city of
Victor Harbor

Annual Business Plan

2023/24

DRAFT FOR PUBLIC CONSULTATION

Acknowledgement of Country

The City of Victor Harbor acknowledges the Ramindjeri and Ngarrindjeri people as the Traditional Custodians of the land and surrounding waters were we live and work.
We acknowledge their deep connection to Country and pay our respects to Elders past, present and emerging.
This respect is extended to Aboriginal and Torres Strait Islander people across Australia.

Photo: Kondoli Storytelling during Winter WhaleFest (Field of Imagine Photography)

Contents

INTRODUCTION

Have Your Say 4
Budget At A Glance 5
Message From The Mayor and CEO 6
About This Plan 8

ABOUT OUR COUNCIL AREA

Our Location 10
Our Community 11
Rebranding Victor Harbor 13

OUR STRATEGIC DIRECTION

Strategic Planning Framework 15
Role of Council 16
Your Council Members 17
Part of Your Every Day 18

DEVELOPING OUR BUDGET

Financial Planning Process 21
Significant Influences 24
Funding Our Plan 26
- Capital Budget 26
- Operating Budget 27
- 2023/24 Activity Area Breakdown 27
- Subsidiaries 44

KEY PLANNED ACTIVITIES AND PROJECTS

Key Planned Activities 48
Capital Works Projects 53

MEASURING OUR SUCCESS

Performance Measures 55
- Key Planned Activities 55
- Levels of Service Delivery 55
- Strategic Indicators 55
- Budget Reviews 55
- Annual Report 55
- Key Financial Indicators 56

COUNCIL RATES

How Your Rates Will Be Spent 59
2023/24 Rating Policy 60
Statement of Expected Rate Revenue 64

APPENDICIES

Appendix 2 - 2022/23 Budget Summary 68
Appendix 3 - Financial Statements 70

Cover Photo: Family day out surfing (Heidi Who)

Have Your Say

Community input is an important part of the City of Victor Harbor's decision making process.

The Council welcomes and encourages feedback on its draft Annual Business Plan and Budget.

The public consultation period will commence on Thursday, 4 May 2023.

Copies of the draft Annual Business Plan can be viewed online at **www.yoursay.victor.sa.gov.au** or collected in hard copy from the Civic Centre (1 Bay Road, Victor Harbor) during business hours.

You can make submissions:

- **Online** at **www.yoursay.victor.sa.gov.au**
- **In writing** and return via post to:
  City of Victor Harbor
  Att: 2023/24 Budget Consultation
  PO Box 11
  Victor Harbor SA 5211
- **By emailing** localgov@victor.sa.gov.au
- **By attending our public meeting** at the Civic Centre on Thursday, 25 May 2023 at 6.30pm

Consultation period ends at 5pm on Monday, 29 May 2023.

Photo: Victor Harbor Fringe (City of Victor Harbor)

Budget at a Glance

The 2023/24 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 aspirations.

The key components of the 2023/24 Annual Business Plan are outlined in the table (right), and explained in more detail throughout this document.

Key Planned Activities	**12 key planned activities** have been identified to contribute towards achieving the Council's long term aspirations
Capital Budget	**Net Capital Expenditure of $8,632,300** • Capital Expenditure of $10,075,300 • Capital Income of $1,443,000
Operating Budget	**Breakeven position, with exclusion of expenses for the corporate systems project which will be funded through borrowings rather than Council rates to achieve intergenerational equity and minimise the rate increase** • Operating Expenditure of $35,869,000 • Operating Income of $34,383,800 • **Operating Deficit of $1,485,200**
Rates	• **Average rates payable increase of 6.2%**
Financial Sustainability	• **Operating deficit ratio of -4.3%** is outside the Council's target range of a -2% to 2% • **Net financial liabilities ratio of 45.2%** is below Council's proposed target maximum of 80% • **Asset renewal funding ratio of 99.7%** is within Council's target range of 90% to 110%.

Financial Sustainability

The City of Victor Harbor is committed to long term financial sustainability. However, the lingering impacts of Covid-19, material and contractor shortages, inflationary pressures and increasing community expectations are continuing to present challenges for Council in 2023/24.

Message from the Mayor and CEO

Victor Harbor has changed in the best of ways. We've kept all of the characteristics that make our place special, while developing into a mature and sophisticated regional hub.

We are a one-of-a-kind place, and this needs to be celebrated more. We have a stunning natural environment, dynamic businesses, an immersive tourism offering, and, most importantly, a close-knit community sustained by collaboration.

The Victor Harbor community is a team, working together to pave the way for our City's bright future. We recognise that Victor Harbor's strength comes from the way we cooperate and innovate for the benefit of all. This has underpinned our approach to our 2023/24 budget deliberations.

The Council, like all households, is facing a raft of challenges associated with inflationary pressures. While we have been able to absorb a significant proportion of these increases through cost saving measures, a modest rate increase (less that CPI) is required. This enables us to support our community, while also investing wisely to strengthen Victor Harbor's position as a place of choice to live, work, invest and visit.

One of the most significant projects that Council will undertake in 2023/24 involves the replacement of our corporate systems software (the engine of our operations). This is a once-in-a-generation project that will help us to improve our service delivery, ensure a better customer experience and future proof our organisation.

We have acknowledged that this project will provide an asset that will have an impact on generations to come and the cost should be shared accordingly. So rather than funding this project through Council rates, which would mean the ratepayers of today bear all of the cost, it will be funded by borrowings, to be paid back over a number of years to ensure intergenerational equity.

The following outlines a number of key projects and initiatives we will be delivering during 2023/24:

- **Developing a visionary, evidence-based plan for Victor Harbor's future** – In 2023/24 Council will commence a significant review of its Urban Growth Management Strategy. This Strategy offers a high-level vision for Victor Harbor's future and is intended to be closely aligned with Council's Community Plan which will also be reviewed through this project.

- **Delivering a $8.6 million (net) capital works program** – Council will continue to improve our streetscapes, roads, community facilities, stormwater, parks and reserves through the delivery of a range of infrastructure projects guided by our Long Term Financial Plan and 10-year capital works program.
- **Progressing The Precinct** – We will continue, with input from community and relevant stakeholders, to progress through planning, design, due diligence and funding stages for the proposed Regional Community, Sport and Recreation Precinct.
- **Delivering a vibrant arts and culture program** – Council has made a commitment to growing arts and culture in our community. In 2023/24 the community will see several curated exhibitions at the Coral Street Art Space, a special celebration for the 100 year anniversary of the Victa Cinema, a vibrant festivals and events program, and continuation of planning for the Victor Harbor Arts and Culture Centre with detailed design to be undertaken for stage one of the Cinema upgrade.
- **Walking the talk on climate action** – In late 2019 the Council declared a climate emergency. Building on a number of previous achievements, in the coming year the Council will again deliver a Youth Climate Forum to inspire and empower young people in the region to respond to our changing climate. We will also implement emissions reducing actions such as implementing energy efficient lighting in our parks and council owned buildings, and look to use recycled materials in our projects wherever possible.

Our community is at the heart of everything we do. The services we provide, projects we deliver, assets we manage, and bright future we plan for.

We look forward to continuing to work together to deliver the 2023/24 Annual Business Plan and Budget and much more.

Moira Jenkins
Mayor

Victoria MacKirdy
Chief Executive Officer

About this Plan

Under Section 123 of the Local Government Act 1999, Council is required to have a budget for each financial year. The budget must be considered as a part of Council's Annual Business Plan.

Before Council adopts its Annual Business Plan it must prepare a draft plan and undertake public consultation of the document. Public consultation on this plan will be undertaken from Thursday, 4 May 2023 until 5pm on Monday, 29 May 2023.

This 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.

This Annual Business Plan is divided into the following sections:

- Introduction (pages 4-8)
- About Our Council Area (pages 9-13)
- Our Strategic Direction (pages 14-19)
- Developing Our Budget (pages 20-46)
- Key Planned Activities and Projects (pages 47-53)
- Measuring Our Success (pages 54-57)
- Council Rates (pages 58-65)

A budget summary table and budgeted financial statements are also included as an attachment to this plan from page 66.

About Our Council Area

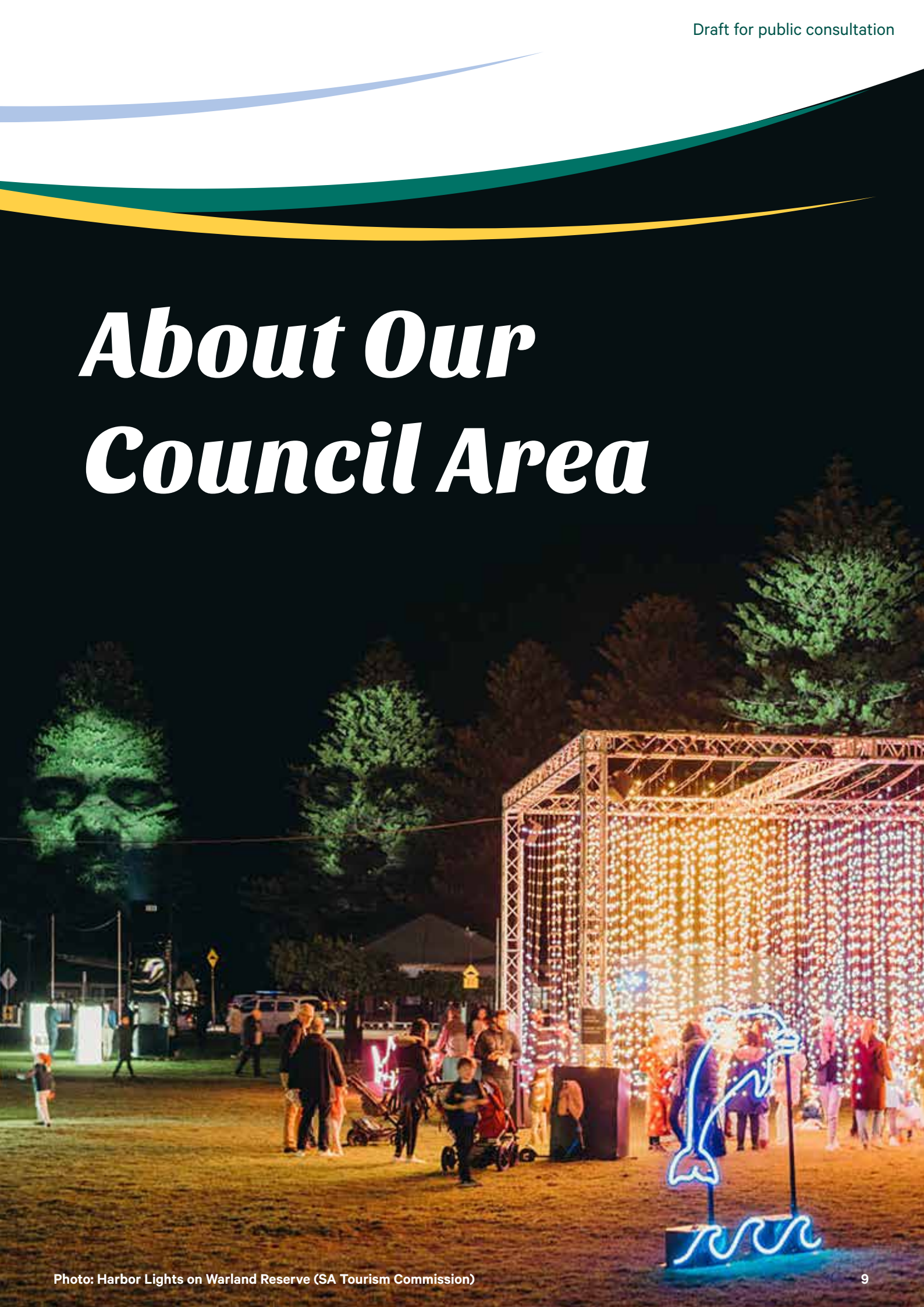
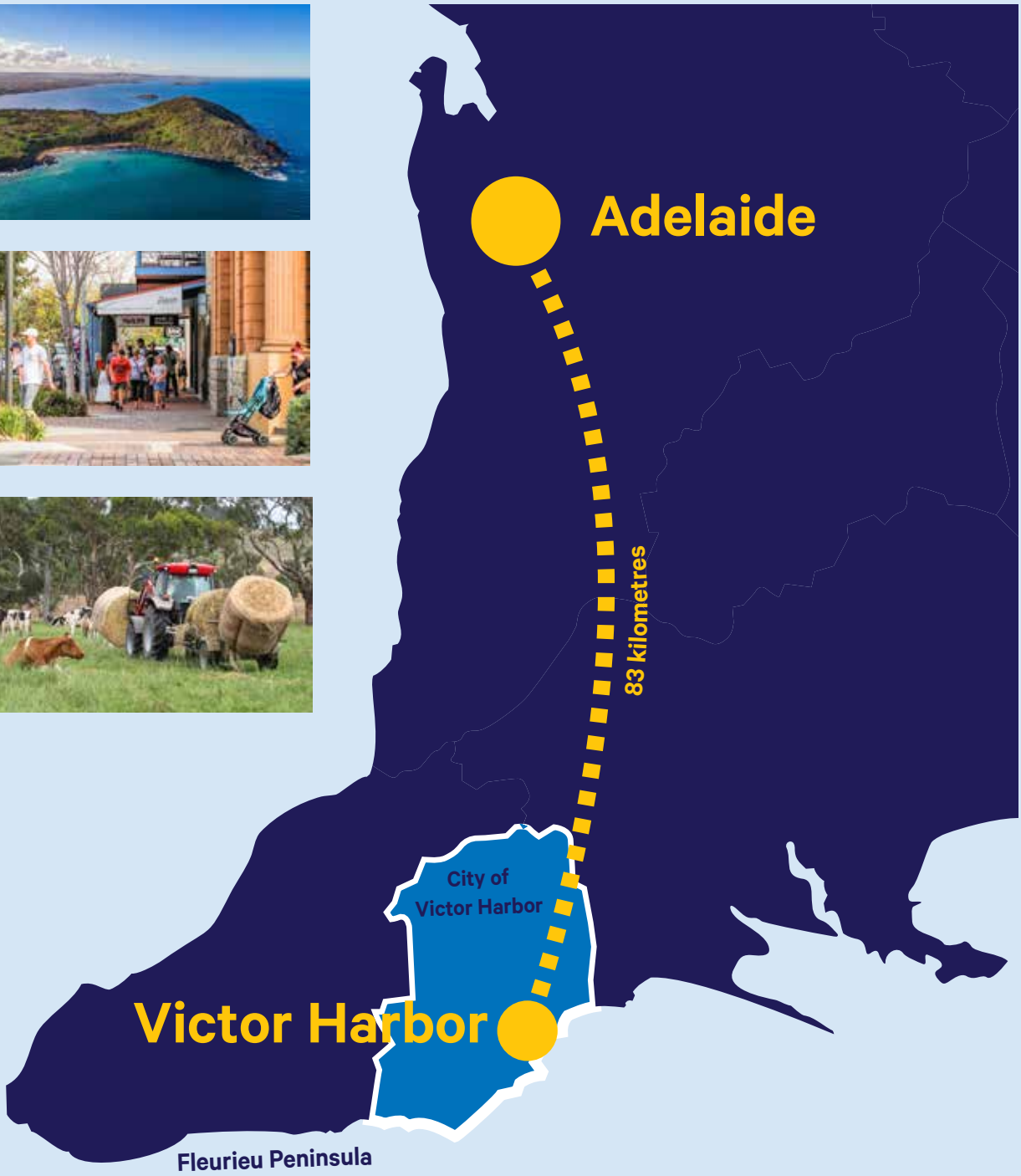


Photo: Harbor Lights on Warland Reserve (SA Tourism Commission)

Our Location



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.

Covering around 38,510 hectares with a population of 16,139[1], 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.

While Victor Harbor and its surrounds continue to grow, the pace of growth has stabilised. Recent data forecasts our population will grow to 18,776-19,095 by 2031[2]. 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. Population growth in neighbouring councils also impacts the City of Victor Harbor which has firmly established itself as the service centre for the southern Fleurieu Peninsula region.

The average age of people in Victor Harbor is 60 years, with children aged 0-14 making up 12% of the population, while 42% are aged over 65 years old. In comparison, across Greater Adelaide, the median age is 39 and 19% of the population is aged over 65 years.[3]

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 who are being drawn to the area by a combination of Victor Harbor's lifestyle attributes and increasing capital investments by the two public and two private schools in the city.

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

Being a coastal destination within close proximity to Adelaide, Victor Harbor is a favoured holiday destination and in the summer months the population doubles. Attracting around 1.2 million visitors annually, tourism is seen as the significant contributor to the local economy, contributing an estimated $663 million to the Fleurieu Peninsula regional economy and directly employing approximately 3,700 people[4].

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

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 focused 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 400 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.

[1] 2021 Census, Australian Bureau of Statistics, www.abs.gov.au, 2022
[2] City of Victor Harbor LGA Profile, Future Urban Pty Ltd, 2023
[3] 2021 Census, Australian Bureau of Statistics, www.abs.gov.au, 2022
[4] City of Victor Harbor LGA Profile, Future Urban Pty Ltd, 2023

Photo: Taking in the views at the top of The Bluff (Heidi Who)

Positioning Victor Harbor as a place of choice to live, work, invest and visit

The unveiling of a new destination brand in November 2021 was the launching pad to strengthen Victor Harbor's position as the vibrant, creative heart of the Fleurieu Peninsula.

Drawing on the positioning statement of 'Feel It Calling', the brand aims to create a renewed impression of Victor Harbor as a place of choice to live, work, invest and visit. The brand draws on the gravitational pull that draws people to Victor Harbor — whether its to create a home, set up a business or holiday. Victor Harbor's magnetism will translate differently for each and every person.

It also highlights there is a unique duality to Victor Harbor. We are a regional city, but have retained a close-knit community feel. We have a world-class, spectacular coastline, yet our rural landscape is equally appealing and breathtaking. We are a favoured coastal holiday destination, and at the same time service the southern Fleurieu Peninsula as a thriving, service hub. Our new brand capitalises on this.

Victor Harbor is an established place. However, outsiders are often pursuaded by historical impressions of a sleepy, seaside town. The brand aims to change these out-dated perceptions, and promote a true reflection of an incredibly vibrant and special place. We want people to know what Victor Harbor is actually like, not what people think it is like.

Our business community is innovative. Our tourism offering is dynamic (whether it's rejuvenation or adventure you're looking for, we've got it!). Our schools are brimming with students as more families see the appeal of our area. And our people are connected, proud and our City's biggest advocates.

The new brand acknowledges that Victor Harbor has changed. Not in a way that loses our sense of place, but in a way that draws curiousity and celebrates the character that is highly valued.

There is an abundance of opportunity in Victor Harbor's future, and Council's planning aims to capture this. What we deliver for our community and how we operate aligns with the values of this brand, and our broader vision for Victor Harbor to remain a place of choice to live, work, invest and visit.

VICTOR HARBOR

FEEL IT CALLING

Our Strategic Direction

Photo: Railway Plaza, Victor Harbor (Dan Schultz)

Strategic Planning Framework

The Council's Strategic Planning Framework assists with strategic decision making, and outlines how our plans deliver on our vision for the City of Victor Harbor.

Our Community Plan 2030 is our roadmap to make sure our regional city remains a place of choice to live, work, invest and visit. It describes what we want Victor Harbor to be like in the future, and how we plan to achieve this.

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

The aspirations include:

- **We are a caring, connected and active community**
- **We have a culture of innovation, collaboration and creativity**
- **We manage growth and change responsibly**
- **We protect our environment**
- **We have services and infrastructure that meet our community's needs**
- **We are a financially sustainable and well-governed organisation**

The Community Plan 2030 is underpinned by a suite of financial and asset management plans.

A key component of the framework is the Annual Business Plan and Budget, which shows how Council plans to spend our money for that year to help deliver on the aspirations within our Community Plan. It also outlines sources of revenue and rating policy, and shows how we intend to measure our performance.

Diagram: Strategic Planning Framework

Strategic Plan Review

Following Local Government elections, all councils are required to review their strategic management plans (Community Plan) within two years.

A major review of the Council's Community Plan will be undertaken during 2023/24 in line with a review of the Victor Harbor Urban Growth Management Strategy. However, it should be noted that this Annual Business Plan will be reported against the current Community Plan 2030.

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 choice to live, work, invest and visit.

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 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 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 needs, 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.

Your Council Members

The City of Victor Harbor is represented by 10 Council Members (the Mayor and nine Councillors - listed below). Council members form the decision making body that set the strategic direction, form policies and determine priorities for provision of services to the community.

Dr Moira Jenkins
Mayor

Angela Schiller
Councillor

Brayden Mann
Councillor

Carlos Quaremba
Councillor

Carol Schofield
Councillor

David Kemp
Councillor

Dr Marilyn Henderson
Councillor

Michael Quinton
Councillor

Nick McKenzie
Councillor

Stewart Burns
Councillor

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.

Infrastructure & Asset Management

Managing and maintaining roads, footpaths, bridges, bicycle paths, street furniture and cemetery

Waste & Recycling

Kerbside waste collection, recycling depot, street cleaning and graffiti removal

Heritage

Heritage advisory services and promotion of local heritage listed places

Planning & Development

Urban planning, building assessments, development assessments

Customer Service & Information

Responding to community requests, providing after hours call centre and community information

Family, Youth & Children's Services

Family support services, youth development programs and events, and immunisation program

Aged & Disability Services

Social support services and supporting planning for aged services

Library Services

Victor Harbor Library service, activities and events

Tourism Marketing, Events & Attractions

Festivals and events, visitor services and attraction, Horse Drawn Tram

Economic Development

Economic development strategy delivery, investment attraction and supporting agribusiness

Arts & Cultural Activities

Victa Cinema, Artisan Markets, public art, arts and culture centre planning, Coral Street Art Space

Parks & Recreation

Maintaining parks, reserves, playgrounds, walking trails, street trees, aquatic centre, boating facilities

Coastal Protection & Environment

Foreshore and estuary maintenance, vegetation management, pest animal and plant control

Compliance & Parking

Dog and cat management, outdoor dining, nuisance and litter control, parking enforcement

Transport

Community transport services, advocating for improved public transport

Public Health

Regulating food safety, waste water systems, water quality, sanitation, swimming pools and spas, vermin control

Emergency Planning

Regional bushfire management plan, local and zone emergency management plans

Administration

Records management, FOI requests, council and committees support, maintaining the electoral roll

Corporate Services

HR, organisational development, financial and risk management, computers and telecommunications

Community Development

Grant programs, community facilities and meeting places, advice, advocating on behalf of the community

Photo: Warland Reserve during the Victor Harbor Street Party (City of Victor Harbor)

Developing Our Budget

Photo: Sunrise at Encounter Bay (City of Victor Harbor)

Financial Planning Process

Council aims to meet the needs of the community whilst maintaining a financially sustainable position. Our financial planning process involves the integration of a number of approaches in order to deliver our objectives.

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 (Information and Briefing Sessions) held over several months. The process also includes a period of public consultation and the consideration of feedback received.

This approach allows Council to make decisions on a budget that provides for community and organisational needs, effectively use rate revenue and ensure intergenerational equity.

Strategic Management Plans

Following the 2022 Local Government elections, the Council is required to undertake a review of all its strategic management plans, as required under the Local Government Act 1999. This process will be undertaken during 2023/24 and is expected to be complete around November 2024.

The preparation of the 2023/24 Annual Business Plan is informed by the Community Plan 2030.

Long Term Financial Plan

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

It is informed by the Council's Asset Management Plans and based on a number of assumptions, market trends and known information.

The next review of the Long Term Financial Plan is programmed to be completed after the adoption of the 2023/24 Annual Business Plan and Budget.

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:

- Bridge, Stormwater, Kerb and Channel
- Roads, Footpaths, Traffic Devices and Car Parks
- Land, Buildings and Open Space.

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.

Current Services

The 2023/24 budget aims to maintain the current level of services both in terms of programs delivered but also maintenance and operations activities.

To find efficiencies and cost savings, the budget was developed from a zero base. The Consumer Price Index (CPI) has only been applied where absolutely necessary, and only to relevant materials and supplies. Price increases have been absorbed as much as possible, and staff will continue to seek additional savings throughout the year.

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.

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

New Initiatives

Each year, staff 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.

A number of new initiatives were considered during the 2023/24 budget deliberations. However, in recognition of the current economic climate and the pressures of rising costs, no new initiaitives have been added to the 2023/24 operating budget. This has enabled Council to minimise the average rates payable increase.

Financial Sustainability

To ensure long term financial sustainability, Council sets 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 and debt levels prudently
- Employ sound asset management principles
- Achieve intergenerational equity.

As a part of its Long Term Financial Plan review, Council endorsed new Key Financial Indicator targets as provided in the table below:

Key Financial Indicator	Target
Operating Surplus Ratio	-2% to 2%*
Net Financial Liabilities Ratio	Maximum of 80%
Asset Renewal Funding Ratio	90% to 110%**

*To achieve a three year rolling average of 0%

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

The Annual Business Plan and Budget is measured against the indicators to assess how the current budget is performing against Council's long term financial goals, in line with budget deliberations and Audit Committee recommendations. More information on the Financial Indicators for 2023/24 is provided on page 56.

Debt Levels

Council has a fixed term loan balance of $6,459,208 as at 30 June 2023. Included in the balance amount is a community loan to the Victor Harbor Bowling Club totaling $123,979.

Council also has access to $13 million Cash Advance Debenture facilities that work similar to a variable loan. This facility is used to manage cashflow requirements during the year. As at 31 March 2023, there was $5,816,114 outstanding on Cash Advance Debentures.

Fixed term loan details as at 31 March 2023:

Date of Loan	Principal Amount	Interest Rate	Principal Outstanding	Maturity Date
15/05/2014	$230,000*	5.80%	$123,979	15/05/2029
15/06/2017	$2,500,000	4.40%	$1,765,860	15/07/2032
15/11/2021	$5,000,000	3.25%	$4,569,370	15/11/2031
Total	**$7,730,000**		**$6,459,208**	

*community loan

Total borrowings at the end of 2023/24 including both fixed term and cash advance debentures is forecast to be approximately $11 million.

Employees

The City of Victor Harbor is one of the city's major employers. Council employs 154 staff equalling 121.3 full-time equivalents (FTE). This includes 94 full-time employees and 60 part-time employees.

Council provides opportunities for nine trainees sourced from third parties.

Employee costs are impacted by a number of factors in 2023/24. There has been an overall increase in employee expenses due to:

- Council's Enterprise Bargaining Agreement and level increments
- Superannuation guarantee rising by 0.5%
- Workcover as a result of EBA, increment increases and the rise in superannuation.

It is also important to note that the Council is supported by around 400 volunteers who assist with activities such as visitor services, library, community services, graffiti removal programs, Coral Street Art Space, Southern Communities Transport Scheme, river and coastal protection initiatives.

Community Involvement

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 Council also seeks community feedback on the draft Annual Business Plan.

The consultation period for the 2023/24 Annual Business Plan and Budget is scheduled to be undertaken from Thursday, 4 May 2023 until 5pm on Monday, 29 May 2023.

Feedback will be captured through:

- a formal survey (available online at **www.yoursay.victor.sa.gov.au** or in hard copy);
- written submissions (returned by email, post or delivered to the Civic Centre);
- in-person representation at the public meeting scheduled for Thursday, 25 May 2023 from 6.30pm at the Civic Centre (1 Bay Road, Victor Harbor).

A communications and engagement plan will be implemented to assist promote the opportunity for community involvement in the 2023/24 Annual Business Plan and Budget preparations.

Significant Influences

Influences that have been considered as part of the budget preparation include:

- **Inflationary pressures** — The March 2023 CPI for Adelaide is 7.9% (December 2022 – 8.6%). Forecast CPI for June 2023 varies between sources but is within a 6.75% to 7.5% range. This is expected to moderate over the coming year with the inflation rate expected to reduce to between 3% to 4% by December 2024.
- **Energy** — Electricity prices have increased by 15-20% and have been factored into the budget with an expectation that this will add to inflationary pressures over the coming years.
- **Enterprise Bargaining Agreement (EBA)** — Council's EBA is linked to annual CPI.
- **Superannuation** — the *Superannuation Guarantee (Administration) Act 1922* provides that employers must provide at least a set minimum amount of superannuation support for their employees. From 1 July 2023, the minimum amount increases from 10.5% to 11%.
- **Depreciation** — The impact of significant revaluation data in 2021/22 has resulted in an increase of over $1.2 million in depreciation.

Property Valuations

The City of Victor Harbor sets its council rates based on capital valuation data provided by the Valuer-General.

Each year property values are reviewed by the Valuer-General based on market movements and recent sales trends. Council includes the new valuations in it's rate modelling calculations to influence the required rate increase.

The valuation file received from the Valuer-General shows an average increase in market valuations of more than 20% for the City of Victor Harbor council area affecting around 75% in varying degrees dependent on the capital values provided.

Council's Rating Policy each year includes a rate capping allowance to ensure that residential and primary production properties are not affected by capital valuation increases by more than 15% of the previous year's amount payable. See the Rating Policy on page 60 for more detail.

Growth

The Local Government Reform Act has provided a statutory definition of 'growth' for the purposes of rating information in that growth component 'may only relate to growth in the number of properties and must not relate to the growth in the value of rateable properties'.

Growth for 2023/24 as per this definition is 0.9%.

Photo: Inman River meets the sea (Jesse Ehlers Photography)

Funding Our Plan

For purposes of annual business planning, Council splits its budget activity areas into 15 broad categories. It should be noted that budget categories (referred to as activity areas) do not necessarily align with departments or sections of the Council's organisation structure.

The Council's budget has two components, capital and operating.

Capital Budget

The capital budget outlines where the City of Victor Harbor will invest in infrastructure for the council area. It provides funding for the construction of facilities, improvements to existing facilities, and the purchase and installation of major equipment. Council's capital budget is informed by the draft capital works program which sets out the capital projects it intends to carry out over a 10 year period.

Capital expenditure of $10,075,300 will be funded through grants, sale of replaced assets, reserves and loans.

Grants totaling $1,237,500 have been included in the budget as well as $205,500 for sale (trade-in) of plant and machinery.

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.

No new loan facilities are anticipated.

Council has been successful in a grant funding for:

- Junior Scooter Park – $49,500
- Coastal Seawall (Franklin Parade / Esplanade) – $518,000

Council is waiting on the outcome of two further applications, worth $670,000.

Photo: Looking over Kings Beach and Waitpinga Cliffs (Heidi Who)

Operating Budget

The operating budget is a plan to finance the operation of Council. It sets out the amount of money the Council expects to spend each year for ongoing operational expenses. Council rates are set according to the operating budget.

Operating expenses of $35,869,000 will be funded by revenue of $34,383,800 resulting in a deficit budget of $1,485,200. Council receives revenue from a number of sources with rate revenue representing over 80% of total revenue. Rate revenue including rebates, Regional Landscape levy, remissions and fines totals $28,241,000.

Remaining revenue sources include:

- User pay charges which relate to fees imposed for use of Council services - $2.2 million
- Statutory charges which apply to regulatory or compliance activities - $0.6 million
- Grants and contributions from other levels of government and developers - $2.9 million
- Other income such as donations, credit interest and reimbursements - $0.5 million

The table (right) shows general revenue sources that are used to deliver Council services and offset the net expenses in the activities on pages 28 to 42 of this plan.

Operating	Description	Revenue
General Rates	Rates, Regional Landscape Levy, Rebates, Remission and Fines	**$28,241,000**
Interest	Bank and Reserve Credit Interest	**$30,000**
LG Grants Commission	General Purpose and Local Roads Grants	**$630,000**
Total General Revenue		**$28,901,000**

2023/24 Activity Area Breakdown

The following pages outline forecast expenditure each activity area (budget category). The capital and operating budget summary tables reflect the estimated full cost of providing each activity area for 2023/24 and include a proportion of internal service costs.

A summary table of all budget categories is provided at Appendix 1 on page 68.

Activity Area: *Administration*

Activity Area 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, rates and maintaining of assessment records, House of Assembly Roll and Council's Supplementary Roll.

Council provides cash and inkind 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.

2023/24 Budget Summary

	Operating		
Activity area	*Revenue*	*Expenses*	*Net result*
Customer Service	0	614,800	(614,800)
Elected Members	0	396,000	(396,000)
Loan Interest	20,000	370,000	(350,000)
Organisational*	51,300	4,046,300	(3,995,000)
Rates Administration	81,200	477,300	(396,100)
Total	152,500	5,904,400	(5,751,900)

*Organisational includes $23,400 for costs associated with Southern and Hills Local Government Association (Section 43 subsidiary).

Activity Area: *Business Activities*

Activity Area 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 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.

2023/24 Budget Summary

Capital			
Activity area	**Revenue**	**Expenses**	**Net Result**
Caravan Park	0	0	0
Horse Tram	0	75,000	(75,000)
Total	0	75,000	(75,000)

Operating			
Activity area	**Revenue**	**Expenses**	**Net result**
Caravan Park	299,200	69,400	229,800
Horse Tram*	156,900	522,200	(365,300)
Total	456,100	591,600	(135,500)

*Horse Tram includes $365,300 for costs associated with the Victor Harbor Horse Tram Authority (Section 42 Subsidiary).

Activity Area: Car Parking and Traffic Management

Activity Area 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.

2023/24 Budget Summary

Capital			
Activity area	**Revenue**	**Expenses**	**Net Result**
Car Parking	0	0	0
Crime Prevention	0	5,000	(5,000)
Street Lighting	0	0	0
Traffic Management	0	628,000	(628,000)
Total	0	633,000	(633,000)

Operating			
Activity area	**Revenue**	**Expenses**	**Net result**
Car Parking	215,300	201,200	14,100
Crime Prevention	0	63,900	(63,900)
Street Lighting	0	305,700	(305,700)
Traffic Management	0	425,400	(425,400)
Total	215,300	996,200	(780,900)

Activity Area: Coastal Protection and Environment

Activity Area 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 regional landscape levy.

2023/24 Budget Summary

Capital			
Activity area	**Revenue**	**Expenses**	**Net Result**
Coastal Protection	518,000	795,400	(277,400)
Environmental Projects	0	0	0
Stormwater Drainage	290,000	460,100	(170,100)
Total	808,000	1,255,500	(447,500)

Operating			
Activity area	**Revenue**	**Expenses**	**Net result**
Coastal Protection	0	218,900	(218,900)
Environmental Projects	0	992,700	(992,700)
Stormwater Drainage	20,000	789,600	(769,600)
Total	20,000	2,001,200	(1,981,200)

Activity Area: *Community Facilities*

Activity Area Overview

Council provides a range of key community facilities that aim 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.

Council maintains spatial data to inform planning and operations, and supports the efficient use of its infrastructure assets through appropriate permits, licences and leases.

2023/24 Budget Summary

Capital			
Activity area	**Revenue**	**Expenses**	**Net Result**
Cemetery	0	42,000	(42,000)
Old School Building	0	0	0
Property & GIS	380,000	1,018,300	(638,300)
Public Conveniences	0	90,000	(90,000)
Recreation Centre	0	154,400	(154,400)
Senior Citizens Facilities	0	60,000	(60,000)
Town Hall	0	5,000	(5,000)
Total	380,000	1,369,700	(989,700)

Operating			
Activity area	**Revenue**	**Expenses**	**Net result**
Cemetery	175,400	233,500	(58,100)
Old School Building	7,000	46,300	(39,300)
Property & GIS	135,100	814,800	(679,700)
Public Conveniences	0	290,100	(290,100)
Recreation Centre	119,700	364,100	(244,400)
Senior Citizens Facilities	0	44,100	(44,100)
Town Hall	10,600	126,400	(115,800)
Total	447,800	1,919,300	(1,471,500)

Activity Area: *Community Services*

Activity Area 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.

2023/24 Budget Summary

	Operating		
Activity area	*Revenue*	*Expenses*	*Net result*
Aged Services	107,000	107,000	0
Caring Neighbourhood Program	264,300	264,300	0
Community Assistance	0	832,700	(832,700)
Community Bus Service	17,000	80,500	(63,500)
Community Transport (SCOTS)	620,400	620,400	0
Fleurieu Families	396,800	396,800	0
Youth Development	169,000	169,000	0
Total	1,574,500	2,470,700	(896,200)

Activity Area: *Corporate Services*

Activity Area 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.

2023/24 Budget Summary

Capital			
Activity area	**Revenue**	**Expenses**	**Net Result**
Accounting	0	0	0
Communication	0	5,000	(5,000)
Human Services	0	0	0
Information Technology	10,000	770,000	(760,000)
Occupancy (Office)	0	488,300	(488,300)
Payroll	0	0	0
Records	0	0	0
Total	10,000	1,263,300	(1,253,300)

Operating			
Activity area	**Revenue**	**Expenses**	**Net result**
Accounting*	0	934,600	(934,600)
Communication*	0	112,600	(112,600)
Human Services*	0	539,000	(539,000)
Information Technology*	2,000	1,014,000	(1,012,000)
Occupancy (Office)*	5,300	621,500	(616,200)
Payroll*	0	148,800	(148,800)
Records*	500	294,800	(294,300)
Total	7,800	3,665,300	(3,657,500)

*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.

Activity Area: *Library and Cultural Services*

Activity Area 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 local history programs.

2023/24 Budget Summary

Capital			
Activity area	**Revenue**	**Expenses**	**Net Result**
Cultural Services	0	503,500	(503,500)
Library	0	4,000	(4,000)
Victa Cinema	0	8,000	(8,000)
Total	0	515,500	(515,500)

Operating			
Activity area	**Revenue**	**Expenses**	**Net result**
Cultural Services	125,000	321,600	(196,600)
Library	137,400	1,392,600	(1,255,200)
Victa Cinema	776,400	795,400	(19,000)
Total	1,038,800	2,509,600	(1,470,800)

Activity Area: *Open Space and Recreation*

Activity Area 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 its active wellbeing program.

2023/24 Budget Summary

Capital			
Activity area	**Revenue**	**Expenses**	**Net Result**
Sports	0	1,137,200	(1,137,200)
Parks & Gardens	49,500	817,500	(768,000)
Total	49,500	1,954,700	(1,905,200)

Operating			
Activity area	**Revenue**	**Expenses**	**Net result**
Sports*	37,400	1,366,500	(1,329,100)
Parks & Gardens	4,000	1,790,400	(1,786,400)
Total	41,400	3,156,900	(3,115,500)

*Sports includes $502,000 for costs associated with the Fleurieu Regional Aquatic Centre Authority and an equity adjustment of $280,000 (Section 43 subsidary).

Activity Area: *Plant and Depot*

Activity Area 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.

2023/24 Budget Summary

Capital			
Activity area	***Revenue***	***Expenses***	***Net Result***
Depot	0	190,500	(190,500)
Indirect Works	0	0	0
Plant and Machinery	195,500	790,200	(594,700)
Total	195,500	980,700	(785,200)

Operating			
Activity area	***Revenue***	***Expenses***	***Net result***
Depot	0	587,000	(587,000)
Indirect Works	66,000	2,139,000	(2,073,000)
Plant and Machinery*	0	228,800	(228,800)
Total	66,000	2,954,800	(2,888,800)

*Expenses offset by internal plant hire income and depreciation offsets

Activity Area: *Public Safety*

Activity Area 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.

2023/24 Budget Summary

	Operating		
Activity area	***Revenue***	***Expenses***	***Net result***
Building Control	64,000	466,600	(402,600)
Cat Control	26,500	28,100	(1,600)
Dog Control	135,700	152,400	(16,700)
Fire Prevention	6,500	100,200	(93,700)
Health Inspection	22,600	139,100	(116,500)
Local Nuisance & Litter	500	139,700	(139,200)
Other Regulatory Services	3,600	68,700	(65,100)
Parking Control	56,000	178,600	(122,600)
Total	315,400	1,273,400	(958,000)

Activity Area: *Roads, Footpaths and Bridges*

Activity Area 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 roundabout 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.

2023/24 Budget Summary

Capital			
Activity area	**Revenue**	**Expenses**	**Net Result**
Bridges	0	0	0
Kerbing & Footpaths	0	451,100	(451,100)
Sealed Roads	0	1,315,000	(1,315,000)
Streetscaping	0	57,800	(57,800)
Unsealed Roads	0	192,000	(192,000)
Total	0	2,015,900	(2,015,900)

Operating			
Activity area	**Revenue**	**Expenses**	**Net result**
Bridges	0	392,600	(392,600)
Kerbing & Footpaths	0	1,269,800	(1,269,800)
Sealed Roads	629,300	3,526,500	(2,897,200)
Streetscaping	9,000	545,200	(536,200)
Unsealed Roads	0	731,800	(731,800)
Total	638,300	6,465,900	(5,827,600)

Activity Area: *Tourism and Economic Development*

Activity Area 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 in our city.

Activity areas include things such as delivery of Economic Development Strategy actions, Mainstreet activation programs, business support, 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, tourism marketing activities and provision of the Victor Harbor Visitor Centre which incorporates the South Australian Whale Centre.

2023/24 Budget Summary

Capital			
Activity area	*Revenue*	*Expenses*	*Net Result*
Economic Development	0	0	0
Tourism Marketing	0	0	0
Victor Harbor Visitor Centre	0	12,000	(12,000)
Total	0	12,000	(12,000)

Operating			
Activity area	*Revenue*	*Expenses*	*Net result*
Economic Development	82,400	568,800	(486,400)
Tourism Marketing	10,000	364,200	(354,200)
Victor Harbor Visitor Centre	157,500	809,700	(652,200)
Total	249,900	1,742,700	(1,492,800)

Economic Development Differential Rate

Council collects differential rates on commercial and industrial properties at 30% and 15% above the base rate respectively. The amount above the base rate is transferred to a cash reserve and used to fund activities that assist in supporting economic development of the City.

Approximately $400,000 will be raised in 2023/24. These funds will assist with the delivery of a portion of the Council's economic development initiatives.

The investments by the Council into the area of economic development have been informed by the City's Economic Development Strategy. The strategy focuses on stimulating growth in local jobs, businesses and investment.

The projects supported through the differential rates collected in this budget will include:

- Council's contribution to support regional organisations, including Regional Development Australia and Fleurieu Peninsula Tourism.
- Funds that support attracting and hosting a number of major events to the City, some examples include the Red Hot Summer Series concert, SA Viking Festival, Tour Down Under, Winter WhaleFest and the Sid James Victor Harbor Triathlon.
- A grant to Business Victor Harbor to support the appointment of an Executive Officer to deliver initiatives that support local businesses and to assist with the implementation of Council's Economic Development Strategy.
- Implementation of the new Victor Harbor Destination Brand including digital marketing campaigns, brand signage and local business participation and use of the brand assets.
- Investment attraction initiatives such as the development of a website to promote opportunities and facilitate investment in Victor Harbor.

Activity Area: *Town Planning*

Overview

Council provides for sustainable development and residential amenity by assessing development applications in accordance with the Planning and Design Code. This applies to a range of development activities including 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.

2023/24 Budget Summary

	Operating		
Activity area	*Revenue*	*Expenses*	*Net result*
Town Planning	256,000	1,453,400	(1,197,400)
Total	256,000	1,453,400	(1,197,400)

Activity Area: *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.

2023/24 Budget Summary

	Operating		
Activity area	**Revenue**	**Expenses**	**Net result**
Street Cleaning	0	134,600	(134,600)
Waste Collection*	3,000	2,080,800	(2,077,800)
Waste Disposal	0	205,700	(205,700)
Total	3,000	2,421,100	(2,418,100)

*Waste Collection includes $2,016,300 for costs associated with the Fleurieu Regional Waste Authority (Section 43 Subsidiary).

Subsidiaries

Council has a number of subsidiaries under Division 3, Section 42 and 43 of the Local Government Act 1999. A description of these subsidiaries and the Council's contribution in 2022/23 is outlined in the following pages.

Victor Harbor Horse Tram Authority (Section 42)

Council Contribution in 2023/24	
Operating	$365,300
Capital	$75,000
Total	$440,000

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 $365,300 and is included in the Business Activities summary on page 29.

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 $75,000. These projects include:

- Horse purchases $20,000
- Tram renovation $45,000
- Allowance for asset replacements $10,000.

Southern and Hills Local Government Association (Section 43)

Council Contribution in 2023/24	
Operating	$23,400

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 $23,400 and is included in the Administration summary on page 28.

Fleurieu Regional Waste Authority (Section 43)

Council Contribution in 2023/24	
Operating	$2,016,300

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 $2,016,300 and is included in the Waste Management summary on page 43.

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. No budget allowance has been included with a breakeven position expected.

Fleurieu Regional Aquatic Centre Authority (Section 43)

Council Contribution in 2023/24	
Operating	$502,000
Reduction in equity	$280,000
Total	$782,000

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 $502,000.

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 2023/24 is $280,000. These amounts are included in Open Space and Recreation summary on page 36.

Key Planned Activities and Projects

Photo:Adelaide Fringe comes to Victor Harbor's Warland Reserve (City of Victor Harbor)

2023/24 Key Planned Activities

Each year Council identifies a number of Key Planned Activities that set out what we will focus on in the coming year to help achieve the aspirations set out in the Community Plan 2030.

In 2023/24, Council has identified 12 Key Planned Activities. Each Key Planned Activity is described over the following pages, along with how the Key Planned Activity relates to the Community Plan 2030 and its link to other related Council plans.

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 Council's aspirations, ensure legislative requirements are met, and respond to community expectations.

Ongoing activities are highlighted in the infographic on page 18 and also in the budget summary pages (38-53).

Council will provide a mid-year progress report of its Key Planned Activities, and end of year results will be outlined within the Annual Report.

Key Planned Activity	**Future proofing our business systems**					
Description	The City of Victor Harbor has embarked on a significant project that will transform its business systems to help achieve cost savings, process efficiencies and superior customer experience. Used to manage day-to-day business activities (such as finance, human resources, payroll, procurement, compliance, rates, records, customer requests and council assets), the current system has been in place for more than 20 years and no longer meets the needs of the organisation nor the Victor Harbor community. In 2023/24, phase one of the new software will be implemented.					
Community Plan Link	Community ✓	Innovation and Creativity ✓	Growth	Environment	Services and Infrastructure ✓	Governance ✓
Related Council Plan	Community Plan 2030 / Organisational Requirement					

Key Planned Activity	**Improving Council's service delivery performance**					
Description	In order to better understand community perceptions relating to its service delivery performance, Council has undertaken two Community Satisfaction Surveys (in 2022 and 2023). The survey looked at Council services and facilities, and sought feedback in terms of both importance of the service and associated satisfaction levels. Now with a set of benchmarking data, an evidenced-based action plan will be developed looking at priority focus areas for improvement – services that are considered of by community to be of high importance and have room for improvement. A key component of delivering action to address service gaps and identified improvements will be communicating changes with community.					
Community Plan Link	Community ✓	Innovation and Creativity ✓	Growth ✓	Environment ✓	Services and Infrastructure ✓	Governance
Related Council Plan	Community Plan 2030 (Priority Action) / City of Victor Harbor Customer Service Charter					

Key Planned Activity	**A visionary, strategic and evidence-based plan for Victor Harbor's future**
Description	Council will commence a significant review of its Urban Growth Management Strategy (UGMS). This Strategy offers a high-level vision for Victor Harbor's future and is intended to be closely aligned with Council's Community Plan which will also be reviewed through this project. The UGMS sets ambitious objectives and targets, and informs integrated land use and infrastructure planning for Victor Harbor. The process takes into account social, economic and environmental factors that influence community liveability, prosperity and sustainability. This project will commence in 2023/24 and be delivered over two years.
Community Plan Link	Community ✓ · Innovation and Creativity ✓ · Growth ✓ · Environment ✓ · Services and Infrastructure ✓ · Governance ✓
Related Council Plan	Community Plan 2030 (Priority Action)

Key Planned Activity	**Representation Review**
Description	Council's are required to review their elector representation periodically. This generally occurs every eight years, unless directed otherwise by the Electoral Commissioner. The City of Victor Harbor is required to commence a representation review in April 2024. The review is an opportunity for Council and the community to look at the current representation composition and structure, and consider whether changes would provide greater benefit to the community of the City of Victor Harbor. The review process is prescribed within the Local Government Act 1999 and will be supported by a community engagement component.
Community Plan Link	Community · Innovation and Creativity · Growth · Environment · Services and Infrastructure · Governance ✓
Related Council Plan	Local Government Act 1999 (Legislative requirement)

Key Planned Activity	**Enabling community through a simplified grant process**
Description	The City of Victor Harbor offers a range of grants and sponsorship programs throughout the year to support our community in their endeavours. Council will work to streamline its grants process to make it easier for community to apply for and acquit funds. Not only will this help encourage development of local groups and individuals, but it will allow Council to better showcase and celebrate the impressive initiatives and projects being delivered by community through the assistance of these grant programs.
Community Plan Link	Community ✓ · Innovation and Creativity ✓ · Growth · Environment · Services and Infrastructure · Governance ✓
Related Council Plan	Community Plan 2030

Key Planned Activity	**Regional Community, Sport and Recreation Precinct**
Description	The Victor Harbor Regional Community, Sport and Recreation Precinct (The Precinct) aims to provide a place for people of all ages to connect through sport, recreation or social activities. Located at Lot 202 Armstrong Road, the project will see the delivery of a multi-purpose community facility that caters for growing indoor sport and recreation activities. Council, with input from community and relevant stakeholders, will continue to progress through planning, design, due diligence and funding stages for the proposed Precinct.
Community Plan Link	Community ✓ Innovation and Creativity ✓ Growth Environment ✓ Services and Infrastructure ✓ Governance
Related Council Plan	Victor Harbor Recreation and Open Space Strategy

Key Planned Activity	**Supporting our community to age well**
Description	With the second oldest population of any township in South Australia (behind Port Elliot-Goolwa), the City of Victor Harbor is committed to supporting its community to age well. This will be achieved by facilitating events, programs and initiatives that encourage older people to remain active and stay connected with their community including: • Social and individual support through the Caring Neighbourhood Program • Sector support and development through the Positive Ageing Taskforce. A key component also includes access to and promotion of information and resources for community members to understand what support and programs are available to them.
Community Plan Link	Community ✓ Innovation and Creativity Growth Environment Services and Infrastructure ✓ Governance
Related Council Plan	City of Victor Harbor Community Plan 2030 / Regional Public Health Plan (Southern and Hills)

Key Planned Activity	**Thriving families and engaged youth**
Description	There is a growing number of families and young people moving to the area. The Council will provide activites, programs, resources and early intervention to support young people, children and families to thrive and be active within their community. This includes: • Providing opportunities for active wellbeing through the Active Wellbeing Officer program • Meeting requirements of State and Federal Funding arrangements • Facilitating youth leadership and connection opportunities
Community Plan Link	Community ✓ Innovation and Creativity Growth Environment Services and Infrastructure ✓ Governance
Related Council Plan	City of Victor Harbor Community Plan 2030 / Regional Public Health Plan (Southern and Hills)

Key Planned Activity	**Advancing Council's committment to reconciliation action**
Description	*Ngopun yuntulun-ambi namawi peranbun paldi.* Walking together for our shared future. This statement underpins the City of Victor Harbor's first Reconciliation Action Plan. There are four Reconciliation Action Plans to be rolled out sequentially – Reflect, Innovate, Stretch and Elevate. The Council's 'Reflect' Reconciliation Action Plan is the first step in a process of continued work to reflect upon what the organisation has accomplished to date and begins preparations for future reconciliation initiatives. The 'Reflect' Reconciliation Action Plan outlines a number of actions to be undertaken from January to December 2023. In addition to completing delivery of the 'Reflect' plan, Council will also work with our cultural advisors and community to commence development of our 'Innovate' Plan to be actioned over two years (2024-2025).
Community Plan Link	Community ✓ · Innovation and Creativity ✓ · Growth ✓ · Environment · Services and Infrastructure · Governance ✓
Related Council Plan	'Reflect' Reconciliation Action Plan

Photo: Kondoli Lookout at Klienig's Hill (City of Victor Harbor)

Key Planned Activity	**Delivering a vibrant arts and culture program**
Description	Art in all forms has the capacity to enrich people's lives and contribute to creating a strong, healthy and connected community. The City of Victor Harbor has made a commitment to growing arts and culture, through its recently adopted Culture Strategies that focus on Arts and Heritage, and Festivals and Events. The Council's arts and culture program will continue to offer events, activities and experiences that contribute to enhancing community vibrancy such as: • Encouraging participation in arts projects – public art, workshops, exhibition opportunities; • Providing and promoting the Coral Street Art Space as a place for artists, community members and groups to meet, work, exhibit, share, collaborate and learn; • Increasing attendance and expanding the program offering at the Victa Cinema; • Encouraging and facilitating festivals and events; • Continuing preparation of the detailed design for the Victor Harbor Arts and Culture Centre.
Community Plan Link	Community ✓ Innovation and Creativity ✓ Growth ✓ Environment Services and Infrastructure Governance
Related Council Plan	Culture Strategy: Arts and Heritage / Culture Strategy: Festivals and Events

Key Planned Activity	**Continuing the collaboration between Business Victor Harbor and Council**
Description	Council will continue its partnership with Business Victor Harbor, providing a contribution to support the chamber of commerce continue to grow as a well-governed, peak representative body for local business. The funding will support the appointment of key staff to deliver initiatives that support local businesses and assist with the implementation of Council's Economic Development Strategy.
Community Plan Link	Community ✓ Innovation and Creativity ✓ Growth ✓ Environment ✓ Services and Infrastructure ✓ Governance
Related Council Plan	Economic Development Strategy

Photo: 2022 Youth Climate Forum (City of Victor Harbor)

Key Planned Activity	**Climate Change Action**
Description	In December 2019, the City of Victor Harbor joined a growing number of councils across the country to declare a climate emergency. This move aimed to recognise the serious risk that climate change poses to the Victor Harbor community and that more action needs to be taken by all levels of government. Following the declaration, the Council adopted a Climate Agenda 2030. Priorities to be delivered during 2023/24 include: • Growing on the success of last year's inaugural Youth Climate Forum, Council will again deliver a Youth Climate Forum that inspires and empowers youth from senior schools across the region in responding to our changing climate; • Implementing emissions reducing actions, such as wherever possible changing to more energy efficient lighting (in Council buildings and parks); • Continuing transition to hybrid/electric fleet vehicles; • Utilising recycled materials wherever possible in Council projects, including in road sealing, beach access paths and signage; and, • Continuing commitment to regional Resilient Hills and Coasts Climate Adaptation partnership.
Community Plan Link	Community ✓ Innovation and Creativity ✓ Growth Environment ✓ Services and Infrastructure ✓ Governance
Related Council Plan	Climate Action Agenda 2030 / Environmental Management Plan

Capital Works Projects

The following highlights some projects included in the 2023/24 capital budget:

Activity Area: Coastal Protection	
Project	**Budget**
Coastal protection works for Franklin Parade / Esplanade	$670,000
Beach Access Upgrade - Alexandra Street, Hayborough	$69,600
Coastal Monitoring - Installation of photo points	$15,800

Activity Area: Cultural Services	
Project	**Budget**
Christmas Decorations	$98,500
Arts and Culture Centre - Detailed Design for Cinema - Stage 1	$400,000

Activity Area: Information Technology	
Project	**Budget**
Corporate Systems Replacement	$735,000

Activity Area: Kerbing and Footpaths	
Project	**Budget**
Footpath Replacement Program	$120,000
Kleinig Drive Footpath Connection	$49,100

Activity Area: Occupancy	
Project	**Budget**
Civic Centre Solar System Renewal	$155,200

Activity Area: Outdoor Sports	
Project	**Budget**
Regional Community, Sport and Recreation Precinct - Detailed Design	$1,070,000

Activity Area: Parks and Gardens	
Project	**Budget**
Encounter Bay Oval Irrigation System Replacement	$237,200
Junior Scooter Park Construction	$179,200
Tuck Reserve Playground Replacement	$18,200
Community Garden Design* *Note: implementation to be considered in 2024/25 budget	$50,000
The Bluff Master Plan Actions	$100,000

Activity Area: Plant and Machinery	
Project	**Budget**
Grader Replacement	$439,400

Activity Area: Property and GIS	
Project	**Budget**
Strategic Land Purchases	$831,500
Croquet Clubrooms - Replacement of septic system and facade maintenance	$156,800

Activity Area: Public Conveniences	
Project	**Budget**
Investigator Car Park Public Toilet Replacement	$90,000

Activity Area: Victor Harbor Recreation Centre	
Project	**Budget**
Stadium 1 Floor Replacement (Vinyl)	$154,400

Activity Area: Sealed Roads	
Project	**Budget**
Jagger Road Upgrade - From Bluff Road to Passatt Street (Stage 1)	$815,000

Activity Area: Stormwater Drainage	
Project	**Budget**
Giles Street Stormwater Upgrade (Stage 1)	$400,100

Activity Area: Streetscaping	
Project	**Budget**
Victor Harbor Recreation Centre Bus Shelter Replacement	$21,800

Activity Area: Traffic Management	
Project	**Budget**
Acraman Street Construction	$300,000
Flinders Parade Crossing - Detailed Design and Construction (One Crossing)	$250,000

Measuring Our Success

Photo: Victor Harbor Beachside Markets (City of Victor Harbor)

Our Measures of Success

The City of Victor Harbor measures and monitors its performance on a regular basis to ensure delivery of Community Plan 2030 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. In 2023/24, 12 Key Planned Activities have been identified. The activities are outlined on **pages 47-52** of this plan.

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 2030, Council identified desired outcomes and indicators of success for each aspirations. 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.

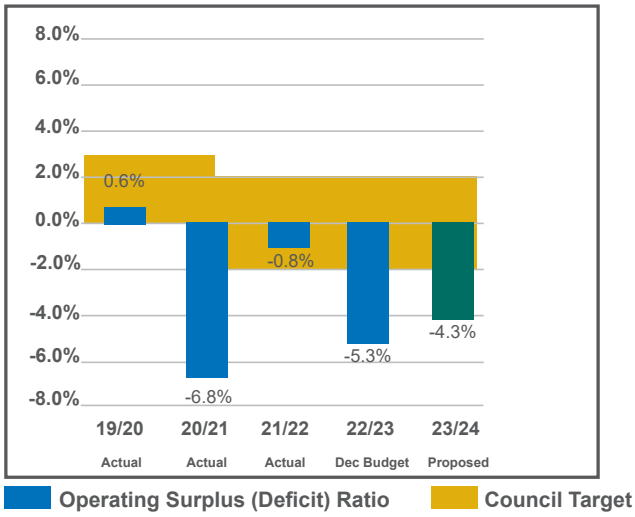
Key Financial Indicators

Key financial indicators provide a robust assessment of financial performance and sustainability. They provide a measurement and monitoring guide to assist in Council's decision making. New targets were endorsed with the adoption of the Long Term Financial Plan in September 2021. Estimates and commentary is provided on the following pages in regards to these ratios.

Our Measures of Success

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 at year end since 2010/11 excluding a -6.8% ratio in 2020/21 due to the recognition of an asbestos rectification liability incurred by the Fleurieu Regional Waste Authority (FRWA).



**Recognition of Asbestos Contamination Liability for Fleurieu Regional Waste Authority.*

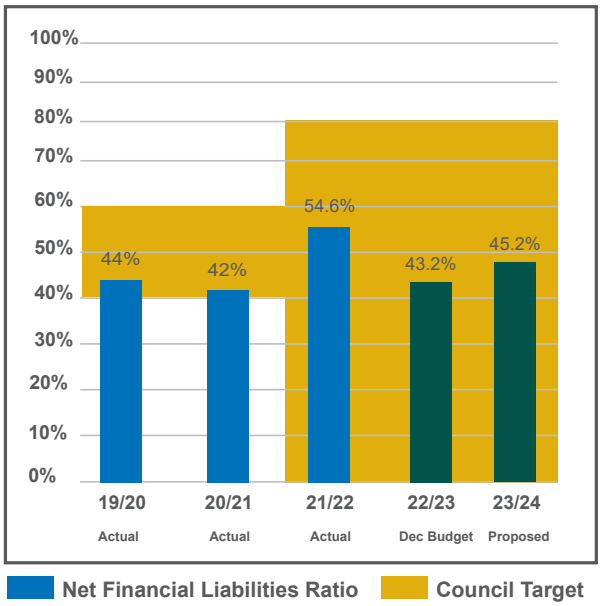
An operating deficit ratio of -4.3% is projected in 2023/24 which is outside Council's target of between -2% and 2%. This is impacted by the Council decision to minimise rate increases through the use of borrowings for the replacement of Council's corporate software.

The adjusted ratio, excluding the corporate system replacement project, is breakeven or 0%.

Net Financial Liabilities Ratio

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

Council's Net Financial Liability Ratio has fluctuated over the past ten years in line with major capital expenditure with a low of 32% in 2018/19.



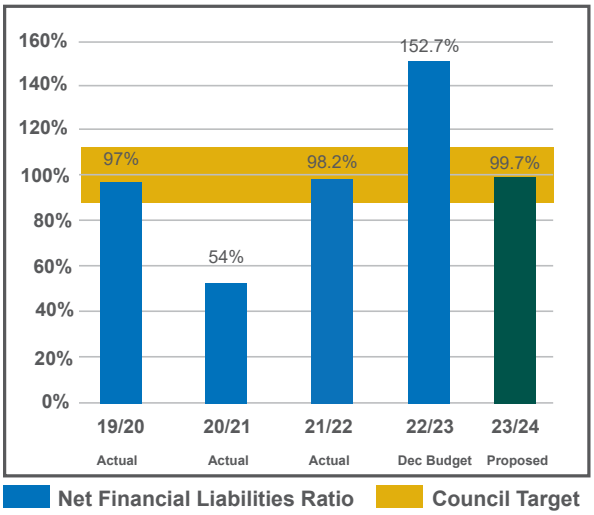
A Net Financial Liabilities Ratio of 45.2% is projected for 2023/24 which is well below Council's maximum target of 80%.

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 Renewal Funding Ratio

This ratio is based on expenditure on capital renewal (replacement) as a percentage of planned projects detailed in Council's Asset Management Plans. The ratio indicates whether assets are being renewed in line with Asset Management Plans with a ratio of 100% indicating 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 an approximate 100% rolling average over a three year period. This allows for changing priorities and delays in completion of projects.



Expenditure on capital renewal projects in 2023/24 will provide an estimated ratio of 99.7%. which is within Council's target range of 90% to 110%.

It is expected that Council will exceed the rolling three year target across the 2020/21 to 2022/23 financial years with an average ratio of 117% projected after a number of lower ratios in the preceding years.

Photo: Walking through Railway Plaza (Dan Schultz)

Council Rates

Photo: An aerial view of Albert Place and Ocean Street (City of Victor Harbor)

How Your Rates Will Be Spent

Council rates are set based on the operating budget. Our 2023/24 budget allows for the continuation of essential services for our community to continue to grow and thrive.

The following shows how the City of Victor Harbor plans to spend every dollar of your Council rates in 2023/24 to ensure Victor Harbor remains a great place to live, work, visit and invest in.

COMMUNITY SERVICES
7c on creating connections, supporting and building resilience in our community

PUBLIC SAFETY
4c on projects, initiatives and enforcement functions to keep our community safe

ENVIRONMENT
6c on initiatives and projects that protect our coast, rivers and natural environment

BUSINESS ACTIVITIES
2c to support the running of the iconic horse tram service and caravan park

ECONOMIC GROWTH
5c on encouraging people to live, work, visit and invest in Victor Harbor

PROPERTY
5c on community facilities

LIBRARY AND CULTURE
7c on our library, operating the Victa Cinema and delivering arts and culture projects

DEPOT
8c on plant, machinery and infrastructure delivery

WASTE MANAGEMENT
7c on waste and recycling services

ADMINISTRATION
14c on support services that keep Council running

ROADS AND FOOTPATHS
19c on roads, footpaths, bridges and initiatives that enhance our streets

CAR PARKING
3c on maintaining car parking, CCTV and public lighting

RECREATION
9c on parks, playgrounds, sports facilities and more!

TOWN PLANNING
4c on development assessment and strategic planning

2022/23 Rating Policy

Overview

Rating levels are influenced by a number of factors. This includes not only operational requirements for delivery of existing services, but also the impact of previous year's capital expenditure in terms of interest payments on borrowings and depreciation on new assets.

The Statutes Amendment (Local Government Review) Act 2021 introduced a number of changes to the way councils must report in Annual Business Plans, including new requirements for rating information. The following, along with the Statement on Expected Rate Revenue (page 64) incorporates these changes.

Business Impact Statement

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

Adoption of Values

Each year, the Valuer General values property as part of the annual General Valuation. This involves sales analysis and research so that values reflect the market as at the date of valuation. The City of Victor Harbor adopts valuations made by the Valuer General as provided to the Council. The property valuations are used to calculate each rateable property's contribution to the required rate revenue total.

Councils may adopt different valuation methodologies including:

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

The Statutes Amendment (Local Government Review) Act 2021 will remove the ability to use site value as of 1 September 2023.

The City of Victor Harbor uses Capital Values provided by the Valuer General 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.

Proposed capital valuations have increased by over 20% across the council area with over 75% affected by an increase greater than 15%.

Capital valuations as at 10 April 2023 total $6,827,193,272 of which $6,651,670,180 is rateable.

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.

Valuation Objections

If a ratepayer is dissatisfied with the valuation made by the Valuer General, then the ratepayer may object to the valuation in writing, served personally or by post on the Valuer-General, within 60 days after the date of service of the 1st quarter notice.

Please note:

- if you have previously received a notice or notices under the Local Government Act 1999 referring to the valuation and informing you of a 60 day objection period, the objection period is 60 days after service of the first such notice;
- you may not object to the valuation if the Valuer-General has already considered an objection by you to that valuation.

The Valuer-General may extend the 60 day objection period where it be shown there is reasonable cause to do so by a person entitled to make an objection to a valuation.

A written objection to valuation must set out the full and detailed grounds for objection and further information and objection packs (including a reply-paid envelope) are available on request by calling Land Services SA on 1300 653 346.

You can email, fax or post your written objection to the Office of the Valuer-General or electronically submit your objection using an online form.

- **Online**: Complete the online form at www.sa.gov.au/landservices
- **Email**: Send your objection, including any attachments to lsgobjections@sa.gov.au
- **Post to**: GPO Box 1354, Adelaide 5001
- **Fax**: 08 8115 5709
- **In Person**: 101 Grenfell Street, Adelaide.

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.

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 by 9% from 2022/23 to $479 per property. The fixed charge will recover approximately 18% of rate revenue 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's differential rate structure is outlined in the table below:

Category	Base Differential
Residential	Base rate
Commercial	Base rate + 30%
Industry	Base rate + 15%
Primary Production	Base rate - 10%
Vacant Land	Base rate + 50%
Other	Base rate

Further detail on the base differential is provided in the Statement on Expected Rate Revenue (page 64).

Separate Rate - Regional Landscape Levy

The Regional Landscape Levy, previously known asthe Natural Resources Management (NRM) Levy, is a State Tax. Councils are required under the Landscape South Australia Act 2019 to collect the levy on all rateable properties on behalf of the State Government.

The total amount will be payable to the Hills and Fleurieu Landscape Board is $670,713, with Council able to recover the amount prescribed under the Landscape South Australia Act 2019 for establishment and collection costs of $5,914.

The rate collected is based on the capital value of all rateable properties as $0.00010083 cents in the dollar.

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 2023/24 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 2022/23 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 2022;
- the increase in general rate payable is due in whole or in part to an increase in valuation of the property attributable to improvements.

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 senior's 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 enquiries confidentially.

Payment of Rates

One single payment is due on **8 September 2023**, or by quarterly instalment payments due on the following dates:

- 1st instalment – **8 September 2023**
- 2nd instalment – **8 December 2023**
- 3rd instalment – **8 March 2024**
- 4th instalment – **7 June 2024**

Rates will be accepted as follows:

- By **BPAY**, 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**;
- 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 and sent to PO Box 11, Victor Harbor SA 5211;
- by **Direct Debit** from your nominated bank account (forms are available on Council's website at 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.

Statement on Expected Rate Revenue

Note: These figures represent a considered estimate of Expected Rate Revenue based on the most current information available at the time of going out to consultation on the DRAFT Annual Business Plan and Budget (ABP&B).

	2022/23 (as adopted)	2023/24 (estimated)		Change	Comments
General Rates Revenue					
General Rates (existing properties)	$25,975,092	$27,520,529	**(a)**		
General Rates (new properties)		$313,937	**(b)**		
General Rates (GROSS)	$25,975,092	$27,834,466	**(c)**		
Less: Mandatory Rebates	($250,472)	($283,166)	**(d)**		
General Rates (NET)	**$25,724,620**	**$27,551,300**	**(e)**	**7.1%**	
		(e)=(c)+(d)			
Other Rates (inc. service charges)					
Regional Landscape Levy	$454,232	$677,906	**(f)**		The Regional Landscape Levy is a State tax, it is not retained by council.
	$26,178,852	$28,229,206			
Less: Discretionary Rebates	($28,784)	($30,000)	**(l)**		
Expected Total Rates Revenue	**$25,695,836**	**$27,521,300**	**(m)**	**7.1%**	Excluding the Regional Landscape Levy and minus Mandatory and Discretionary Rebates.
		(m)=(e)+(g)+(h)+(i)+(j)+(k)+(l)			
Estimated growth in number of rateable properties					
Number of rateable properties	**11,097**	**11,195**	**(n)**	**0.9%**	
	Actual	Estimate			
Estimated average General Rates per rateable property					
Average per rateable property	**$2,341**	**$2,486**	**(o)**	**6.2%**	These 'averages' are based on the total of all rateble properties and are therefore not necessarily indicative of either the rate or change in rates that all ratepayers will experience
		(o)=(c)/(n)			

'Growth' is defined in the regulations as where new properties have been created which has added rateable properties to council's ratepayer base. Growth can also increase the need and expenditure related to infrastructure, services and programs which support these properties and residents.

Councils use property valuations to calculate each rateable property's contribution to the required rate revenue total. Councils do not automatically receive more money because property values increase but this may alter how rates are apportioned (or divided) across each ratepayer (ie. some people may pay more or less rates, this is dependent on the change in value of their property relative to the overall valuation changes across the council area). The total General Rates paid by all rateable properties will equal the amount adopted in the budget.

Notes

(d) Councils are **required** under the Local Government Act to provide a rebate to qualifying properties under a number of categories:
- Health Services - 100 per cent
- Religious purposes - 100 per cent
- Royal Zoological Society of SA - 100 per cent
- Community Services - 75 per cent
- Public Cemeteries - 100 per cent
- Educational purposes - 75 per cent

The rates which are foregone via Mandatory Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).

(e) Presented as required by the Local Government (Financial Management) Regulations 2011 reg 6(1)(ea)
Please Note: The percentage figure in (e) relates to the change in the total amount of General Rates revenue to be collected from all rateable properties, not from individual rateable properties (ie. individual rates will not necessarily change by this figure).

(f) Councils are required under the Landscape South Australia Act 2019 to collect the levy on all rateable properties on behalf of the State Government. The levy helps to fund the operations of regional landscape boards who have responsibility for the management of the State's natural resources.

(l) A council **may** grant a rebate of rates or service charges in a number of circumstances. The rates which are foregone via Discretionary Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).

(m) Expected Total Rates Revenue excludes other charges such as penalties for late payment and legal and other costs recovered.

(n) 'Growth' as defined in the Local Government (Financial Management) Regulations 2011 reg 6(2)

Note: These figures represent a considered estimate of Expected Rate Revenue based on the most current information available at the time of going out to consultation on the DRAFT Annual Business Plan and Budget (ABP&B).

Expected Rates Revenue

	Total expected revenue			No. of rateable properties		Average per rateable property				Cents in the $
	2022/23	**2023/24**	**Change**	2022/23	**2023/24**	2022/23	**2023/24**		**Change**	**2023/24**
Land Use										
Residential	$20,881,936	**$22,305,759**	**7%**	9167	**9172**	$2,278	**$2,432**	(p)	**$154**	**0.0033**
Commercial - Shop	$946,896	**$987,820**	**4%**	235	**235**	$4,029	**$4,203**	(p)	**$174**	**0.0043**
Commercial - Office	$143,023	**$151,328**	**6%**	55	**54**	$2,600	**$2,802**	(p)	**$202**	**0.0043**
Commercial - Other	$698,425	**$753,126**	**8%**	187	**187**	$3,735	**$4,027**	(p)	**$293**	**0.0043**
Industry - Light	$76,656	**$86,092**	**12%**	52	**52**	$1,474	**$1,656**	(p)	**$181**	**0.0038**
Industry - Other	$44,854	**$48,733**	**9%**	24	**24**	$1,869	**$2,031**	(p)	**$162**	**0.0038**
Primary Production	$1,773,335	**$1,794,496**	**1%**	598	**595**	$2,965	**$3,016**	(p)	**$51**	**0.0030**
Vacant Land	$1,199,217	**$1,500,130**	**25%**	724	**821**	$1,656	**$1,827**	(p)	**$171**	**0.0049**
Other	$210,751	**$206,982**	**-2%**	55	**55**	$3,832	**$3,763**	(p)	**-$69**	**0.0033**
GRAND TOTAL (GROSS)	**$25,975,092**	**$27,834,466**	**7.2%**	**11,097**	**11,195**	**$2,341**	**$2,486**	(p)	**$146**	

Fixed Charge

	Total expected revenue			Charge			
	2022/23	**2023/24**	**Change**	**2022/23**	**2023/24**		**Change**
Fixed Charge	$4,638,157	**$5,035,899**	**9%**	$421	**$479**	(q)	**$58**

Adopted valuation method

Capital Value/Site Value/Annual Value

Council has the option of adopting one of three valuation methodologies to assess the properties in its area for rating purposes:

- **Capital Value** – the value of the land and all improvements on the land;
- **Site Value** – the value of the land and any improvements which predominantly affect the amenity of use of the land, such as drainage works, but excluding the value of buildings and other improvements (Note: Site Value will cease to be an option from 1 Sept 2023); or
- **Annual Value** – a valuation of the rental potential of the property.

The City of Victor Harbor uses Capital Values provided by the Valuer General 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.

Notes

(p) Average per rateable property calculated as General Rates for category, including any fixed charge or minimum rate (if applicable) but excluding any separate rates, divided by number of rateable properties within that category in the relevant financial year.

(q) A fixed charge can be levied against the whole of an allotment (including land under a separate lease or licence) and only one fixed charge can be levied against two or more pieces of adjoining land (whether intercepted by a road or not) if they are owned by the same owner and occupied by the same occupier. Also if two or more pieces of rateable land within the area of the council constitute a single farm enterprise, only one fixed charge may be imposed against the whole of the land.

(r) Where two or more adjoining properties have the same owner and are occupied by the same occupier, only one minimum rate is payable by the ratepayer.

Appendix 1

2023/24 Budget Summary

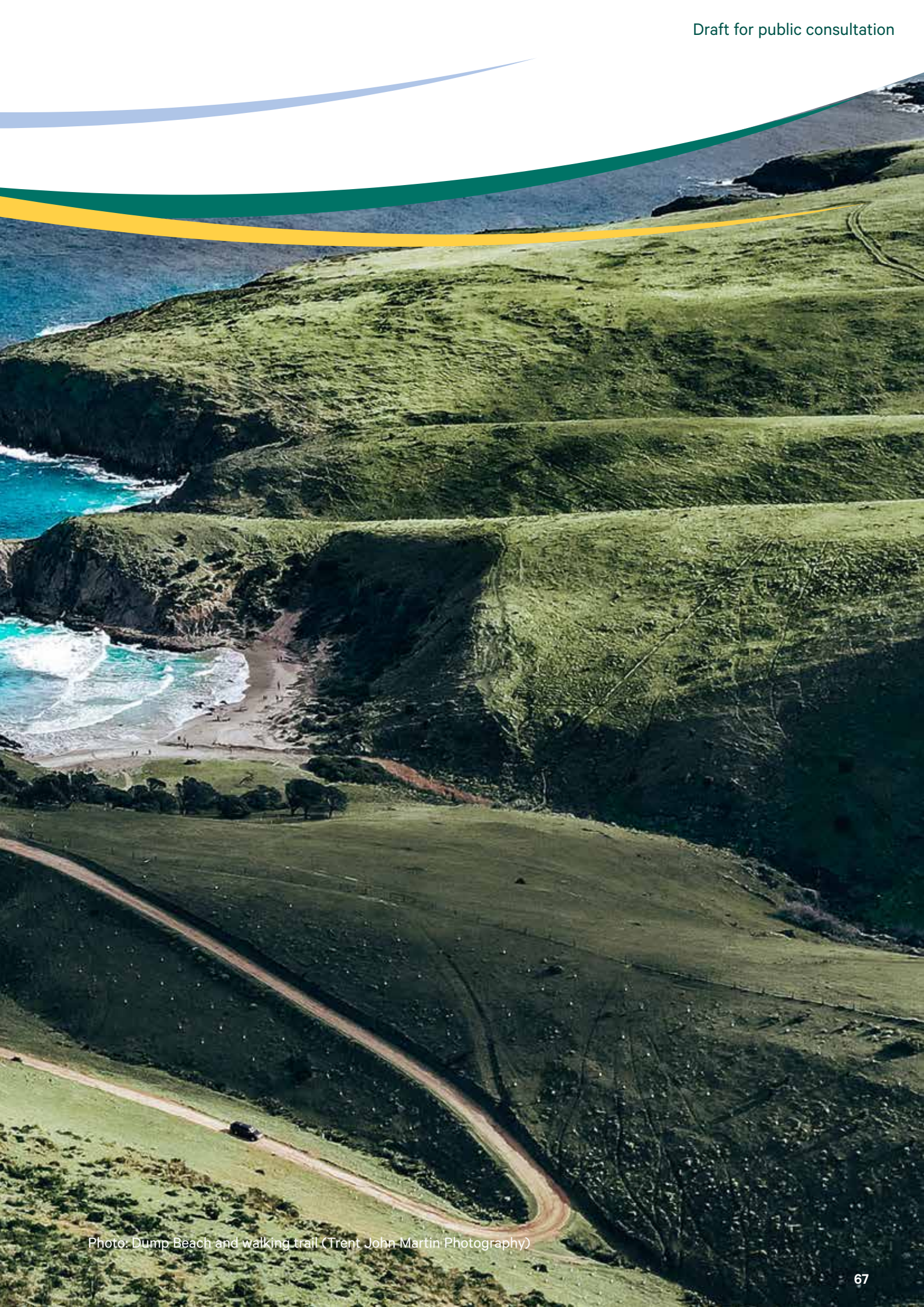


Photo: Dump Beach and walking trail (Trent John Martin Photography)

2023/24 Budget Summary

PROGRAM	Page Ref	CAPITAL			OPERATING		
		REVENUE	EXPENSES	RESULT	REVENUE	EXPENSES	RESULT
Accounting*	34	0	0	0	0	934,600	(934,600)
Aged Services	33	0	0	0	107,000	107,000	0
Bridges	39	0	0	0	0	392,600	(392,600)
Building Control	38	0	0	0	64,000	466,600	(402,600)
Car Parking	30	0	0	0	215,300	201,200	14,100
Caravan Park	29	0	0	0	299,200	69,400	229,800
Caring Neighbourhood Project	33	0	0	0	264,300	264,300	0
Cat Control	38	0	0	0	26,500	28,100	(1,600)
Cemetery	32	0	42,000	(42,000)	175,400	233,500	(58,100)
Coastal Protection	31	518,000	795,400	(277,400)	0	218,900	(218,900)
Communication*	34	0	5,000	(5,000)	0	112,600	(112,600)
Community Assistance	33	0	0	0	0	832,700	(832,700)
Community Bus Services	33	0	0	0	17,000	80,500	(63,500)
Community Transport - SCOTS	33	0	0	0	620,400	620,400	0
Crime Prevention	30	0	5,000	(5,000)	0	63,900	(63,900)
Cultural Services	35	0	503,500	(503,500)	125,000	321,600	(196,600)
Customer Service	28	0	0	0	0	614,800	(614,800)
Depot	37	0	190,500	(190,500)	0	587,000	(587,000)
Dog Control	38	0	0	0	135,700	152,400	(16,700)
Economic Development	40	0	0	0	82,400	568,800	(486,400)
Elected Members	28	0	0	0	0	396,000	(396,000)
Environmental Projects	31	0	0	0	0	992,700	(992,700)
Fire Prevention	38	0	0	0	6,500	100,200	(93,700)
Fleurieu Families	33	0	0	0	396,800	396,800	0
General Rates	-	0	0	0	28,241,000	0	28,241,000
Health Inspection	38	0	0	0	22,600	139,100	(116,500)
Horse Tram	29	0	75,000	(75,000)	156,900	522,200	(365,300)
Human Services*	34	0	0	0	0	539,000	(539,000)
Indirect Works	37	0	0	0	66,000	2,139,000	(2,073,000)
Information Technology*	34	10,000	770,000	(760,000)	2,000	1,014,000	(1,012,000)
Interest	-	0	0	0	30,000	0	30,000
Kerbing & Footpaths	39	0	451,100	(451,100)	0	1,269,800	(1,269,800)
LG Grants Commission	-	0	0	0	630,000	0	630,000
Library	35	0	4,000	(4,000)	137,400	1,392,600	(1,255,200)
Loan Interest	28	0	0	0	20,000	370,000	(350,000)

PROGRAM	Page Ref	CAPITAL			OPERATING		
		REVENUE	EXPENSES	RESULT	REVENUE	EXPENSES	RESULT
Local Nuisance & Litter	38	0	0	0	500	139,700	(139,200)
Occupancy (Office)*	34	0	488,300	(488,300)	5,300	621,500	(616,200)
Old School Building	32	0	0	0	7,000	46,300	(39,300)
Organisational**	28	0	0	0	51,300	4,046,300	(3,995,000)
Other Regulatory Services	38	0	0	0	3,600	68,700	(65,100)
Outdoor Sports**	36	0	1,137,200	(1,137,200)	37,400	1,366,500	(1,329,100)
Parking Control	38	0	0	0	56,000	178,600	(122,600)
Parks & Gardens	36	49,500	817,500	(768,000)	4,000	1,790,400	(1,786,400)
Payroll*	34	0	0	0	0	148,800	(148,800)
Plant & Machinery	37	195,500	790,200	(594,700)	0	228,800	(228,800)
Private Works	39	0	0	0	0	0	0
Property & GIS	32	380,000	1,018,300	(638,300)	135,100	814,800	(679,700)
Public Conveniences	32	0	90,000	(90,000)	0	290,100	(290,100)
Rates Administration	28	0	0	0	81,200	477,300	(396,100)
Records*	34	0	0	0	500	294,800	(294,300)
Recreation Centre	32	0	154,400	(154,400)	119,700	364,100	(244,400)
Sealed Roads	39	0	1,315,000	(1,315,000)	629,300	3,526,500	(2,897,200)
Senior Citizens Facilities	32	0	60,000	(60,000)	0	44,100	(44,100)
Stormwater Drainage	31	290,000	460,100	(170,100)	20,000	789,600	(769,600)
Street Cleaning	43	0	0	0	0	134,600	(134,600)
Street Lighting	30	0	0	0	0	305,700	(305,700)
Streetscaping	39	0	57,800	(57,800)	9,000	545,200	(536,200)
Tourism Marketing	40	0	0	0	10,000	364,200	(354,200)
Town Hall	32	0	5,000	(5,000)	10,600	126,400	(115,800)
Town Planning	42	0	0	0	256,000	1,453,400	(1,197,400)
Traffic Management	30	0	628,000	(628,000)	0	425,400	(425,400)
Unsealed Roads	39	0	192,000	(192,000)	0	731,800	(731,800)
Victa Cinema	35	0	8,000	(8,000)	776,400	795,400	(19,000)
Victor Harbor Visitor Centre	40	0	12,000	(12,000)	157,500	809,700	(652,200)
Waste Collection**	43	0	0	0	3,000	2,080,800	(2,077,800)
Waste Disposal	43	0	0	0	0	205,700	(205,700)
Youth Development	33	0	0	0	169,000	169,000	0
***Adjustment for Corporate Costs distributed in activity areas (FCA)**	-	0	0	0	0	(3,657,500)	3,657,500
TOTALS		**1,443,000**	**10,075,300**	**(8,632,300)**	**34,383,800**	**35,869,000**	**(1,485,200)**

Appendix 2

Financial Statements

Photo: Starfish Park, Hayborough (Jesse Ehlers Photography)

Uniform Presentation of Finances

For year ending 30 June 2024

	2021/22 ACTUAL $'000	2022/23 DECEMBER BUDGET $'000	2023/24 BUDGET $'000
Operating Revenues	31,202	33,155	34,384
less Operating Expenses	(30,083)	(34,905)	(35,869)
Operating Surplus / (Deficit)	**1,119**	**(1,750)**	**(1,485)**
Net Outlays on Existing Assets			
Capital Expenditure on Renewal/Replacement of Existing Assets	(2,332)	(9,217)	(4,940)
add back Depreciation, Amortisation and Impairment	7,524	8,791	8,864
add back Proceeds from Sale of Replaced Assets	29	470	206
Subtotal	**5,221**	**44**	**4,129**
Net Outlays on New and Upgraded Assets			
Capital Expenditure on New and Upgraded Assets	(8,144)	(7,543)	(5,135)
add back Amounts received specifically for new/upgraded assets	1,949	4,139	1,238
add back Proceeds from Sale of Surplus Assets	0	10	0
Subtotal	**(6,195)**	**(3,394)**	**(3,897)**
NET LENDING / (BORROWING) FOR FINANCIAL YEAR	**145**	**(5,100)**	**(1,253)**

FINANCIAL INDICATORS

Operating Surplus Ratio			
Operating surplus (deficit) expressed as a percentage of operating income ***TARGET = (2%) to 2%***	**-6.8%**	**-5.3%**	**-4.3%**
Net Financial Liabilities Ratio			
Total liabilities less financial assets (excluding equity accounted investments in Council Business) expressed as a percentage of total operating income. ***TARGET = Maximum of 80%***	**42.0%**	**43.2%**	**45.2%**
Asset Renewal Funding Ratio			
Capital renewal expenditure as a perentage of recommended expenditure in Council's Asset Management Plans. ***TARGET = 90% to 110%***	**54.0%**	**152.7%**	**99.7%**

Statement of Comprehensive Income

For year ending 30 June 2024

	2021/22 ACTUAL $'000	2022/23 DECEMBER BUDGET $'000	2023/24 DRAFT BUDGET $'000
OPERATING INCOME			
Rates	24,788	26,159	28,241
Statutory charges	710	594	567
User charges	2,259	2,053	2,220
Grants, subsidies and contributions	2,283	3,295	2,890
Investment income	42	58	38
Reimbursements	821	739	232
Other revenues	122	257	196
Net Gain - Equity Accounted Council Business	177	0	0
Total Income	**31,202**	**33,155**	**34,384**
OPERATING EXPENSES			
Employee costs	9,859	11,147	13,467
Materials, contracts and other expenses	12,072	14,271	12,900
Finance costs	289	349	358
Depreciation, amortisation and impairment	7,524	8,791	8,864
Net loss - Equity Accounted Council Business	339	347	280
Total Expenses	**30,083**	**34,905**	**35,869**
OPERATING SURPLUS / (DEFICIT)	**1,119**	**(1,750)**	**(1,485)**
Asset Disposal and fair value adjustments	(1,138)	(1,000)	(1,000)
Amounts specifically for new or upgraded assets	1,828	4,139	1,238
Physical resources received free of charge	370	1,000	1,000
NET SURPLUS / (DEFICIT)	**2,179**	**2,389**	**(248)**
Other Comprehensive Income			
Amounts which will not be reclassified subsequently to operating result			
Changes in Revaluation Surplus - I,PP & E	56,943	0	21,260
Impairment / Recoupment Offset to Asset Revaluation Reserve	379	-	-
Total Other Comprehensive Income	**57,322**	**0**	**21,260**
Total Comprehensive Income	**59,501**	**2,389**	**21,013**

Statement of Financial Position

For year ending 30 June 2024

	2021/22 ACTUAL $'000	2022/23 DECEMBER BUDGET $'000	2023/24 DRAFT BUDGET $'000
ASSETS			
Current Assets			
Cash and Cash Equivalents	2,110	2,330	2,623
Trade and Other Receivables	1,914	1,500	1,500
Inventories	291	376	402
Total Current Assets	**4,315**	**4,206**	**4,525**
Non-Current Assets			
Financial Assets	183	157	157
Equity Accounted Investments in Council Business	6,609	6,750	7,030
Infrastructure, Property, Plant and Equipment	362,401	370,369	392,281
Other Non-Current Assets	4,504	2,000	2,000
Total Non-Current Assets	**373,697**	**379,276**	**401,468**
TOTAL ASSETS	**378,012**	**383,483**	**405,993**
LIABILITIES			
Current Liabilities			
Trade and Other Payables	5,343	5,955	6,000
Borrowings	623	650	650
Provisions	2,204	2,326	2,526
Total Current Liabilities	**8,170**	**8,931**	**9,176**
Non-Current Liabilities			
Borrowings	6,836	9,103	10,338
Provisions	238	292	317
Total Non-Current Liabilities	**7,074**	**9,395**	**10,655**
TOTAL LIABILITIES	**15,244**	**18,326**	**19,831**
NET ASSETS	**362,768**	**365,157**	**386,162**
EQUITY			
Accumulated Surplus	69,602	71,991	71,744
Asset Revaluation Reserve	291,733	291,733	312,985
Other Reserves	1,433	1,433	1,433
TOTAL EQUITY	**362,768**	**365,157**	**386,162**

Statement of Changes in Equity

For year ending 30 June 2024

	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	TOTAL EQUITY
	$'000	$'000	$'000	$'000
2021/22 ACTUAL				
Balance at end of previous reporting period	67,536	234,791	939	**303,266**
Correction of Prior Period Errors	2	(1)	-	**1**
a) Net Surplus / (Deficit) for Year	2,179	-	-	**2,179**
b) Other Comprehensive Income				
Gain (Loss) on Revaluation of I,PP&E		56,943	-	**56,943**
I,PP&E Impairment / recoupments Offset to ARR	-	-	-	**0**
Other Movements	379			**379**
Total Comprehensive Income	**2,558**	**56,943**	-	**59,501**
c) Transfers between Reserves	(494)		494	**0**
Balance at end of period	**69,602**	**291,733**	**1,433**	**362,768**
2022/23 DECEMBER BUDGET				
Balance at end of previous reporting period	69,602	291,733	1,433	**362,768**
a) Net Surplus / (Deficit) for Year	2,389	-	-	**2,389**
b) Other Comprehensive Income				
Gain (Loss) on Revaluation of I,PP&E	-	-	-	**0**
I,PP&E Impairment / recoupments Offset to ARR	-	-	-	**0**
c) Transfers between Reserves	-	-	-	**-**
Balance at end of period	**71,991**	**291,733**	**1,433**	**365,157**
2023/24 Draft Budget				
Balance at end of previous reporting period	71,991	291,733	1,433	**365,157**
a) Net Surplus / (Deficit) for Year	(248)	-	-	**-248**
b) Other Comprehensive Income				
Gain (Loss) on Revaluation of I,PP&E	-	21,252	-	**21,252**
I,PP&E Impairment / recoupments Offset to ARR	-	-	-	**0**
Total Comprehensive Income	**(248)**	-	-	**21,005**
c) Transfers between Reserves	-	-	-	**-**
Balance at end of period	**71,744**	**312,985**	**1,433**	**386,162**

Cashflow Statement

For year ending 30 June 2024

	2021/22 ACTUAL $'000	2022/23 DECEMBER BUDGET $'000	2023/24 DRAFT BUDGET $'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Operating Receipts	31,523	33,068	34,265
Investment Receipts	42	58	38
Payments			
Operating Payments to Suppliers and Employees	(21,163)	(24,026)	(26,291)
Finance Payments	(320)	(349)	(358)
Net cash provided by (or used in) operating activities	**10,082**	**8,751**	**7,654**
CASHFLOWS FROM INVESTING ACTIVITIES			
Receipts			
Amounts Received Specifically for New or Upgraded Assets	2,467	4,139	1,238
Sale of replaced assets	246	470	206
Sale of surplus assets	0	10	0
Repayments of loans by community groups	27	27	31
Payments			
Expenditure on renewal/replacement of assets	(3,574)	(9,217)	(4,940)
Expenditure on new/upgraded assets	(6,257)	(7,543)	(5,135)
Loans made to community groups	0	0	0
Net cash provided by (or used in) investing activities	**(7,091)**	**(12,114)**	**(8,601)**
CASHFLOWS FROM FINANCING ACTIVITIES			
Receipts			
Proceeds from borrowings	5,000	4,200	1,900
Proceeds from Bonds & Deposits	0	0	0
Payments			
Repayments of borrowings	(7,542)	(616)	(625)
Repayment of Finance Lease Liabilities	(84)	(20)	(15)
Repayment of Bonds & Deposits	(118)		0
Net cash provided by (or used in) financing activities	**(2,744)**	**3,564**	**1,260**
NET INCREASE (DECREASE) IN CASH HELD	**247**	**201**	**312**
Cash & cash equivalents at beginning of period	1,863	2,110	2,311
CASH & CASH EQUIVALENTS AT END OF PERIOD	**2,110**	**2,311**	**2,623**

city of
Victor Harbor

STAY IN TOUCH

PO Box 11
Victor Harbor SA 5211

Ph. (08) 8551 0500
Fax. (08) 8551 0501

Email: localgov@victor.sa.gov.au

Looking for information from your Council?
Visit us 24/7 at
www.victor.sa.gov.au

VICTOR HARBOR
FEEL IT CALLING