the Southern Fleurieu Coastal Action Plan

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

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

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

Support activities of the Inman River Catchment Landcare Group and Victor Harbor Coast Care

Continue the Victor Harbor bush care program in partnership with Bush for Life volunteers and Trees for Life

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

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

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

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

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

Participate in the Regional Community Energy Program in collaboration with the Southern and Hills councils to further consider a self-sustaining program that will reduce energy costs and greenhouse gas emissions and increase energy self sufficiency

Throughout the City, changeover Category P street lighting to LED luminaires to reduce ongoing operating costs and greenhouse gas emissions

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

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

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

Undertake programmed tree maintenance as per the Tree Management Strategy

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

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

Continue the urban forests program

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

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

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

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

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

## OBJECTIVE 2 ATTRACTIVE LIFESTYLE AND INCLUSIVE COMMUNITY

### ONGOING ACTIVITIES

History recording & preservation; local history collection; monuments & plaques; public art works; community events; cultural services & events; library services; volunteer support & assistance; playgrounds; maintain and provide boat ramps; public conveniences; parks, gardens & reserves; sport and recreation facilities; building assessment & inspection; development assessment; land use planning; parking enforcement & control; abandoned vehicles; vermin eradication; dog & cat control & enforcement; livestock impounding; litter inspection and enforcement.

### KEY PLANNED ACTIVITIES

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

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

Convene the Council Assessment Panel to determine development applications in accordance with relevant legislation, and provide advice to Council on development policy matters

Continue to improve development assessment help guides to reflect legislative changes and planning reforms

Contribute to the State Government Planning Portal

Prepare systems and processes for implementation of electronic development assessment (E-Planning) to align with the transition to the new PDI Act 2016

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

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

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

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

Complete Mainstreet Precinct Master Plan Stage 2 works

Commence Mainstreet Precinct Master Plan Stage 3 works, subject to grant funding

Undertake detailed design works for Mainstreet Precinct Master Plan Stages 4 to 7

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

Consider and progress opportunities to create pedestrian walkways between Ocean Street and surrounding areas

Replace and upgrade public security cameras in the CBD and upgrade CCTV storage

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

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

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

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

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

Prepare a five year Dog and Cat Management Plan

Continue to consider options for the upgrade or relocation of the existing dog holding facility

Continue to support dog and cat owners in the transition to on-line registration

Continue audits of dog and cat owners to improve registration compliance

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

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

#### 2.2 Protect and promote heritage

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

Undertake a heritage study that considers inter war buildings

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

Provide a Heritage Incentive Grant Scheme to support property owners to maintain local heritage listed items within the Council area

Provide a heritage advisory service for Local and State Heritage listed places

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

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

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

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

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

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

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

Undertake priority actions in Council's beach and reserves pedestrian access program

Undertake Hindmarsh River estuary access ramp replacement and upgrade

Undertake replacement and widening of the Foreshore Promenade adjacent to the Victor Harbor Bowling Club

In partnership with the Alexandrina Council support the operation of the Fleurieu Aquatic Centre through the Fleurieu Regional Aquatic Centre Authority

Undertake dredging at the Bluff Boat Ramp

Complete Stage 2 of the Bluff Boat Ramp holding area

In partnership with Victor Harbor High School, consider options for the provision of a bus shelter at the rear of the Recreation Centre

Undertake Warland Reserve turf replacement

Replace and upgrade irrigation system at Bridge Terrace Reserve

Enhance the Victor Harbor dog park through construction of a shelter for dog park users

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

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

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

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

Undertake Council's reserve furniture replacement plan for 2019/20

Undertake the open space backflow / potable water program to meet legislative requirements

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

Undertake detailed design for the George T Fisher playground upgrade – Stage 2

Replace Kent Reserve gym equipment

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

Undertake Council's 2019/20 walking trails development program including development of the Inman River walking trail

Continue to enhance walking trail promotional materials including a brochure and webpage

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

Undertake design work for re-routing the bikeway to the foreshore and rail reserve below Oliver's Parade

Undertake realignment of the Encounter Bikeway through the Bridge Terrace reserve to the railway chicane (subject to grant funding)

Undertake Bridge Terrace Railway chicane upgrade adjacent to the Hindmarsh River

**2.4 Encourage community participation and interaction**

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

Provide improved disability access by identifying and upgrading problem footpath areas

Undertake construction of bitumen car park and drainage system at the Victor Harbor Oval

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

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

Through the Star Club Field Officer program deliver improved support to local sporting clubs and enhanced support to Council on a range of recreation and sport matters

Provide a Recreation and Sport Small Grants Program

Maintain engagement with Encounter Bay Recreation Ground users in their facilities planning for the future including undertaking a feasibility study and developing a management model for recreation facilities on Armstrong Road

Continue to work with clubs and recreation groups through liaison, grants for infrastructure and programs, loans through the Local Government Finance Authority, and guidance in best practice club and facility management

Provide a grant to the Encounter Bay Football Club for clubroom improvements

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

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

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

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

Provide the Caring Neighbourhood Program and encourage other initiatives that support an inclusive environment for older citizens to develop connections within the community

Monitor the social and wellbeing needs of our aged community to support service planning, development and advocacy

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

Replace public computers and radio-frequency identification (RFID) equipment in the Library

Undertake book and material purchases for the Library

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

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

**2.5 Cultivate a vibrant community culture**

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

Organise and stage a New Year's Eve community celebration event

Support local community celebrations during NAIDOC Week and Reconciliation Week

Provide an Arts and Culture Community Grants program

Partner with Country Arts SA in the delivery of arts and cultural programs in Victor Harbor

Facilitate arts and cultural activities that cultivate a vibrant community culture

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

Support the Victor Harbor Artisan Markets as a platform for practicing and professional artists to show, sell and demonstrate their art

Continue to deliver the digital art program including digital projector maintenance and a digital art training program

Facilitate the installation of two public art commissions to create a greater sense of vitality and supporting community pride and economic activity

Paint a mural on the concrete barrier on Bay Road opposite the Caravan Park

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

Continue to investigate options for concept plans, management models and detailed design for the proposed Arts and Culture Precinct

Facilitate the use of the Old Library as a community activated arts space while Council prepares a longer term plan for the building in association with the proposed Arts and Culture Centre

**OBJECTIVE 3  
THRIVING LOCAL  
ECONOMY**

**ONGOING ACTIVITIES**

Economic development; Horse Drawn Tram Authority; internet accessibility; South Australian Whale Centre; tourism promotion, servicing and development; event management; Visitor Information Centre.

**KEY PLANNED ACTIVITIES**

**3.1 Support a competitive environment for business growth**

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

Provide information to local businesses on Council's procurement process and encourage local businesses to become prequalified contractors

Encourage local procurement by informing the local business community about how they can do business with Council

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

Undertake tourism website management and digital marketing program

Complete the Fleurieu Cruise Ship and Boating Infrastructure Planning Study

Undertake infrastructure and operational improvements to the Victor Harbor Horse Tram including fencing, provision of staff toilets/amenities, purchase of horses, harnesses and collars, improvements to office facilities and merchandise shop

Relace section of tram line on Granite Island

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

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

Implement priority actions from the Economic Development Strategy 2020-2024

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

Develop a Winter Festival concept, marketing plan and materials for an event to be held in July 2020

Organise and stage the Rock 'N' Roll Festival

Organise and stage the South Australian Whale Season launch

Consistent with Council's Major Events Policy consider opportunities that encourage improved reputation and business climate

Provide a Festivals and Events Grants Program through a competitive application process

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

Partner with Business Victor Harbor to provide mainstreet program and activities

Support the Business Victor Harbor Mainstreet Committee

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

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

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

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

Through regular newsletters and emails provide local businesses with information on training opportunities and funding assistance

Facilitate business workshops and seminars as part of 2019 Bizfest

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

Partner with Business Victor Harbor to undertake a local skills gap audit

Facilitate stakeholder collaboration through the Apprenticeship Accelerator Program

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

Undertake an annual survey of businesses in Victor Harbor

Continue to implement the City of Victor Harbor Business Engagement Plan

Investigate options for Council to collaborate with Business Victor Harbor in the delivery of business related programs

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

Participate in the Fleurieu Peninsula Tourism Board, Regional Tourism Plan and related activities

Work with Regional Development Australia (Adelaide Hills, Fleurieu and Kangaroo Island) to support business linkages and regional economic development activities

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

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

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

Provide corporate sponsorship for the 2019 Victor Harbor Business Awards

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

Implement priority actions in the 2019/20 Agribusiness Action Plan, informed by the City of Victor Harbor's Agribusiness Reference Group

Provide a discounted differential rate for primary production land in recognition of the economic and social importance of primary production to the district

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

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

### **3.3 Attract investment that expands the economy**

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

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

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

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

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

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

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

Consider opportunities to roll out Council's Place Branding Strategy

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

### **ONGOING ACTIVITIES**

Disaster management; community transport; bus shelters; construction & maintenance of bridges; construction & maintenance of car parks; construction & maintenance of footways & cycle tracks; construction and maintenance of roadway infrastructure; traffic control & statutory signage; septic tank approval & inspection; private works; street & public lighting; halls & community buildings; street signage; community services for aged, families, youth & disadvantaged; accessibility; waste management; drainage infrastructure; cemeteries; community & charitable donations; community grants; supported residential facilities licencing; street furnishing & sweeping; immunisation; health & preventative services; sharps / needle collection service; stormwater management.

### **KEY PLANNED ACTIVITIES**

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

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

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

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

Advocate for local and regional needs of older people through contributing to consultations and submissions related to aged care policy reform and related issues

Position programs funded by the Australian Government Commonwealth Home Support Program to maximise opportunities associated with the Commonwealth Aged Care Reforms

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

Collaborate with other agencies and services to develop strategies that promote and facilitate coordinated services for young people and families with children

Support the Southern Fleurieu and KI Positive Ageing Taskforce in order to encourage coordination of service delivery, collaboration of service providers and access to information, relevant resources and professional development opportunities

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

Continue to work with Alexandrina Council in the provision of a collaborative regional Youth Development Officer program

Promote collaboration and networking in the youth sector to achieve more effective use of resources and ensure the South Coast region attracts a fair share of services

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

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

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

Continue to roll out the South Australian Food Rating Scheme to food businesses within the City of Victor Harbor

Apply specific public health legislation relating to food safety, on site waste water management, manufactured water systems, swimming pools/spas, disease prevention/control, pest and vermin control, sanitation, housing / accommodation, water quality, environmental management, contaminated land and emergency management

Partner with the City of Onkaparinga in the delivery of a school based immunisation program

Work with the Southern and Hills Local Government Association in the operation of the Community Wellbeing Alliance to support implementation of the Regional Public Health Plan

In collaboration with partner councils undertake a review of the Southern and Hills Regional Public Health Plan to meet the requirements of the South Australian Public Health Act 2014

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

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

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

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

Continue investigations and negotiations regarding a suitable location for a local / regional cemetery to meet future demand

Continue development of the Victor Harbor cemetery

Replace the Bridge Terrace public toilet to meet access compliance standards

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

Provide the Old School Building Community Centre as an affordable meeting space for local community groups

Continue to provide community meeting spaces in the Library, Recreation Centre and Town Hall, and through the sub-hire arrangements with various Council-leased facilities such as sporting grounds

Upgrade the Victor Harbor Recreation Centre through replacement of the Hindmarsh (Music) Room curtains and Gym roller door

Undertake maintenance works to the Carrickalinga House Seniors Centre, including replacement of the bullnose verandah and painting of external timber work

Make provision for an increase in reactive/unscheduled maintenance of Council buildings

Provide ongoing development of building assessment and maintenance programming within Assetic asset management software

Relocate a bus shelter to the Recreation Centre for Victor Harbor High School Students

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

Ensure compliance with legislation in regard to Council/ community land to ensure local community interest is maintained, managed and protected

Prepare and manage leases, licences, permits and agreements

Manage dedicated land lease approvals for Crown Land

Administer Council land transfers, sales, gifting, land exchanges, road opening and closing

Develop and maintain Community Land Management Plans

Further develop Council roads opening and closing register

Further develop the road register as defined by Local Government Act 1999

Initiate the Community Land Revocation Process for existing road buffer (driveway exclusion reserves)

Undertake external painting of the SA Whale Centre building

Undertake maintenance work to Council's depot, including replacement of the cladding on the carpenter's shed, replacement of the fuel shed, and external painting of the depot administration building

Consider options to develop online website applications for commonly used property forms and applications

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

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

Support the activities of the Town Pride Working Group and Encounter Lakes Beach Boys

Continue the Encounter Lakes and Franklin Island water quality monitoring program

Install new street lighting on Adelaide Road between Agnes Gillespie Drive and McCracken Drive

Undertake Waitpinga Road/Battye Road intersection reconstruction

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

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

Undertake Town Centre Traffic and Car Parking Strategy recommendations in accordance with the 10 Year Capital Works Program

Amend the Development Plan provision for car parking in accordance with the Parking Spaces for Urban Places Car Parking Study via the PDI Act 2016

Continue to investigate opportunities for improved integration of carpark facilities in McKinlay Street

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

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

Continue to review and enforce regulatory parking arrangements

Continue use of technology to improve the efficiency and efficacy of management of public parking as reflected in Council's parking strategy

Investigate making the car park on George Main Road in front of the Victor Harbor High School a time limited park to support the safe drop off and pick up of school students

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

Complete bridge maintenance as identified from condition assessments and the associated Infrastructure Asset Management Plan including maintenance and removal of vegetation build up on selected bridges.

Undertake footpath and pram ramp replacement program

Undertake Annual Re-sheeting Program for unsealed roads

Undertake Annual Re-sealing Program for sealed roads

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

Undertake Pine Avenue renewal (Stage 2) from Riverview Road towards Warland Avenue

Complete Stage 4 of the Waitpinga Road reconstruction including Blockers Road / Waitpinga Road junction

Provide new guard railing for high risk major culverts

Construct a bus shelter at Stop 8, Port Elliot Road

Prepare concept plans for the Bluff Boat Ramp over-flow car park

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

Construct footpaths on the northern side of Forrest Street, the western side of Adelaide Road (including kerb, lighting and crossing), and Canterbury Road (Jenkins Avenue to Norfolk Avenue)

Undertake detailed design for pedestrian improvements on Franklin Parade in Yilki shops area

Construct a shared pathway linking the Railway Turntable site to the Youth Park and Encounter Bikeway

Advance opportunities for improved pedestrian and bicycle connection from Coromandel Drive to Adelaide Road

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

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

Continue regular meetings with the Department for Planning, Transport and Infrastructure (DPTI) regarding the provision of improved local and regional networks

Continue participation in the Southern and Hills LGA Roads Working Party

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

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

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

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

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

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

##### **4.5 Support improved Information Communication Technology services**

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

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

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

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

#### **4.6 Provide sustainable waste collection**

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

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

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

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

#### **4.7 Provide stormwater infrastructure**

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

Undertake annual inlet upgrade construction program

Undertake storm water upgrades at Cakebread Road and Mill Road

Undertake stormwater upgrade design for Giles Street and Shield Crescent

Undertake development of a new Urban Stormwater Master Plan – Stage 1

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

#### **4.8 Plan for water and electricity security**

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

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

Continue to investigate and implement renewable energy options in open space

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

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

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

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

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

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

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

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

#### **4.9 Facilitate capacity to deal with emergencies**

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

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

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

Utilising support from the Local Government Association of SA, commence the development of a Victor Harbor Emergency Management Plan that aligns with State and regional emergency management plans

Continue to participate in the Adelaide Hills Fleurieu and Kangaroo Island Zone Emergency Committee in order to maintain a Zone Management Plan

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

### **ONGOING ACTIVITIES**

Administration & finance; advocate on behalf of the community; asset management; civic functions; citizenship; community information; contract administration; Council elections; Council news & information; human resources activities; investment; industrial relations; local data & statistical collection; local governance; local services contact; maintainer of civic & community records; policy & by-law management; amusement & market licensor; property leases and rentals; provision & maintenance of plant & equipment resources; rate levying & collection; risk management; statutory fees & charges; strategic planning; training facilitator & provider; work health safety.

### **KEY PLANNED ACTIVITIES**

#### **5.1 Cultivate and demonstrate community leadership**

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

Maintain live streaming of Council meetings and audio recording

Promote informal gatherings of Council not covered by Section 90 of the Local Government Act

Provide Council and committee agendas and minutes on Council's website

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

Undertake a review and audit of Council's Delegations Register

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

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

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

Support and promote the Southern Fleurieu Youth Advisory Committee (YAC) as a means of developing young leaders

Promote a positive profile for young people through projects and policies and support the participation of local young people in leadership opportunities such as the United Nations Youth SA Conference, and YMCA SA Youth Parliament

Encourage community representation on Council advisory committees

Support staff membership of relevant professional associations

Accept opportunities to present to community groups

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

Participate in the Southern and Hills Local Government Association, Regional Development Australia (Hills Fleurieu and KI), Fleurieu Peninsula Tourism, and the Fleurieu Regional Waste Authority

Continue to provide a range of community service programs in partnership with neighbouring councils

Continue involvement in the Australian Coastal Councils Association

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

Continue to provide Elected Members with information through weekly updates and informal gatherings

Provide Elected Members with corporate support (administration, record keeping and IT)

#### **5.2 Encourage active citizenship and community pride**

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

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

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

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

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

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

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

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

Grow community subscription to Council's e-newsletter, Victor Viewpoint

Hold two community forums, including one as a part of Council's annual business plan and budget consultation

Provide organisational training in the planning and implementation of community engagement activities

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

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

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

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

Maintain the House of Assembly Roll from the State Electoral Commission

Maintain the Council's Supplementary Voters Roll

Implement priority outcomes from the Customer Service Review including the development of a Customer Service Charter

Prioritise and begin implementing actions from the library service review

Monitor the impacts of the amended Dog and Cat Management Act and Local Nuisance and Litter Control Act on the Public Safety and Regulation section of Council

Undertake 2019/20 plant replacement program, including replacement of chainsaws, brush cutters and other plant equipment

Replace major plant, trucks and vehicles as per plant replacement schedule

Replace compact fluorescent lights in the Civic Centre administration and library with energy efficient LED light fittings to reduce operating costs

Upgrade the Building Management System at the Civic Centre to address technical issues and reduce power consumption and operating costs

Investigate the option of scanning creditor invoices in order to code and process straight from the screen

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

Provide an administration/website officer to maintain and update Council's website and promote the range and availability of services provided by Council

Provide adhesive logos for Council plant and vehicles

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

Maintain existing information and communication technology services

Upgrade the Time Management System (TMS) as used within the payroll section

Provide for firewall, computer and laptop replacements

Provide an allowance for replacement of phones

Replace council's main computer servers and server room air conditioners in line with the ICT Asset Management Plan

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

Increase awareness of Market Place software to support procurement

Increase uptake of VendorPanel across the organisation to support effective procurement processes

Improve communication and collaboration across departments through increased project role clarity

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

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

## **5.4 Operate in a strategically planned environment**

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

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

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

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

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

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

Facilitate budgeting and financial planning to assist Council in decision making and delivery of the Community Plan and Annual Business Plan

Continue to develop approaches to provide stronger links between Council reports and key strategic documents

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

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

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

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

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

Manage Council's assets in accordance with the Long Term Financial Plan and adopted Infrastructure Asset Management Plans

Maintain the assessment record for non-rateable assessments and those eligible for mandatory or discretionary rate rebates

Develop and improve building data in Council's Asset Management software

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

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

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

Maintain GIS/spatial systems within SynergySoft, ArcMap and ArcReader

Provide and assist other staff with access and use of GIS/spatial systems

Deliver updated aerial ortho imagery to Council every two years

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

Continue debt recovery procedures to recover rate arrears efficiently and effectively

## **5.6 Provide organisational sustainability**

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

Ensure risk management is embedded and considered across all activities within Council

Provide quarterly reports to the Audit Committee on performance of risk management

Review departmental risk registers and provide quarterly progress reports to the Senior Management Team

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

Provide the LGA Workers Compensation Scheme Healthy Lifestyle Program

Undertake a self-audit of documented Work Health Safety and Risk Management processes to prepare for the annual Workers Compensation Scheme and Risk audit

Implement Council's Work Health and Safety and Injury Management Plan 2018/2020

Provide regular reporting to Council's Senior Management Team, and Work Health and Safety Committee on implementation of the Work Health and Safety and Injury Management Plan 2018/2020

Undertake scheduled furniture and equipment replacement at the Civic Centre

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

Undertake annual employee professional development reviews

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

Develop and implement a 2019/20 employee training program

Further develop electronic staff training database with linkages to WHS, personal and professional development, and specific job requirements

Further develop staff training needs analysis as required by LGA Workers Compensation Scheme

Investigate options for electronic training requests

Provide payroll services to the Victor Harbor Horse Tram Authority involving separate personnel filing and administration

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

Restructure local computer drives to align with the new file structure

Assess Council's records management system for GDS21 compliance with a view to transitioning processes and systems to a digital records environment capability

Provide off-site storage for records and a scan on demand of assessment files to alleviate records storage pressures



APPENDIX 2

# 2019/20 BUDGET SUMMARY

PROGRAM	Page Ref	CAPITAL			OPERATING			TOTAL BUDGET			
		REVENUE	EXPENSES	RESULT	REVENUE	EXPENSES	RESULT	REVENUE	EXPENSES	RESULT	
Caravan Park	31	0	65,000	65,000	(252,400)	77,900	(174,500)	(252,400)	142,900	(109,500)	
Private Works	24	0	0	0	(6,800)	6,200	(600)	(6,800)	6,200	(600)	
Horse Tram	31	0	338,400	338,400	0	364,000	364,000	0	702,400	702,400	
Whale Centre	31	0	0	0	(183,300)	465,500	282,200	(183,300)	465,500	282,200	
Aged Services	22	0	0	0	(83,900)	87,800	3,900	(83,900)	87,800	3,900	
Youth Development	22	0	0	0	(132,100)	144,400	12,300	(132,100)	144,400	12,300	
Community Assistance	22	0	0	0	(6,000)	548,800	542,800	(6,000)	548,800	542,800	
Fleurieu Families	22	0	0	0	(277,800)	331,100	53,300	(277,800)	331,100	53,300	
Caring Neighbourhood Project	22	0	0	0	(200,000)	233,500	33,500	(200,000)	233,500	33,500	
Old School Building	23	0	0	0	(7,000)	23,900	16,900	(7,000)	23,900	16,900	
Community Transport - HACC	22	0	0	0	(95,500)	86,500	(9,000)	(95,500)	86,500	(9,000)	
Community Transport - SCOTS	22	0	0	0	(544,600)	547,500	2,900	(544,600)	547,500	2,900	
Senior Citizens Facilities	23	0	22,100	22,100	0	54,200	54,200	0	76,300	76,300	
Star Club	28	0	0	0	(144,800)	154,900	10,100	(144,800)	154,900	10,100	
Car Parking	25	0	832,000	832,000	(114,000)	189,100	75,100	(114,000)	1,021,100	907,100	
Cemetery	23	0	23,200	23,200	(134,600)	234,600	100,000	(134,600)	257,800	123,200	
Crime Prevention	25	0	27,200	27,200	0	81,500	81,500	0	108,700	108,700	
Public Conveniences	23	0	98,000	98,000	0	273,100	273,100	0	371,100	371,100	
Fire Prevention	33	0	0	0	(6,000)	86,300	80,300	(6,000)	86,300	80,300	
Health Services	33	0	0	0	0	6,800	6,800	0	6,800	6,800	
Occupancy (Office)*	36	0	120,500	120,500	(22,000)	675,000	653,000	(22,000)	795,500	773,500	
Organisational**	35	0	0	0	(203,400)	2,350,900	2,147,500	(203,400)	2,350,900	2,147,500	
Accounting*	36	0	0	0	0	703,900	703,900	0	703,900	703,900	
Rates Administration	35	0	0	0	(76,300)	374,900	298,600	(76,300)	374,900	298,600	
Elected Members	35	0	0	0	0	369,600	369,600	0	369,600	369,600	
Customer Service	35	0	0	0	0	512,600	512,600	0	512,600	512,600	
Human Services*	36	0	0	0	0	393,700	393,700	0	393,700	393,700	
Payroll*	36	0	0	0	0	116,600	116,600	0	116,600	116,600	
Communication*	36	0	2,000	2,000	0	93,100	93,100	0	95,100	95,100	
Information Technology*	36	0	180,700	180,700	(2,000)	690,000	688,000	(2,000)	870,700	868,700	
Records*	36	0	0	0	(500)	288,600	288,100	(500)	288,600	288,100	
Town Hall	23	0	0	0	(19,200)	73,300	54,100	(19,200)	73,300	54,100	
Library	34	(60,000)	131,800	71,800	(74,000)	1,179,500	1,105,500	(134,000)	1,311,300	1,177,300	
Cultural Services	34	0	107,500	107,500	(88,800)	200,400	111,600	(88,800)	307,900	219,100	
Economic Development	30	0	0	0	(76,400)	359,900	283,500	(76,400)	359,900	283,500	
Tourism Marketing	30	0	0	0	(37,100)	336,700	299,600	(37,100)	336,700	299,600	
Visitor Information Centre	30	0	0	0	(639,000)	1,024,800	385,800	(639,000)	1,024,800	385,800	
Coastal Protection	26	0	264,000	264,000	0	474,500	474,500	0	738,500	738,500	
Other Environmental Projects	26	0	0	0	0	534,900	534,900	0	534,900	534,900	
Stormwater Drainage	26	0	723,000	723,000	(50,000)	822,400	772,400	(50,000)	1,545,400	1,495,400	
Street Cleaning	27	0	0	0	0	129,800	129,800	0	129,800	129,800	
Street Lighting	25	0	788,700	788,700	0	446,800	446,800	0	1,235,500	1,235,500	
Streetscaping	24	0	2,833,900	2,833,900	(7,000)	615,100	608,100	(7,000)	3,449,000	3,442,000	
Waste Collection**	27	0	0	0	(10,000)	1,703,000	1,693,000	(10,000)	1,703,000	1,693,000	
Waste Disposal	27	0	0	0	0	281,600	281,600	0	281,600	281,600	
Depot	29	0	56,800	56,800	0	271,300	271,300	0	328,100	328,100	
Indirect Works*	29	0	0	0	(2,900)	540,800	537,900	(2,900)	540,800	537,900	
Plant & Machinery	29	(143,000)	577,000	434,000	0	33,100	33,100	(143,000)	610,100	467,100	
Recreation Centre	23	0	7,200	7,200	(103,500)	281,600	178,100	(103,500)	288,800	185,300	
Outdoor Sports**	28	(30,000)	60,000	30,000	(60,800)	1,118,400	1,057,600	(90,800)	1,178,400	1,087,600	
Parks & Gardens	28	0	217,000	217,000	(9,500)	1,761,000	1,751,500	(9,500)	1,978,000	1,968,500	
Building Control	33	0	0	0	(68,300)	402,800	334,500	(68,300)	402,800	334,500	
Town Planning	32	0	0	0	(138,700)	1,160,500	1,021,800	(138,700)	1,160,500	1,021,800	
Cat Control	33	0	0	0	(7,000)	25,200	18,200	(7,000)	25,200	18,200	
Dog Control	33	0	20,000	20,000	(99,400)	130,800	31,400	(99,400)	150,800	51,400	
Health Inspection	33	0	0	0	(13,200)	134,900	121,700	(13,200)	134,900	121,700	
Local Nuisance & Litter	33	0	0	0	(500)	126,600	126,100	(500)	126,600	126,100	
Other Regulatory Services	33	0	0	0	(5,200)	60,300	55,100	(5,200)	60,300	55,100	
Parking Control	33	0	0	0	(139,000)	186,500	47,500	(139,000)	186,500	47,500	
General Rates	20	0	0	0	(23,094,900)	0	(23,094,900)	(23,094,900)	0	(23,094,900)	
LG Grants Commission	20	0	0	0	(320,000)	0	(320,000)	(320,000)	0	(320,000)	
Community Bus Services	22	0	0	0	(17,000)	70,200	53,200	(17,000)	70,200	53,200	
Bridges	24	0	0	0	0	384,000	384,000	0	384,000	384,000	
Kerbing & Footpaths	24	(50,000)	1,457,800	1,407,800	0	754,200	754,200	(50,000)	2,212,000	2,162,000	
Sealed Roads	24	(130,000)	1,385,000	1,255,000	(250,000)	2,584,600	2,334,600	(380,000)	3,969,600	3,589,600	
Traffic Management	25	0	717,000	717,000	0	349,200	349,200	0	1,066,200	1,066,200	
Unsealed Roads	24	0	160,000	160,000	0	742,000	742,000	0	902,000	902,000	
Interest	35	0	0	0	(36,000)	0	(36,000)	(36,000)	0	(36,000)	
Loan Interest	35	0	0	0	(28,200)	420,000	391,800	(28,200)	420,000	391,800	
Property & GIS	35	0	0	0	(103,300)	641,100	537,800	(103,300)	641,100	537,800	
*Adjustment for Corporate Costs distributed in activity areas (FCA)	36	0	0	0	0	(2,936,400)	(2,936,400)	0	(2,936,400)	(2,936,400)	
<b>Totals</b>			<b>(413,000)</b>	<b>11,215,800</b>	<b>10,802,800</b>	<b>(27,991,900)</b>	<b>27,991,900</b>	<b>0</b>	<b>(28,404,900)</b>	<b>39,207,700</b>	<b>10,802,800</b>

APPENDIX 3

# FINANCIAL STATEMENTS



## UNIFORM PRESENTATION OF FINANCES

FOR YEAR ENDING 30 JUNE 2020

	2017/18 FINANCIAL STATEMENTS \$'000	2018/19 CURRENT BUDGET \$'000	2019/20 PROPOSED BUDGET \$'000
Operating Revenues	26,227	27,075	27,992
less Operating Expenses	(26,026)	(27,683)	(27,992)
<b>Operating Surplus / (Deficit)</b>	<b>201</b>	<b>(608)</b>	<b>(0)</b>
<b>Net Outlays on Existing Assets</b>			
Capital Expenditure on Renewal/Replacement of Existing Assets	(3,068)	(5,281)	(5,752)
add back Depreciation, Amortisation and Impairment	6,357	6,682	6,894
add back Proceeds from Sale of Replaced Assets	136	157	143
<b>Subtotal</b>	<b>3,425</b>	<b>1,558</b>	<b>1,286</b>
<b>Net Outlays on New and Upgraded Assets</b>			
Capital Expenditure on New and Upgraded Assets	(4,856)	(2,892)	(5,464)
add back Amounts received specifically for new/upgraded assets	1,345	1,542	270
add back Proceeds from Sale of Surplus Assets	0	0	0
<b>Subtotal</b>	<b>(3,511)</b>	<b>(1,350)</b>	<b>(5,194)</b>
<b>NET LENDING / (BORROWING) FOR FINANCIAL YEAR</b>	<b>115</b>	<b>(400)</b>	<b>(3,909)</b>

## FINANCIAL INDICATORS

### Operating Surplus Ratio

This ratio expresses the operating surplus or deficit, as a percentage of total operating revenue.  
(TARGET = 3%)

2017/18	2018/19	2019/20
1.0%	-2.2%	0.0%

### Net Financial Liabilities Ratio

New Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council Business). These are expressed as a percentage of total operating revenue.  
(TARGET = < 75%)

2017/18	2018/19	2019/20
47.0%	40.3%	46.0%

### Asset Sustainability Ratio

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

2017/18	2018/19	2019/20
88.0%	99.4%	136.6%

## STATEMENT OF COMPREHENSIVE INCOME

FOR YEAR ENDING 30 JUNE 2020

	2017/18 FINANCIAL STATEMENTS \$'000	2018/19 CURRENT BUDGET \$'000	2019/20 PROPOSED BUDGET \$'000
<b>OPERATING INCOME</b>			
Rates	20,791	21,856	23,095
Statutory charges	491	459	473
User charges	2,359	2,326	1,916
Grants, subsidies and contributions	1,564	1,530	1,536
Investment income	91	91	80
Reimbursements	824	768	800
Other revenues	73	35	82
Net Gain - Equity Accounted Council Business	34	10	10
<b>Total Income</b>	<b>26,227</b>	<b>27,075</b>	<b>27,992</b>
<b>OPERATING EXPENSES</b>			
Employee costs	9,674	10,140	9,776
Materials, contracts and other expenses	9,478	10,037	10,560
Finance costs	517	460	420
Depreciation, amortisation and impairment	6,357	6,682	6,894
Net loss - Equity Accounted Council Business	-	364	342
<b>Total Expenses</b>	<b>26,026</b>	<b>27,683</b>	<b>27,992</b>
<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>201</b>	<b>(608)</b>	<b>(0)</b>
Asset Disposal and fair value adjustments	(2,152)	(1,000)	(1,000)
Amounts specifically for new or upgraded assets	1,345	1,542	270
Physical resources received free of charge	831	1,000	1,000
<b>NET SURPLUS / (DEFICIT)</b>	<b>225</b>	<b>934</b>	<b>270</b>
<b>Other Comprehensive Income</b>			
<i>Amounts which will not be reclassified subsequently to operating result</i>			
Changes in Revaluation Surplus - I,PP & E	12,987	6,478	728
Impairment / Recoupment Offset to Asset Revaluation Reserve	(281)	-	-
<b>Total Other Comprehensive Income</b>	<b>12,706</b>	<b>6,478</b>	<b>728</b>
<b>Total Comprehensive Income</b>	<b>12,931</b>	<b>7,412</b>	<b>998</b>

## STATEMENT OF FINANCIAL POSITION

FOR YEAR ENDING 30 JUNE 2020

	2017/18 FINANCIAL STATEMENTS \$'000	2018/19 CURRENT BUDGET \$'000	2019/20 PROPOSED BUDGET \$'000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and Cash Equivalents	1,846	52	29
Trade and Other Receivables	1,302	1,364	705
Inventories	334	256	250
<b>Total Current Assets</b>	<b>3,482</b>	<b>1,672</b>	<b>984</b>
<b>Non-Current Assets</b>			
Financial Assets	1,046	845	654
Equity Accounted Investments in Council Business	10,786	10,433	10,091
Infrastructure, Property, Plant and Equipment	270,916	276,000	280,000
Other Non-Current Assets	644	1,000	1,000
<b>Total Non-Current Assets</b>	<b>283,392</b>	<b>288,278</b>	<b>291,745</b>
<b>TOTAL ASSETS</b>	<b>286,874</b>	<b>289,950</b>	<b>292,729</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade and Other Payables	2,397	1,122	1,070
Borrowings	966	955	2,184
Provisions	1,963	700	700
<b>Total Current Liabilities</b>	<b>5,326</b>	<b>2,777</b>	<b>3,954</b>
<b>Non-Current Liabilities</b>			
Borrowings	10,431	8,281	9,185
Provisions	736	700	400
<b>Total Non-Current Liabilities</b>	<b>11,167</b>	<b>8,981</b>	<b>9,585</b>
<b>TOTAL LIABILITIES</b>	<b>16,493</b>	<b>11,758</b>	<b>13,539</b>
<b>NET ASSETS</b>	<b>270,381</b>	<b>278,192</b>	<b>279,190</b>
<b>EQUITY</b>			
Accumulated Surplus	64,204	65,140	65,410
Asset Revaluation Reserve	204,950	211,825	212,553
Other Reserves	1,227	1,227	1,227
<b>TOTAL EQUITY</b>	<b>270,381</b>	<b>278,192</b>	<b>279,190</b>

## STATEMENT OF CHANGES IN EQUITY

FOR YEAR ENDING 30 JUNE 2020

	Accumulated Surplus \$'000	Asset Revaluation Reserve \$'000	Other Reserves \$'000	TOTAL EQUITY \$'000
<b>2017/18 Financial Statements</b>				
Balance at end of previous reporting period	63,995	192,244	1,211	257,450
a) Net Surplus / (Deficit) for Year	225	-	-	225
b) Other Comprehensive Income				
Gain (Loss) on Revaluation of I,PP&E	-	12,987	-	12,987
I,PP&E Impairment / recoupments Offset to ARR	-	(281)	-	(281)
<b>Total Comprehensive Income</b>	<b>225</b>	<b>12,706</b>	<b>-</b>	<b>12,931</b>
c) Transfers between Reserves	(16)	-	16	-
<b>Balance at end of period</b>	<b>64,204</b>	<b>204,950</b>	<b>1,227</b>	<b>270,381</b>
<b>2018/19 Current Budget</b>				
Balance at end of previous reporting period	64,204	204,950	1,227	270,381
a) Net Surplus / (Deficit) for Year	936	-	-	936
b) Other Comprehensive Income				
Gain (Loss) on Revaluation of I,PP&E	-	6,875	-	6,875
I,PP&E Impairment / recoupments Offset to ARR	-	-	-	0
<b>Total Comprehensive Income</b>	<b>936</b>	<b>6,875</b>	<b>-</b>	<b>7,811</b>
c) Transfers between Reserves	-	-	-	-
<b>Balance at end of period</b>	<b>65,140</b>	<b>211,825</b>	<b>1,227</b>	<b>278,192</b>
<b>2019/20 Proposed Budget</b>				
Balance at end of previous reporting period	65,140	211,825	1,227	278,192
a) Net Surplus / (Deficit) for Year	270	-	-	270
b) Other Comprehensive Income				
Gain (Loss) on Revaluation of I,PP&E	-	728	-	728
I,PP&E Impairment / recoupments Offset to ARR	-	-	-	0
<b>Total Comprehensive Income</b>	<b>270</b>	<b>728</b>	<b>-</b>	<b>998</b>
c) Transfers between Reserves	-	-	-	-
<b>Balance at end of period</b>	<b>65,410</b>	<b>212,553</b>	<b>1,227</b>	<b>279,190</b>

## CASHFLOW STATEMENT

FOR YEAR ENDING 30 JUNE 2020

	2017/18 FINANCIAL STATEMENTS \$'000	2018/19 CURRENT BUDGET \$'000	2019/20 PROPOSED BUDGET \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Receipts</b>			
Operating Receipts	28,627	25,922	27,487
Investment Receipts	91	91	80
<b>Payments</b>			
Operating Payments to Suppliers and Employees	(21,495)	(20,559)	(20,322)
Finance Payments	(535)	(460)	(420)
<b>Net cash provided by (or used in) operating activities</b>	<b>6,688</b>	<b>4,994</b>	<b>6,825</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Receipts</b>			
Amounts Received Specifically for New or Upgraded Assets	1,345	1,542	270
Sale of replaced assets	136	157	143
Sale of surplus assets	0	0	0
Repayments of loans by community groups	165	151	712
<b>Payments</b>			
Expenditure on renewal/replacement of assets	(3,068)	(5,281)	(5,752)
Expenditure on new/upgraded assets	(4,856)	(2,892)	(5,464)
Loans made to community groups	(625)	0	0
<b>Net cash provided by (or used in) investing activities</b>	<b>(6,903)</b>	<b>(6,323)</b>	<b>(10,091)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Receipts</b>			
Proceeds from borrowings	1,357	500	3,000
Proceeds from Bonds & Deposits	26	0	0
<b>Payments</b>			
Repayments of borrowings	(912)	(966)	(956)
<b>Net cash provided by (or used in) financing activities</b>	<b>471</b>	<b>(466)</b>	<b>2,044</b>
<b>NET INCREASE (DECREASE) IN CASH HELD</b>	<b>256</b>	<b>(1,795)</b>	<b>(1,222)</b>
Cash & cash equivalents at beginning of period	1,590	1,846	1,251
<b>CASH &amp; CASH EQUIVALENTS AT END OF PERIOD</b>	<b>1,846</b>	<b>51</b>	<b>29</b>

city of  
*Victor Harbor*



## STAY IN TOUCH

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