city of
Victor Harbor

LONG TERM FINANCIAL PLAN

2019/20 TO 2028/29

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 Long Term Financial Plan for the period 2019/20 to 2028/29 was adopted by the City of Victor Harbor on 16 December 2019.

EXECUTIVE SUMMARY

Under Section 122(1)(a) of the Local Government Act 1999, Council is required to develop and adopt a Long Term Financial Plan (LTFP) for a period of at least 10 years. This plan forms part of its suite of Strategic Management Plans.

The LTFP is presented in a manner consistent with the notes in the Model Financial Statements entitled Uniform Presentation of Finances and Financial Indicators. It has been prepared in line with the Local Government Act 1999, Local Government (Financial Management) Regulations 2011 and relevant Council policies.

The City of Victor Harbor adopted its first LTFP in November 2008, with reviews in September 2010, July 2013 and March 2015. The LTFP is subject to regular reviews to allow for the changing needs and demands of the community. This document represents the fifth review and covers the next ten year period from 2019/20 to 2028/29.

The LTFP acknowledges a number of key assumptions, principles and policies which will guide the Council in preparation of Annual Business Plans and Budgets and will assist Council to:

- deliver on the objectives within the City of Victor Harbor Community Plan
- make decisions that are financially sustainable
- meet the needs and expectations of the community
- set appropriate levels of debt
- minimise rate increases
- strive for intergenerational equity.

The model assumes that services delivered through the operating budget will remain unchanged throughout the planning period unless specified in the document. The 2018/19 Audited Financial Statements (Year 0) and the 2019/20 Original Budget (Year 1) have been used as the basis for preparation. The Plan is based on information available at the time of collation and the outcomes can be affected by external influences of which Council has little or no control including:

- Federal and State Government funding decisions
- Inflation, insurance, interest rates
- Legislative changes and cost shifting
- Statutory and planning charge limits
- National / International economic environment.

The LTFP achieves the following outcomes:

- Operating Surplus Ratio within Council's target range of 0% to 3% with a minor increase in Year 10 to 4%.
- Net Liabilities Ratio within Council's target range of 40% to 60% in the first four years but moving below the minimum target from Year 5 to Year 10.
- Asset Sustainability Ratio within Council's target range of 90% to 110% to Year 6 and then reducing to a minimum of 84% in Year 10.

STRATEGIC CONTEXT

The LTFP forms part of Councils Strategic Planning Framework.

Strong links between the LTFP and other strategic documents are vital in order to provide an accurate picture of Council's financial sustainability and ability to meet its objectives.

The LTFP provides the link between the:

- City of Victor Harbor Community Plan
- Asset Management Plans
- Annual Business Plan and Budget

The LTFP provides the financial outcomes of objectives outlined in Council's Community Plan and Asset Management Plans (AMP) to allow for comparison with the Annual Business Plan and Budget, and provide a guideline for community consultation.

The City of Victor Harbor's strategic planning framework is outlined in the diagram below.

Council reviews and updates its LTFP on a regular basis to ensure that:

- the assumptions remain pertinent
- changes to Asset Management Plans are captured
- the forecasts are calculated based on current data.

BASIS OF PREPARATION

SUMMARY

The following assumptions and variables have been applied to the LTFP:

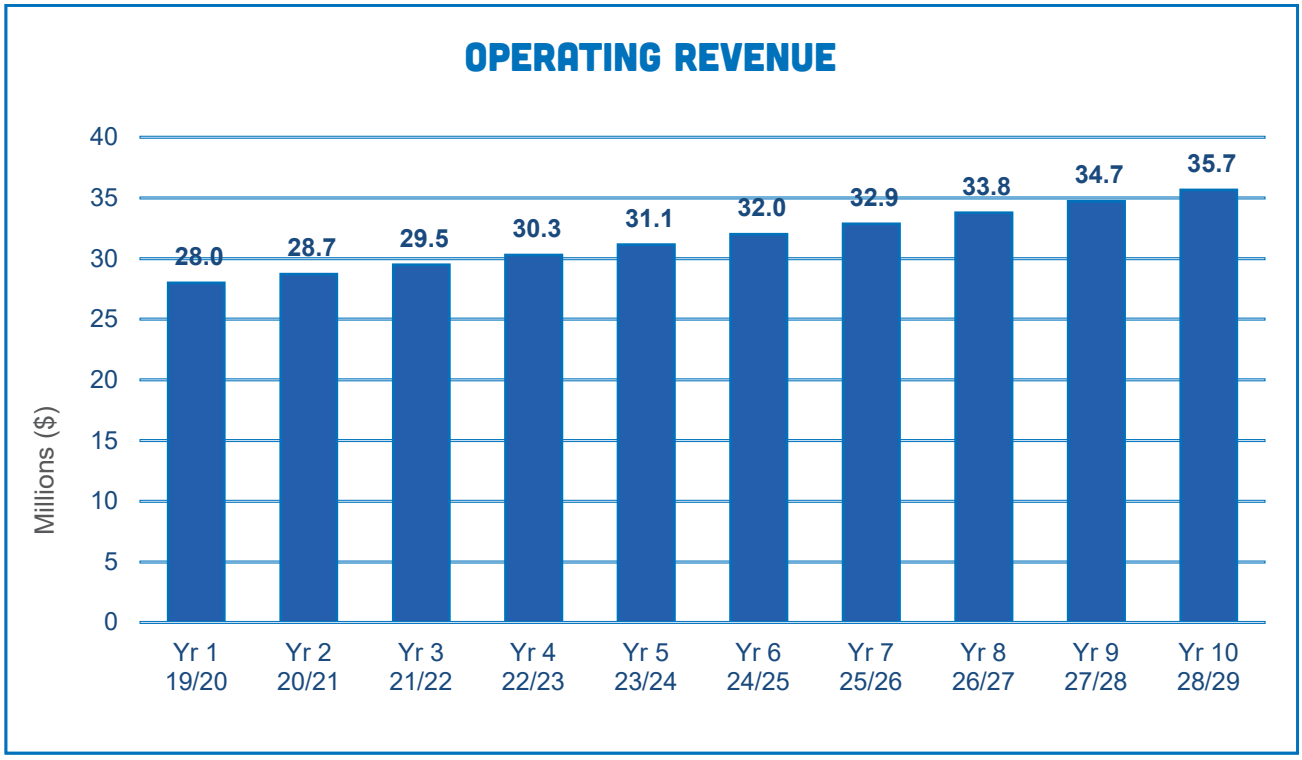
- The plan covers a ten year period from 2019/20 to 2028/29:
  - the 2018/19 audited financial data forms the base year
  - year one has been based on the 2019/20 Original Budget
- CPI at 1.9% to relevant revenue and expenses
- Rate revenue increases have been included as detailed below:
  - Rate increase included at 2% over the term of the plan
  - Growth included at 1.0% (average of last three years) over the term of the plan
- Employee expenses have been increased annually by 2.25%
  - 2% for future Enterprise Bargaining Agreement (EBA) increases
  - An additional 0.25% has been allowed for increases to increments per year
  - An additional 1.0% for staff increases in years 3,6 and 9
- Capital expenditure and renewal / new allocations have been drawn from Asset Management Plans
- Adjustments for known variations have been included
- All other services are maintained at current levels
- Inventories, other non-current assets, provisions, grants, assets received free of charge and loss on disposal have been maintained throughout the plan based on a three year average at preparation and then held at similar levels
- Interest on new borrowings has been calculated at the current Cash Advance Debenture rate of 2.95%

OPERATING

REVENUE

Council receives revenue from a number of sources with rate revenue representing over 80% of Council's income. Other revenue sources include user pay charges which relate to fees imposed for use of Council services, statutory charges which apply to regulatory or compliance activities, grants and contributions from other levels of government and developers, and other income such as donations, credit interest and reimbursements.

- Rate revenue increases have been included as detailed below:
  - Rate increase included at 2% over the term of the plan
  - Growth included at 1.0% (average of last three years) over the term of the plan
- CPI at 1.9% has been applied to Statutory Charges, User Charges, Reimbursements and Other
- Grants have been included across the term of the plan at a three year average
- Investment income has been applied as per the community loan schedule
- An allowance of $10,000 for Equity Accounted Council Business has been applied across the term of the plan for the recognition of Fleurieu Regional Waste Authority surpluses.



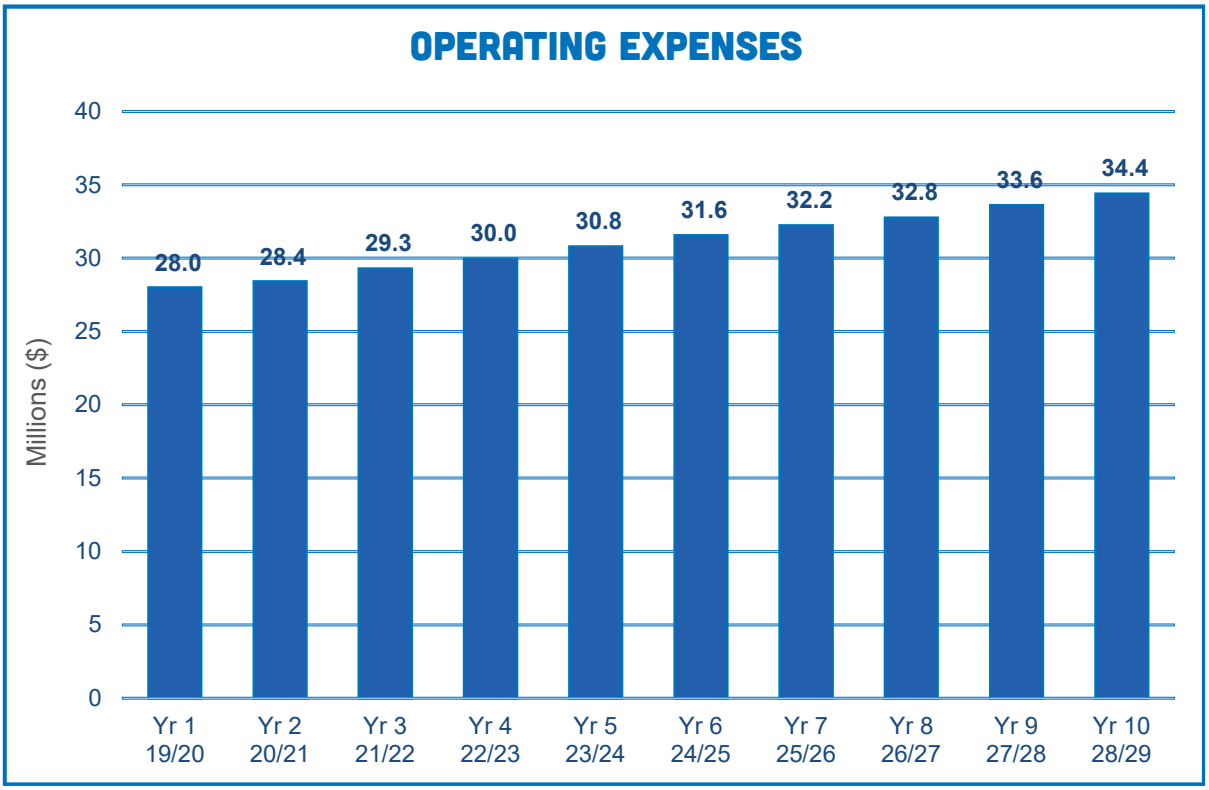
EXPENSES

Council expenses include employee costs, materials, contracts, depreciation, utilities, repair and maintenance and contributions to Section 42 and 43 Subsidiaries. Subsidiaries include the Victor Harbor Horse Tram Authority, Fleurieu Regional Waste Authority, Fleurieu Regional Aquatic Centre Authority and Southern and Hills Local Government Association.

Council has an Employee Enterprise Bargaining Agreement (EBA) that sets pay increases over a set period.

- Employee expenses have been increased annually by 2.25% for the term of the LTFP

  This includes:
  - 2% for future EBA increase
  - 0.25% for increment adjustments.
- A 1% increase has been applied to years 3, 6 and 9 for additional staff.
- CPI at 1.9% has been applied to materials, contracts, depreciation and other expenses
- Finance costs have been included as per the loan schedule with interest on new borrowings at the current Cash Advance Debenture rate of 2.95%
- An allowance of $322,000 for Equity Accounted Council Business has been applied across the term of the plan for the recognition of Fleurieu Regional Aquatic Centre losses



CAPITAL

REVENUE

Revenue for capital projects may be received from a number of sources including Federal and State Government grants, developer contributions and sale of assets.

PROCEEDS FROM SALE OF REPLACED ASSETS

Sale of replaced assets is usually through trade-in during the replacement process. Sales occur in line with the Plant and Vehicle Replacement Program and vary depending on the assets being replaced each year.

PROCEEDS FROM SALE OF SURPLUS ASSETS

No allowance has been made for the sale of surplus assets as no surplus assets have been identified. Sale of surplus assets will occur in line with the Disposal of Land and Other Assets Policy should a potential sale be identified.

AMOUNTS SPECIFICALLY FOR NEW / UPGRADED ASSETS

Council applies for various grants depending on availability and sustainability in terms of planned projects. Grants may come from other levels of Government or industry bodies. Capital grants have been included in the LTFP at a three year average, excluding individually significant grants for major works.

DEPRECIATION

Council is required to raise revenue to cover depreciation in its operating budget. This is because it represents the cost of acquiring assets spread across the life of those assets and allows for intergenerational equity whereby current ratepayers are paying for the portion of the assets that are consumed within that year.

However, as Council has already physically paid for those assets in a previous year, revenue raised can be applied to the replacement and renewal of existing assets. This allows Council to minimise borrowings and ensure that existing assets are being replaced at the optimal time.

Depreciation has been included in the LTFP based on the current asset base in Year 1 and increasing in line with CPI to make allowance for revaluation cycles. New and upgraded assets have been added to the depreciation calculation at the date of recognition.

EXPENDITURE

Asset Management Plans provide the renewal and replacement requirements for Council assets. Asset Management Plans have been developed for:

- Roads
- Stormwater
- Footpaths
- Open Space
- Kerbing, Car Parks and Traffic Control
- Bridges
- Other Infrastructure
- Buildings

Major plant and equipment is included in the LTFP based on Council's Plant and Vehicle Replacement Policy. Other classes of assets which do not require an Asset Management Plan have been included in the LTFP based on known requirements and annual average expenditure including:

- Minor Plant and Equipment
- Furniture and Fittings
- Library Materials and Artworks.

RENEWAL OR REPLACEMENT OF EXISTING ASSETS

Asset Management Plans play an important part in planning for the renewal and replacement of existing assets. The Plans and background data contain information in regards to the age and condition of the assets. Asset Management Plans aim to provide the optimal replacement time for these assets to minimise expenditure and disruption to provide of services.

Renewal and replacement of existing assets has been included in the LTFP in line with Asset Management Plans and current budgets as below:

ASSET CATEGORY	YEAR 1 2019/20 (000's)	YEAR 2 2020/21 (000's)	YEAR 3 2021/22 (000's)	YEAR 4 2022/23 (000's)	YEAR 5 2023/24 (000's)	YEAR 6 2024/25 (000's)	YEAR 7 2025/26 (000's)	YEAR 8 2026/27 (000's)	YEAR 9 2027/28 (000's)	YEAR 10 2028/29 (000's)
Roads	3358	1870	2450	1609	1610	1024	950	785	730	730
Traffic, Kerbing & Car Parks	578	150	315	**275**	340	460	350	350	350	350
Footpaths	99	155	125	130	197	216	200	300	200	350
Stormwater	35	645	230	1615	870	305	270	1350	100	540
Bridges	0	0	0	0	0	0	0	0	0	0
Open Space	266	140	143	295	200	275	265	305	300	300
Other Infrastructure	200	110	0	0	0	0	0	0	0	0
Land & Buildings	224	97	399	817	85	71	140	169	90	270
Plant & Equipment	895	961	638	1391.5	881	739	831	829	977	783
Furniture & Fittings	15	42	22	22	32	22	22	22	32	22
Other Assets	82	82	82	82	102	82	82	102	82	82
TOTAL	**5752**	**4252**	**4404**	**6237**	**4317**	**3194**	**3110**	**4212**	**2861**	**3427**

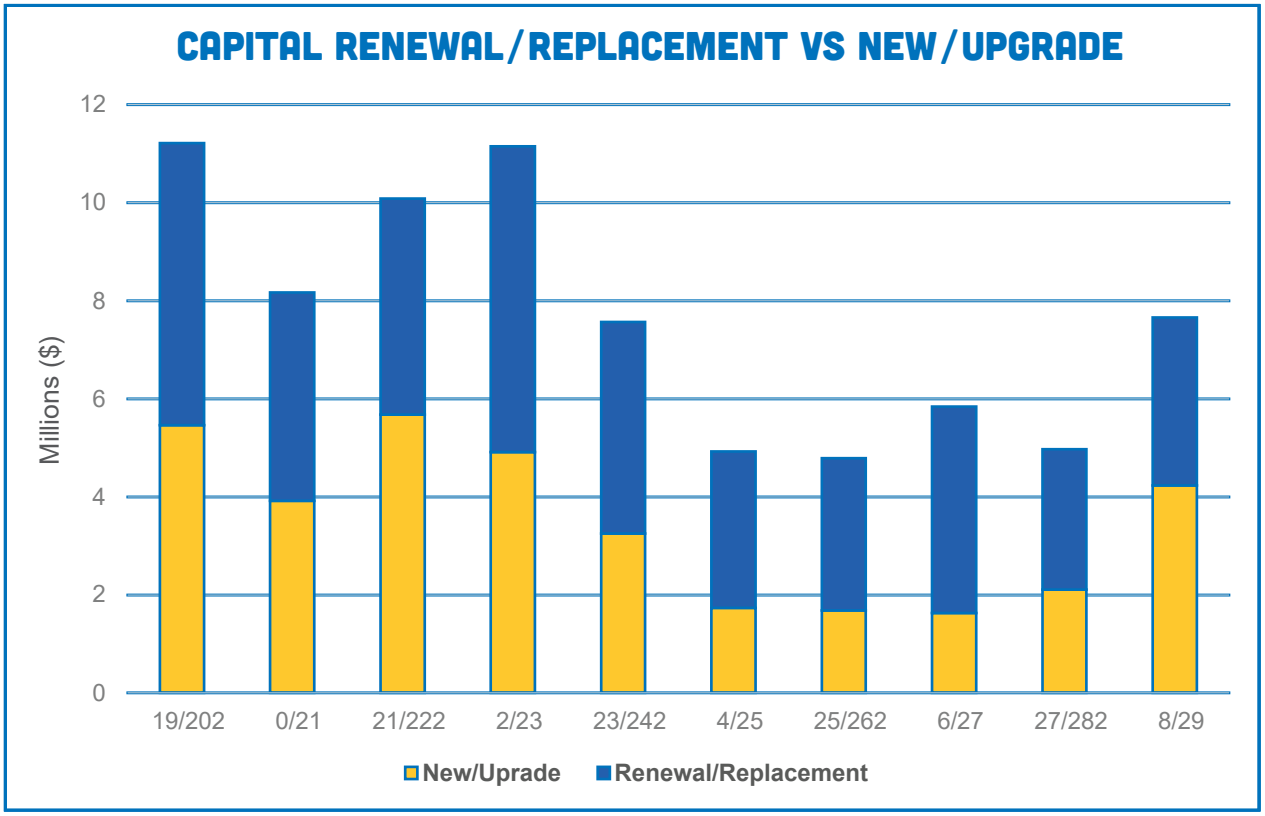
NEW AND UPGRADED ASSETS

Asset Management Plans include new projects as well as upgrade projects that have been identified by Council, community members or administration. These projects represent opportunities for activation of public spaces, increases in infrastructure capacity due to growth and investment attraction activities.

New and upgraded assets have been included in the LTFP in line with Asset Management Plans and current budgets as below:

ASSET CATEGORY	YEAR 1 2019/20 (000's)	YEAR 2 2020/21 (000's)	YEAR 3 2021/22 (000's)	YEAR 4 2022/23 (000's)	YEAR 5 2023/24 (000's)	YEAR 6 2024/25 (000's)	YEAR 7 2025/26 (000's)	YEAR 8 2026/27 (000's)	YEAR 9 2027/28 (000's)	YEAR 10 2028/29 (000's)
Roads	1788	1860	2010	741	935	250	330	120	90	465
Traffic, Kerbing & Car Parks	1091	205	270	**270**	45	100	20	100	100	100
Footpaths	1239	349	623	526	748	210	162	115	280	260
Stormwater	688	605	195	549	835	230	370	372	820	2450
Bridges	0	30	270	7	80	0	0	0	0	0
Open Space	233	565	1267	1560	465	295	250	305	300	300
Other Infrastructure	155	63	0	0	0	500	500	500	500	500
Land & Buildings	254	207	1026	1122	120	140	0	84	11	140
Plant & Equipment	16	33	18	138	23	8	48	33	8	18
Furniture & Fittings	0	0	0	0	0	0	0	0	0	0
Other Assets	0	0	0	0	0	0	0	0	0	0
TOTAL	**5464**	**3917**	**5679**	**4913**	**3251**	**1733**	**1680**	**1629**	**2109**	**4233**

The following graph shows the proportion of capital renewal / replacement of assets against new/ upgraded assets for the duration of this Plan.



MEASURING OUR PERFORMANCE

FINANCIAL INDICATORS

Key Financial Indicators provide a robust ready assessment of financial performance and sustainability. They need to be interpreted in the context of a Council's operating environment and can provide trend data, both historic and projected that may assist in decision making and reviewing financial performance.

The Local Government (Financial Management) Regulations 2011 require a Council to use three specific indicators and the Local Government Act 1999 requires a Council to state the measures that will be used to monitor and assess the performance of the Council.

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

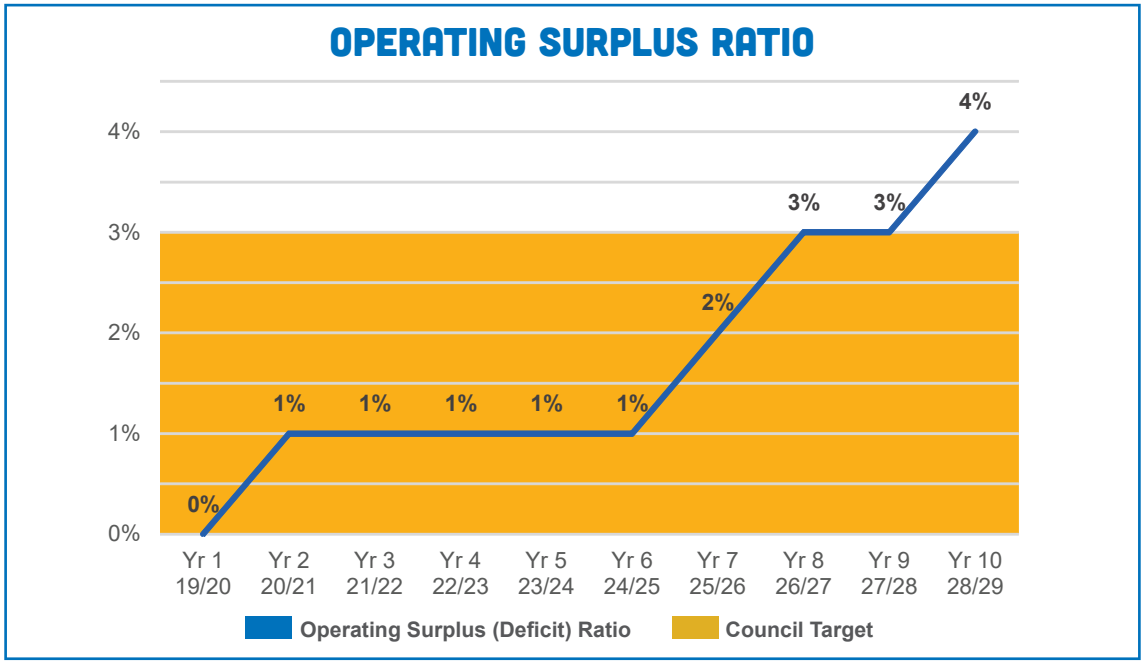
**To achieve a three year rolling average of 100%*

OPERATING SURPLUS RATIO

This ratio expresses the operating surplus/deficit ($) as a percentage of general and other rates. It illustrates whether sufficient funds are being raised from current ratepayers relative to the services being offered. It is calculated as:

$$\frac{\text{OPERATING SURPLUS / (DEFICIT)}}{\text{TOTAL OPERATING REVENUE}}$$

As demonstrated in the graph below the LTFP meets Council's target of between 0% to 3% in each year excluding 2028/29 (Year 10) where the ratio peaks at 4%, which indicates the ability to fund current and future capital expenditure.



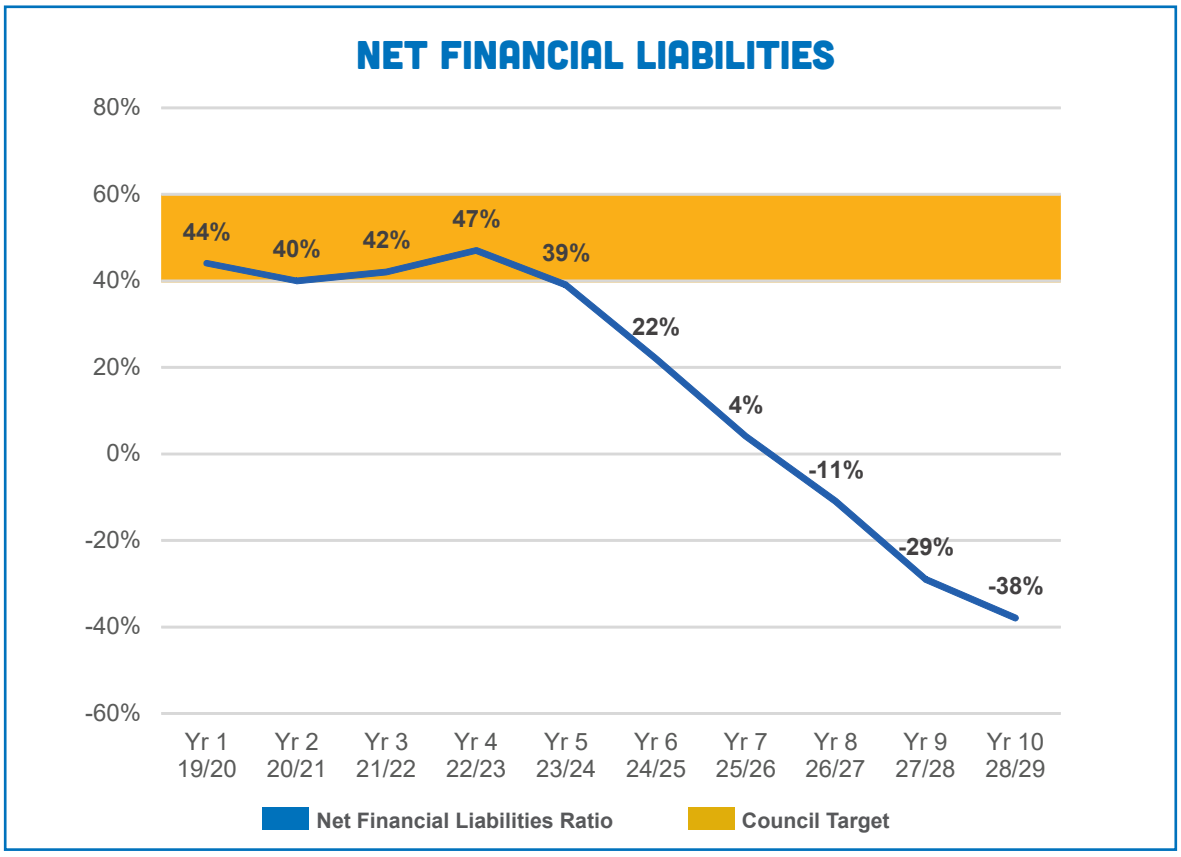
NET FINANCIAL LIABILITIES RATIO

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. It is calculated as:

$$\frac{\text{NET FINANCIAL LIABILITIES}}{\text{TOTAL OPERATING REVENUE}}$$

The City of Victor Harbor is in a very strong financial position. The Net Financial Liabilities Ratio is falling, indicating that Council will have capacity to meet its financial obligations from operating revenues over the longer term. This is due to a combination of revenue forecast to increase and liabilities forecast to decrease.

The LTFP provides for ratios within Council's target range of 40% to 60% to 2022/23 (Year 4) reducing to below the lower target from 2023/24 (Year 5).



MEASURING OUR PERFORMANCE

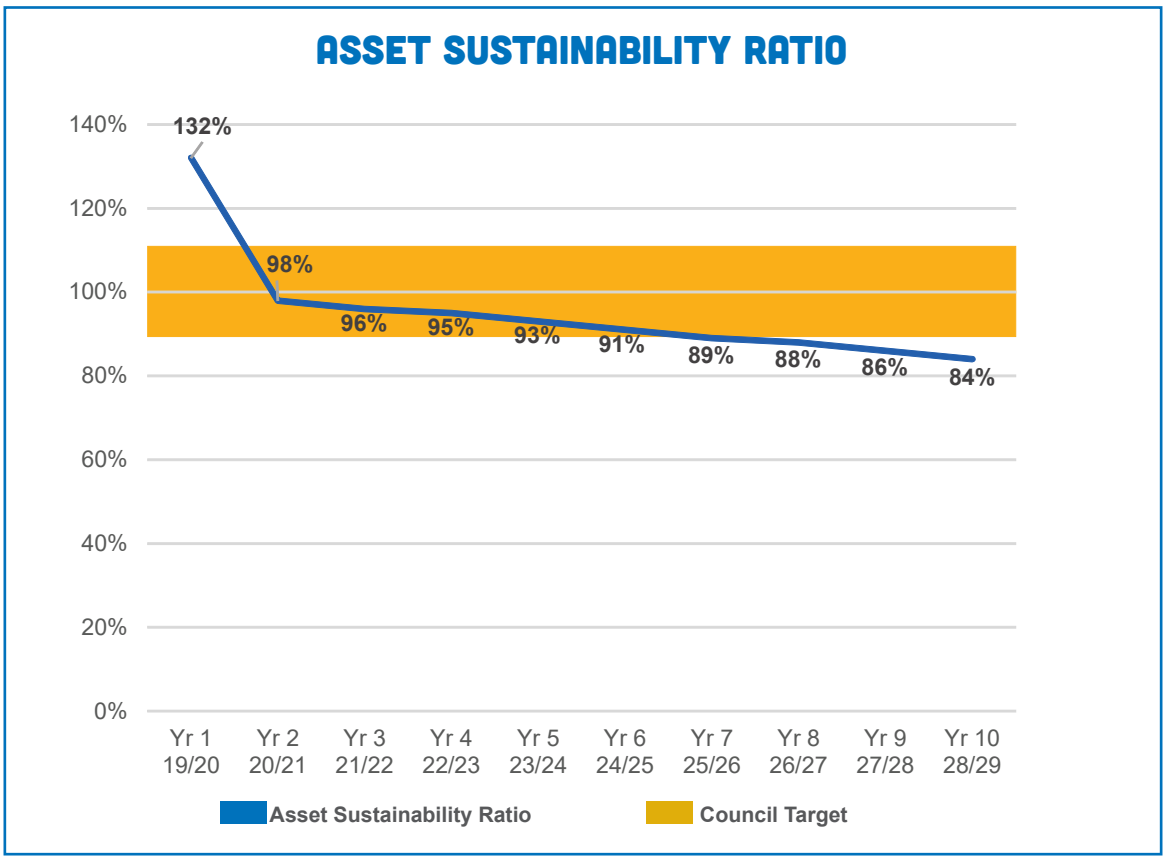
ASSET SUSTAINABILITY RATIO

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

Whilst Council intends to fully budget for works required in the Asset Management Plans, the target has been set at a minimum of 80%, with an average of 100% to be achieved across any given three year cycle to allow for changing priorities and delays in completion of projects. It is calculated as:

$$\frac{\text{NET ASSET RENEWALS}}{\text{ASSET MANAGEMENT PLAN REQUIRED EXPENDITURE}}$$

The LTFP allows for 100% of projects in line with Asset Management Plans. The ratio in 2019/20 (Year 1) is significantly high (132%) due to an ambitious capital works program. The three year rolling average of 100% is achieved in 2019/20 to 2021/22. Whilst the average ratio for future years and across the ten year plan does not meet 100% (average = 95%), this is primarily due to indexing of future costs to account for inflation.



LOAN BORROWINGS

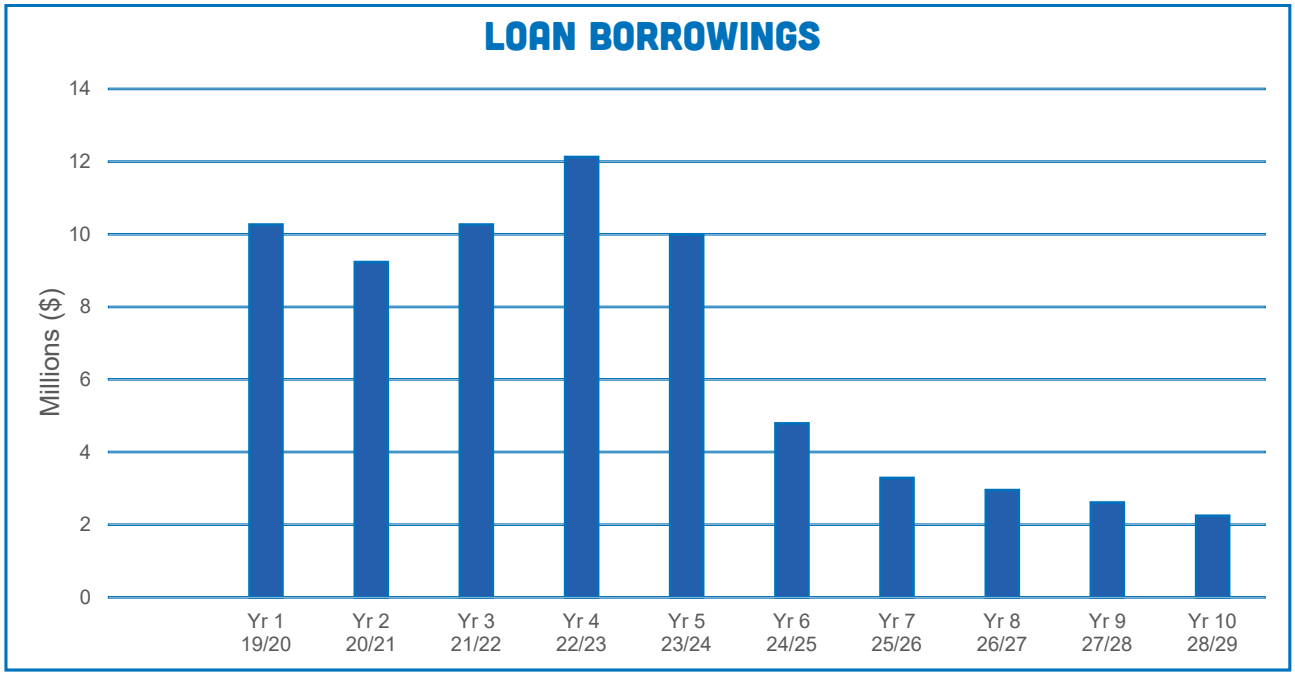
Council's Treasury Policy allows for a mix of fixed and variable borrowings in order to minimise net interest costs on average over the longer term and at the same time manage interest rate movement risks within acceptable limits. Council aims to have a variety of maturity dates on its fixed interest borrowings over the available maturity spectrum.

Council's target is to allow for not less than 30% of its gross debt in the form of fixed interest rate borrowings and that no more than 25% of these borrowings mature in any one year.

All loans are held with the Local Government Finance Authority (LGFA).

Council has a $10 million Cash Advance Debenture Facility with the LGFA which acts similar to a variable loan, with interest payments calculated on the amount outstanding. The principal can be repaid or redrawn at call providing Council with immediate access to funds when required.

The following graph shows the maximum borrowing requirements indicated in the LTFP including both fixed term borrowings and variable loans (Cash Advance Debentures).



SIGNIFICANT PROJECTS

The following is a list of significant projects included within this LTFP. A summary of the capital works program is provided in **Appendix 2**. For more detailed information please refer to Council's suite of Asset Management Plans available to be viewed online at www.victor.sa.gov.au or at the Civic Centre (1 Bay Road, Victor Harbor).

VICTOR HARBOR MAINSTREET PRECINCT MASTER PLAN

The Victor Harbor Mainstreet Precinct Master Plan is being implemented to create new streetscapes in the heart of the Town Centre. The plan is to revitalise the Precinct to create a visually inviting and safe place with an emphasis on water sensitive urban design, accessibility and integrated public spaces. Stage one and two have been completed with stage three due for construction from May to September 2019. Future stages have also been included in the plan with similar construction periods. The following allocations are included in the LTFP:

YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
2019/20 (000's)	2020/21 (000's)	2021/22 (000's)	2022/23 (000's)	2023/24 (000's)	2024/25 (000's)	2025/26 (000's)	2026/27 (000's)	2027/28 (000's)	2028/29 (000's)
2732	1560	750	500	1000	500	0	0	0	0

BACCHUS WETLAND UPGRADE

To reduce the risk of residential property flooding due to inadequate capacity, in 2017/18 as part of the Inman Valley Road stormwater upgrade, culverts were installed under Inman Valley Road with the outlet into the Bacchus Wetland. The wetland upgrade will complete the works. The following allocation is included in the LTFP:

YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
2019/20 (000's)	2020/21 (000's)	2021/22 (000's)	2022/23 (000's)	2023/24 (000's)	2024/25 (000's)	2025/26 (000's)	2026/27 (000's)	2027/28 (000's)	2028/29 (000's)
0	0	0	0	0	0	0	1502	0	0

TABERNACLE ROAD UPGRADE

Detailed design was undertaken in 2017/18 for the necessary stormwater upgrades along Tabernacle Road, from Bay Road to Matthew Flinders Drive, to protect properties located within the catchment from flooding. The project is for the construction of the underground infrastructure and improvement to overland flow paths by way of new kerbs and gutters. The following allocation is included in the LTFP:

YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
2019/20 (000's)	2020/21 (000's)	2021/22 (000's)	2022/23 (000's)	2023/24 (000's)	2024/25 (000's)	2025/26 (000's)	2026/27 (000's)	2027/28 (000's)	2028/29 (000's)
0	0	0	0	0	0	0	0	0	2070

SEA WALL

In order to deal with the possible effects of climate change and increasing sea levels a 2.65m AHD (Australian Height Datum) Sea Wall is planned for construction on Flinders Parade and The Esplanade. The following allocations are included in the LTFP:

YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
2019/20 (000's)	2020/21 (000's)	2021/22 (000's)	2022/23 (000's)	2023/24 (000's)	2024/25 (000's)	2025/26 (000's)	2026/27 (000's)	2027/28 (000's)	2028/29 (000's)
0	0	0	0	0	500	500	500	500	500

ACRAMAN STREET UPGRADE

Acraman Street construction involves necessary stormwater upgrades to increase stormwater capacity and protect properties located within the catchment. The project starts at the outlet with the installation of a gross pollutant trap and working back towards Crozier Road and along Acraman Street. Completion of all stages will result in a system that meets the 5 year ARI design standard in addition to resolving the trapped low points and improving water quality at the outlet. The following allocations are included in the LTFP:

YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
2019/20 (000's)	2020/21 (000's)	2021/22 (000's)	2022/23 (000's)	2023/24 (000's)	2024/25 (000's)	2025/26 (000's)	2026/27 (000's)	2027/28 (000's)	2028/29 (000's)
0	0	0	760	760	0	0	0	0	0

RECREATION FACILITY DEVELOPMENT (GILLESPIE LAND) STAGE 1 AND 2

The development concept was approved by Council in 2018. Feasibility and initial design is being undertaken during 2019/20, with detailed design and costings planned to be undertaken in 2020/21. The project construction is planned to be staged over two financial years. The following allocations are included in the LTFP:

YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
2019/20 (000's)	2020/21 (000's)	2021/22 (000's)	2022/23 (000's)	2023/24 (000's)	2024/25 (000's)	2025/26 (000's)	2026/27 (000's)	2027/28 (000's)	2028/29 (000's)
0	0	600	600	0	0	0	0	0	0

FUTURE PROJECTS

The following is a list of future projects that have been discussed but are not specifically funded in the LTFP.

ARTS AND CULTURE CENTRE

Council owns both the Town Hall and the Old Library building in Coral Street. Community feedback has identified that expenditure on these facilities is required if there is to be a focus on arts and cultural events in Victor Harbor. Council has considered the upgrade and consolidation of the two buildings as well as grander plans to create an arts and culture precinct that would require significant resourcing and grant funding to realise.

There are minor allocations throughout the term of the plan for works to maintain current service levels.

No funds have been specifically allocated for major construction of an Arts and Culture Centre.

MCKINLAY STREET CAR PARK

Council owns single level car parks on McKinlay Street that generally provide well for residents in non-peak tourism periods. There has been consideration to a multi-story car park in this area for some time due to ease of access and location as well as allowing for future growth and peak holiday periods.

No funds have been specifically allocated for construction or expansion of the McKinlay Street car parking area.

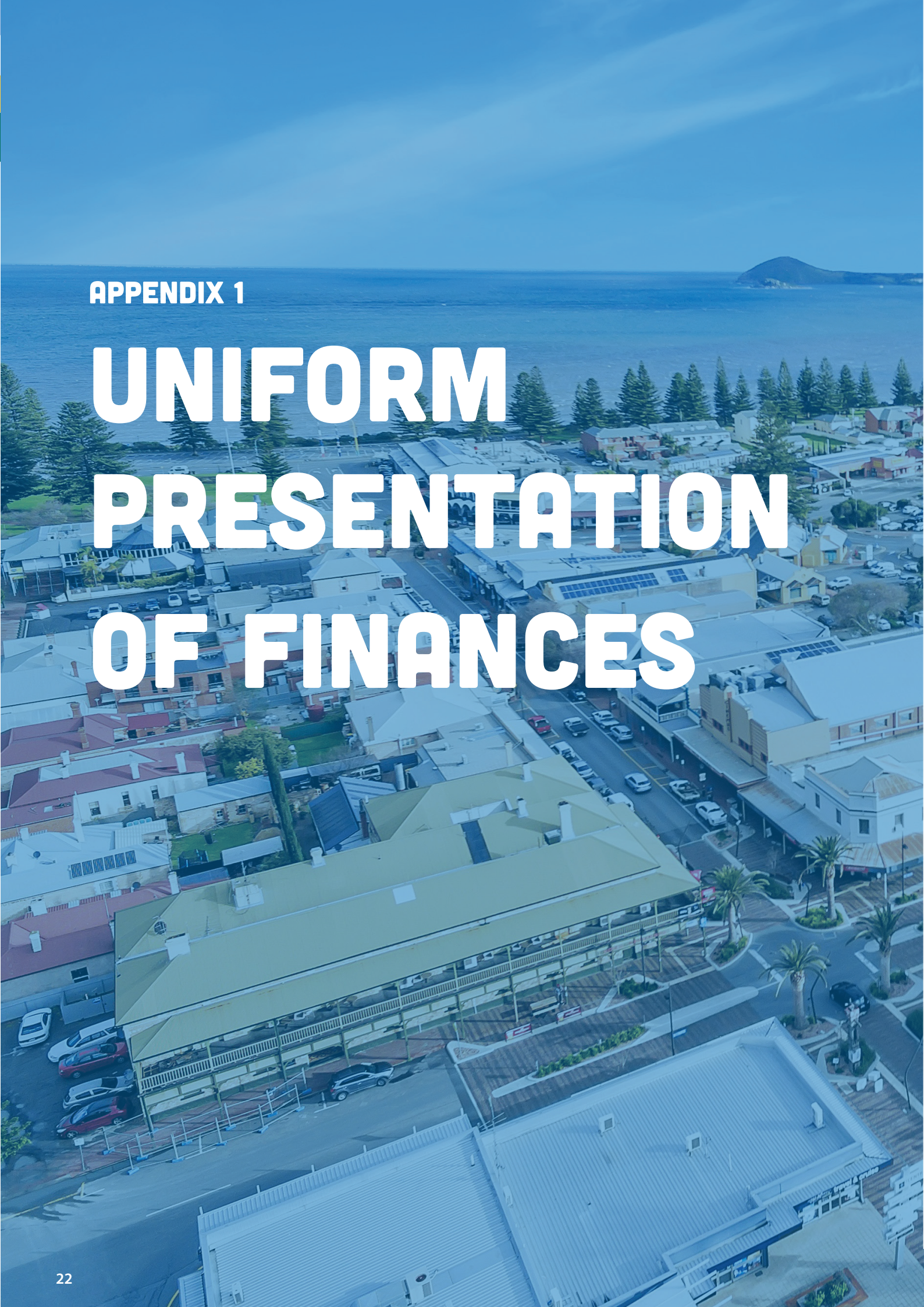
BOATING INFRASTRUCTURE

Council has considered boating infrastructure on regular basis including discussion regarding the amenity and business of the Bluff Boat Ramp, upgrades to the Eastern Boat Ramp, the construction of a marina and cruise ship infrastructure. A number of options are currently being investigated including a cruise ship infrastructure feasibility study that is currently underway.

No funds have been specifically allocated for construction of major boating infrastructure.

Arts and Culture Centre Artist's Impression (Day)

ANCHORAGE



APPENDIX 1

UNIFORM PRESENTATION OF FINANCES

Uniform Presentation of Finances Year Ending 30 June:	2019/20 Year 1 Budget $'000	2020/21 Year 2 Plan $'000	2021/22 Year 3 Plan $'000	2022/23 Year 4 Plan $'000	2023/24 Year 5 Plan $'000	2024/25 Year 6 Plan $'000	2025/26 Year 7 Plan $'000	2026/27 Year 8 Plan $'000	2027/28 Year 9 Plan $'000	2028/29 Year 10 Plan $'000
Operating Revenues	27,992	28,711	29,498	30,308	31,140	31,997	32,879	33,786	34,719	35,669
less Operating Expenses	27,992	28,408	29,289	29,973	30,789	31,555	32,243	32,755	33,615	34,391
Operating Surplus/(Deficit)	**0**	**303**	**209**	**334**	**351**	**442**	**636**	**1,031**	**1,104**	**1,277**
Less: Net Outlays on Existing Assets										
Capital Expenditure on Renewal or Replacement of Existing Assets	5,752	4,333	4,573	6,599	4,655	3,509	3,482	4,805	3,326	4,060
less Depreciation, Amortisation & Impairment	(6,895)	(7,027)	(7,312)	(7,626)	(7,937)	(8,207)	(8,478)	(8,750)	(9,020)	(9,293)
less Proceeds from Sale of Replaced Assets	(143)	(211)	(102)	(168)	(203)	(146)	(88)	(212)	(119)	(119)
Net Outlays on Existing Assets	**(1,286)**	**(2,905)**	**(2,841)**	**(1,195)**	**(3,485)**	**(4,844)**	**(5,084)**	**(4,157)**	**(5,813)**	**(5,352)**
Less: Net Outlays on New or Upgraded Assets										
Capital Expenditure on New or Upgraded Assets	5,464	3,991	5,897	5,198	3,505	1,904	1,881	1,858	2,452	5,014
less Amounts Specifically for New/Upgraded Assets	(270)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)
less Proceeds from Sale of Surplus Assets	0	0	0	0	0	0	0	0	0	0
Net Outlays on New/Upgraded Assets	**5,194**	**2,491**	**4,397**	**3,698**	**2,005**	**404**	**381**	**358**	**952**	**3,514**
Add back: Equity Accounted Business	**332**	**312**	**312**	**312**	**312**	**312**	**312**	**312**	**312**	**312**
Net Lending / (Borrowing) for Financial Year	**(3,576)**	**1,028**	**(1,034)**	**(1,857)**	**2,144**	**5,194**	**5,651**	**5,142**	**6,277**	**3,427**

APPENDIX 2

CAPITAL WORKS PROGRAM

The Capital Works Program is based on Asset Management Plans, the Plant and Vehicle Replacement Policy and annual average expenditure on plant, equipment, furniture, fittings, library materials and artworks. The total expenditure is included in the LTFP and indexed each year to account for inflation.

More detailed information in regards to the projects included in each category can be found in Council's Asset Management Plans which are available to be viewed online at www.victor.sa.gov.au or at the Civic Centre (1 Bay Road, Victor Harbor).

Please note: *All projects, priorities and costings are subject to confirmation by Council through its annual planning and budgeting process. Consolidated totals are included in the Council's Long Term Financial Plan and Asset Management Plan.*

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	TOTAL 1 - 10
	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSET MANAGEMENT PLANS											
Roads	4315	3730	4460	2350	2545	1274	1280	905	820	1195	22874
Traffic, Kerbing & Car Parks	1702	355	585	545	385	560	370	450	450	450	5852
Footpaths / Bikeways	1351	504	748	656	945	426	362	415	480	610	6497
Stormwater	740	1250	425	2164	1705	535	640	1722	920	2990	13091
Bridges	45	30	270	7	80	0	0	0	0	0	432
Open Space	412	705	1410	1855	665	570	515	610	600	600	7942
Other Infrastructure	542	173	0	0	0	500	500	500	500	500	3215
Land & Buildings	567	304	1425	1939	205	211	140	253	101	410	5555
TOTAL ASSET MANAGEMENT PLANS	9674	7051	9323	9516	6530	4076	3807	4855	3871	6755	65458
HORSE TRAM											
Plant & Equipment	3	3	3	3	3	3	3	3	3	3	30
Furniture & Fittings	2	2	2	2	2	2	2	2	2	2	20
Horse Stock & Equipment	20	0	10	0	10	0	10	0	10	0	60
ICT	2	0	2	0	2	0	2	0	2	0	10
TOTAL HORSE TRAM	27	5	17	5	17	5	17	5	17	5	120
WHALE CENTRE											
Plant & Equipment	3	3	3	3	3	3	3	3	3	3	30
Furniture & Fittings	2	2	2	2	2	2	2	2	2	2	20
Exhibits & Equipment	4	20	0	0	20	0	0	20	0	0	64
ICT	0	2	2	4	2	2	4	2	2	4	24
TOTAL WHALE CENTRE	9	27	7	9	27	7	9	27	7	9	138

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	TOTAL 1 - 10
	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
CRIME PREVENTION											
Cameras	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	125
CCTV Recorder	17.5	0	0	0	0	0	0	0	17.5	0	35
TOTAL CRIME PREVENTION	30	12.5	12.5	12.5	12.5	12.5	12.5	12.5	30	12.5	160
LIBRARY											
Plant & Equipment	20	0	0	0	0	0	0	20	0	0	40
Furniture & Fittings	10	0	0	0	10	0	0	0	10	0	30
Materials	82	82	82	82	82	82	82	82	82	82	820
ICT - Servers	30	0	0	0	30	0	0	0	30	0	90
ICT - Staff PC's	5	0	20	0	0	0	20	0	0	0	45
ICT - Public PC's	0	25	0	0	0	25	0	0	0	25	75
TOTAL LIBRARY	147	107	102	82	122	107	102	102	122	107	1100
TOWN HALL											
Plant & Equipment	3	3	3	3	3	3	3	3	3	3	30
Furniture & Fittings	2	2	2	2	2	2	2	2	2	2	20
TOTAL TOWN HALL	5	5	5	5	5	5	5	5	5	5	50
VISITOR INFORMATION CENTRE											
Plant & Equipment	5	5	5	5	5	5	5	5	5	5	50
Furniture & Fittings	2	2	2	2	2	2	2	2	2	2	20
ICT	3	3	3	3	3	3	3	3	3	3	30
TOTAL VISITOR INFORMATION CENTRE	10	10	10	10	10	10	10	10	10	10	100
RECREATION CENTRE											
Plant & Equipment	3	3	3	3	3	3	3	3	3	3	30
Furniture & Fittings	2	2	2	2	2	2	2	2	2	2	20
TOTAL RECREATION CENTRE	5	5	5	5	5	5	5	5	5	5	50

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	TOTAL 1 - 10
	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
PLANT AND MACHINERY											
Plant	272	200	70	376	0	361	144	32	365	101	1921
Trucks	151	218	130	247	287	0	0	337.5	151	200	1721.5
Utilities & Vans	78	127	40	106.5	165	159	54	0	106.5	207	1043
Community Bus	0	0	0	52	0	0	40	0	52	0	144
Cars	76	144	178	65	110.2	26	191	172	75	20.2	1057.4
TOTAL PLANT AND MACHINERY	577	689	418	846.5	562.2	546	429	541.5	749.5	528.2	5886.9
DEPOT											
Plant & Equipment	30	30	30	30	30	30	30	30	30	30	300
Furniture & Fittings	2	2	2	2	2	2	2	2	2	2	20
ICT	3	3	3	3	3	3	3	3	3	3	30
Two Way Radios	180	0	0	0	0	0	0	0	0	0	180
TOTAL DEPOT	215	35	35	35	35	35	35	35	35	35	530
CIVIC CENTRE											
Plant & Equipment	10	10	10	10	10	10	10	10	10	10	100
Furniture & Fittings	10	10	10	10	10	10	10	10	10	10	100
Office Equipment	5	5	5	5	5	5	5	5	5	5	50
Generator	0	0	0	120	0	0	0	0	0	0	120
TOTAL CIVIC CENTRE	25	25	25	145	25	25	25	25	25	25	370
ELECTED MEMBERS											
ICT	0	0	0	30	0	0	0	30	0	0	60
Chambers Audio/Visual	0	0	0	0	60	0	150	0	0	0	210
TOTAL ELECTED MEMBERS	0	0	0	30	60	0	150	30	0	0	270

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	TOTAL 1 - 10
	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
IT EQUIPMENT											
Server Room Air Conditioning	15.5	0	0	16	0	0	16	0	0	16	63.5
Email Archiving	55	0	16	0	0	16	0	0	16	0	103
Back Up Tape Drive	0	0	25	0	0	25	0	0	25	0	75
Servers - Core	72	0	0	75	0	0	75	0	0	75	297
Servers - Minor	10	10	10	10	10	10	10	10	10	10	100
SAN (Storage Area Network)	0	80	0	0	80	0	0	80	0	0	240
UPS	5	5	5	5	5	5	5	5	5	5	50
Server UPS	0	20	0	0	0	0	20	0	0	0	40
Router Replacement	0	20	0	0	0	0	0	0	0	0	20
Switching Network	0	0	0	135	0	0	0	0	0	0	135
Firewall	17	0	0	20	0	0	20	0	0	20	77
WiFi	0	0	30	0	0	0	0	30	0	0	60
Workstation PC's & Laptops	32.5	32	32	32	32	32	32	32	32	32	320.5
Tablets - Office	0	5	0	0	5	0	0	5	0	0	15
Tablets - Depot	0	20	0	0	20	0	0	20	0	0	60
TOTAL IT EQUIPMENT	207	192	118	293	152	88	178	182	88	158	1656
TOTAL COMMUNICATION											
Handsets & Mobiles	5	5	5	5	5	5	5	5	5	5	50
Phone System	0	0	0	150	0	0	0	0	0	0	150
TOTAL COMMUNICATION	5	5	5	155	5	5	5	5	5	5	200
TOTAL CAPITAL EXPENDITURE	10,936	8,169	10,083	11,149	7,568	4,927	4,790	5,840	4,970	7,660	76,089

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