

LOCAL GOVERNMENT PROFESSIONALS 2020-21 PRE-BUDGET SUBMISSION

LG Professionals Australia is the the peak body representing local government professionals, focusing on developing organisations and the broader local government sector to build better communities around Australia.



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Hon. Josh Frydenberg MP
Treasurer
PO Box 6022
House of Representatives
Parliament House
Canberra ACT 2600

19 December 2019

Dear Treasurer

Local Government Professionals Australia is the peak body representing 5,500 council professionals including Chief Executives Officers, General Managers, and senior executives in more than 500 councils across Australia. Councils have a strong track record as proven partners for the Australian Government in delivering programs in areas as diverse as roads and transport, social cohesion and community infrastructure, regional development and smart cities, and environmental and natural disaster management. We are requesting assistance from the Australian Government to improve the capacity of local government to continue to deliver these essential services and to transform the local financial, physical, demographic, and workforce environment.

Financial support from the Australian Government is critical to support local communities particularly as local government faces substantial fiscal challenges. The financial challenges faced by local government are myriad, but chief among these is local government's constrained revenue-raising capacity. While local government raises more than 80 percent of its own revenue, individual councils have a widely differing propensity to raise revenue based on location, population size, rate base and the ability to levy user charges.

At the same time, the remit of councils continues to grow along with the expectations of the average Australian we serve. Local government acts as the direct manager and steward of much of Australia's vital public infrastructure, and here the challenge is most acute - especially when considered in the context of the sector's total taxation revenue. Local government raises 3.6 percent of Australia's total taxation revenue but is responsible for managing 33 percent of public non-financial assets; of the three levels of government, local government has the largest asset management burden. Local government also manages over 75 percent of Australia's roads. These roads play a significant role in keeping the nation's freight systems moving and in supporting the national productivity agenda, however inadequate funds make the local government task of maintaining and expanding the road network difficult.

There is a fair and equitable solution that can directly help Australian communities while improving the local implementation of Federal policy and investment. The resilience of local communities is greatly supported by the financial sustainability of their local governments, and that sustainability would be improved by restoring the quantum of Financial Assistance Grants (FAGs) to at least 1 percent of Commonwealth taxation revenue. A fairer level of FAGs funding is vital to boosting national productivity and meeting the challenges associated with Australia's changing demographics and increasing population.

Another key challenge for local government as the delivery agent of Federal policy on the ground is an uncertain skills future. As an employer of around 189,000 people across Australia employed in

almost 400 occupations, local government is as diverse as Australia itself, with its breadth of skills and capacity varying greatly. Of the 537 local governments across Australia, 55 percent of councils are in regional and remote areas, 68 percent of the workforce is full-time (with otherwise 16 percent casual and 16 percent part-time), and about 45 percent have a diploma or high-level qualification.

The key challenges facing the local government workforce include current and emerging skills shortages as well as training delivery and uptake. Specifically, the local government workforce is:

- Considerably older than the Australian all-industry workforce
- Struggling to attract and retain workers under 30 years of age
- Lacking the apprentices to meet future needs
- Facing major skills shortages in key professional and technical occupations
- Not well-positioned regarding new and emerging soft skills¹

Support from the Australian Government to improve the capacity of the local government workforce would directly improve the Australian Government's agenda in its more recent Skills Package and the establishing of the National Skills Commission, and in broadly future-proofing a large portion of the Australian workforce, particularly in regional and remote areas.

Local Government Professionals Australia is keen to work with the Australian Government for the benefit of all Australians, and we are very happy to discuss the proposals outlined in more detail with you.

Yours sincerely



Mark Crawley
National President

¹ Local Government Workforce and Future Skills Report Australia, September 2018

Improving the Financial Sustainability of Local Government

Community expectations of local government and the requirements from other levels of government have grown significantly in recent decades, while the revenue base for local government has not. The financial sustainability of local governments and their ability to provide essential services and infrastructure in their communities has been impacted by the relative decline in core federal funding - Financial Assistance Grants (FAGs).

FAGs were equal to around 1 percent of Commonwealth taxation revenue in 1996. However, despite an annual growth rate in Australia's Gross Domestic Product of an average 3.47 percent from 1960 until 2017, FAGs have declined by around 43 percent in relative terms over the past 20 years, and in 2018 amounted to approximately 0.55 percent of Commonwealth tax revenue.

Local government has a critical role in the Australian economy. It manages physical assets worth \$428 billion and each year spends around \$35 billion. The infrastructure services provided by local governments, such as roads and bridges, libraries, sport and recreation facilities, cultural facilities and public places that attract tourism, facilitate economic activity and strengthen the Australian economy in the short and long term.

Compounding local government's fiscal challenges is cost-shifting by the Commonwealth and State governments. Along with rate capping (in the states where this occurs), cost-shifting undermines the financial sustainability of the local government sector by forcing councils to assume responsibility for more infrastructure and services without sufficient corresponding revenue.

Local government needs support and resources for the renewal of the infrastructure built during the rapid growth period in the 60's and 70's. Since 2005, there has been a steady increase in renewal spending, but the proportion of infrastructure in poor condition is not decreasing which indicates there is a need for a major renewal phase over the next 20 years.

The Commonwealth Government's funding to local government through FAGs is critically important. These grants enable councils to provide a mix of services and infrastructure appropriate to their local circumstances and to maintain the well-being of their communities. The funding helps equalise the level of services across local governments nationally – particularly in rural, regional and remote areas. FAGs are also critical for local governments in high growth areas, helping them to manage density and issues like social cohesion, congestion, provision of open space, and community services for a growing population.

Across Australia, 537 local governments are supporting communities grow and prosper. Local governments provide vital public services to support outcomes associated with population change now and into the future. Local governments encourage and attract economic expansion in the community, and shape and support commercial growth, opportunities and investment, which are integral to the economic wellbeing and the endurance of local communities and the nation as a whole. In rural and regional areas, local government is one of the largest employers, and has a significant impact on the local economy.

The Solution

LG Professionals Australia supports the position of the sector and the proposal from the Australian Local Government Association (ALGA) to restore the quantum of Financial Assistance Grants to at least 1 percent of Commonwealth taxation revenue.

Improving the Capacity of Local Government

Local government employs around 189,000 people across Australia in almost 400 occupations. Local government is as diverse as Australia itself, with its breadth of skills and capacity varying greatly. The largest is Brisbane City Council which employs over 8,000 people, has an annual budget of over \$2 billion, manages a population of 1.2 million, and covers an area of about 1,300 km². Conversely, our smallest local government - the Shire of Murchison in Western Australia - employs around 12 people, has an annual budget of approximately \$12 million and a population of about 160, though covers an area of roughly 50,000 km². Of the 537 local governments across Australia, 55 percent of councils are in regional and remote areas, 68 percent of the workforce are full-time (with otherwise 16 percent being casual and another 16 percent part-time), and about 45 percent have a diploma or high-level qualification.

The key challenges facing the local government workforce include current and emerging skills shortages as well as training delivery and uptake. Specifically, the local government workforce is:

- Considerably older than the Australian all-industry workforce
- Struggling to attract and retain workers under 30 years of age
- Lacking the apprentices to meet future needs
- Facing major skills shortages in key professional and technical occupations, including Town Planners, Environmental Health Officers, Building Surveyors, Engineers, and Plant Operators
- Not well-positioned regarding new and emerging soft skills²

Councils in regional areas particularly face additional barriers regarding training opportunities as releasing staff for training course attendance like their metropolitan counterparts becomes prohibitive due to their small overall staffing numbers and the difficulty in finding local providers to deliver the courses they need. Sending staff to larger centres for training then compounds the issue as the staff need longer periods of time away from the office.

Exacerbating the problem, the skills shortage often means that councils must employ inexperienced people out of necessity. With the best intentions in upskilling these staff, their lack of experience in local government can result in problematic issues around governance and compliance, particularly for smaller local governments.

LG Professionals Australia is seeking the Australian Government's support to lift the capacity of the local government workforce through the design and development of a package of measures to improve the leadership capability of councils, improve workforce planning and development, fill identified skill gaps, and improve training opportunities and pathways for Australians employed by councils.

Improved capacity within local government will directly support the Australian Government in the implementation and delivery of its regional development agenda and skills development programs, specifically in regional areas where local governments are a critical partner for the Australian Government as well as a critical to the survival and sustainability of country towns and remote communities.

Local government has repeatedly proven itself to be a reliable, professional and cost-effective partner in rolling out Commonwealth programs. For example, the sector has delivered over 60,000

² Local Government Workforce and Future Skills Report Australia, September 2018

projects in partnership with the Commonwealth Government since the creation of the \$6.3 billion Roads to Recovery Program in 2001. A partnership between local government and the Australian Government to improve the capacity of councils would directly support the Australian Government's development agenda by bolstering the local implementation agents and service delivery arm of the Australian Government.

The Solution

Local Government Transformation Program

LG Professionals Australia proposes the Australian Government support a partnership approach with a co-designed framework and process with the local government sector for creating an evidence-base of improved workforce data and analytics, through the following phased approach:

Phase 1 – 2020-21 (Total \$5.5 million)

1. *Scope a National Local Government Workforce Dataset (\$400,000)*
Identifying existing workforce datasets, analysis of future data needs, and the development of a framework for a National Local Government data set. A robust national dataset will strengthen and grow the evidence base, provide insights for all levels of government into the performance of local government, improve efficiency through streamlined reporting, and provide greater understanding of efficiencies and benchmarks.
2. *Develop a national approach to workforce planning and development (\$600,000)*
Standardised approaches and documentation for councils, and standardised metrics will allow for the identification of skills gaps and the future training needs of the sector.
3. *Training support (\$4 million)*
Providing incentives for specific training programs to train new employees and upskilling the existing workforce to fill identified skill gaps, supporting cadetships, apprenticeships and traineeships, support for VET training leveraging the soon-to-be-updated Local Government Training Package, and supporting leadership training to enhance the capacity of management teams would provide targeted training and training interventions to help local government where it is most needed.
4. *Facilitating mentoring and knowledge sharing (\$500,000)*
A national mentoring program whereby metropolitan council staff mentor staff in regional and remote locations based on the existing International Mentoring Program structure managed by LG Professionals Australia. This could be broadened to include a more structured approach to knowledge sharing between councils, for example through learning and innovation tours and professional exchanges.

Phase 2 – 2021-22 – 2022-2023

5. *Develop the National Local Government Workforce Dataset (anticipated \$5 million per year)*
Once scoped, local government and the Australian Government can implement the framework and an open API and vendor-agnostic approach to ensure the future scalability and on-going relevance of the dataset.
6. *Facilitating mentoring and knowledge sharing (\$800,000 per year)*
After the first year, the programs can be evaluated and refined to ensure they best meet the needs of local government and are directly supporting the Australian Government's objectives. The following two-year program can be implemented, refined, and the broader

roll-out of training support and mentoring programs as mentioned in above points 3 and 4 can be implemented.

7. *Supporting a local government employer of choice campaign (\$4 million per year)*
Support for local government to coordinate a national approach to positioning itself as an attractive employer by developing an 'employer of choice' to market employment opportunities and employment pathways in local government to high-school students, graduates as well as the public more broadly. This would be undertaken in partnership with State and local governments, each making an appropriate financial contribution.

FUNDING YOUR COMMUNITIES

**A SNAPSHOT OF HOW FUNDING SUPPORTS
LOCAL COMMUNITIES THROUGH COUNCIL**



LOCAL GOVERNMENT THE LOOMING FUNDING CRISIS

Local government employs nearly 200,000 people and manages over \$400 billion in assets, including more than 650,000 km of roads. This heavy responsibility comes with a strong need for assistance from the State and Federal Governments whose budgets dictate much of local's funding through grants and management of rates. These responsibilities have consistently grown alongside an infrastructure backlog and increasing community expectations, though the funding has not met the corresponding need. The leading risk to local government has consistently remained [financial sustainability](#)¹, and this trend has only grown with time. The major drivers of financial pressure on Councils have been not just an [increase in operational costs](#), but also a [limitation on revenue growth](#) opportunities due to rate capping.

While the funding options have been limited, the burden on Councils has been consistently growing in line with increasing community expectations, seeing costs shifted from State and Federal levels of governments to Councils as the responsibilities of local government grow. The past two decades has seen this [local government spending increase fourfold](#).² Local government expenditure on roads alone has increased by nearly \$1 billion over the last two decades.³

Local government is the face of the public sector to Australian communities, and a frontline resource for real Australians in their day-to-day lives. As community expectations have grown, so too have local councils' output had to – but without the requisite corresponding funding.

¹ JLT Public Sector Risk Report 2019 in association with LG Professionals Australia

² Australian Local Government Association

³ BITRE Infrastructure Statistics Yearbook 2018

THERE'S NO ONE-SIZE-FITS-ALL SOLUTION FOR AUSTRALIAN COMMUNITIES, AND SO NO ONE COUNCIL IS THE SAME EITHER. FROM METRO TO REMOTE, THE FOLLOWING SNAPSHOTS FROM DIVERSE COUNCILS, THEIR COMMUNITIES AND THEIR LEADERSHIP TEAMS DEMONSTRATE THE REAL COSTS TO COUNCILS OF DELIVERING TO THE REAL AUSTRALIA, ACROSS AUSTRALIA.

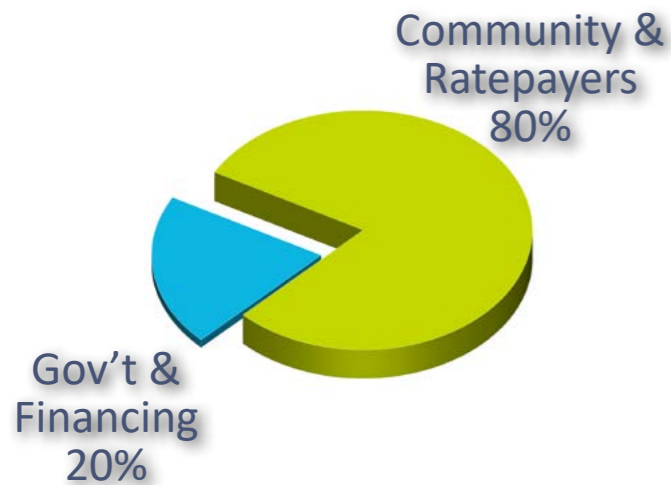
COUNCIL AT A GLANCE: MEET THE COUNCILS THAT MANAGE AUSTRALIA'S INFRASTRUCTURE AND FRONTLINE COMMUNITY SERVICES



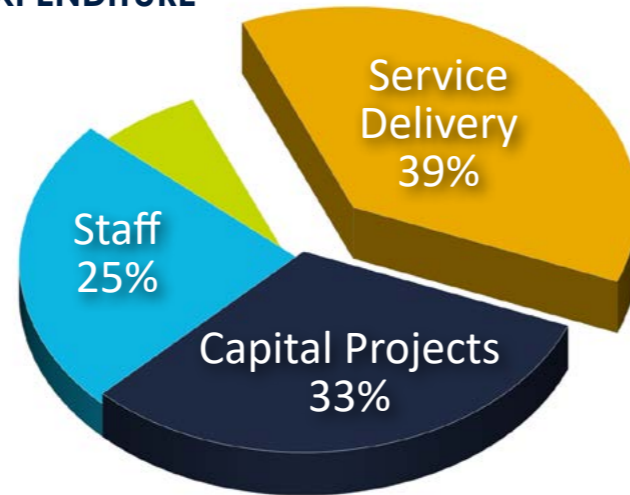
CITY OF BALLARAT: WHO WE ARE

CITY OF BALLARAT: WHAT WE DO

REVENUE



EXPENDITURE



“Over the past decade or more our city has experienced growth at a rate not seen since the gold rush, and projections show this growth continuing well into the future. This presents us with a challenge and an opportunity. On the one hand we must meet our obligations to prudent financial management and cost-effective service delivery, striving for greater efficiency in the way we deliver these to our community. We must also continue to provide for the maintenance of more than \$1.7 billion in council assets, including our network of roads, drains and council facilities. Against that we must make sure we prepare for future growth by supporting key projects that will enable Ballarat to prosper, without compromising the liveability that our residents know and love about our city.”



Justine Linley
Chief Executive Officer
City of Ballarat

CITY OF BALLARAT'S SERVICES & INFRASTRUCTURE INCLUDE:

- the provision of aged care, childcare, libraries, tourism, recreation spaces, Meals on Wheels, youth services and the running of festivals and events.
- the management and maintenance of local infrastructure like Ballarat Town Hall, roads and footpaths, its waste management centre and waste collection, office buildings, drains, bicycle lanes and public toilets.
- the running of community facilities like sporting grounds, skate parks, recreational parks, dog parks, Civic Hall, Her Majesty's Theatre, the Art Gallery of Ballarat, community hubs, Eureka Centre and Parent Place.

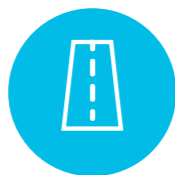


Council has



1,100 employees

Council supervises



1,416 km
of roads



\$92 million
in ongoing capital projects

Total Budget



\$270 million

City of Ballarat offers over

80 services

to its population of

105,328

residents over an area of

740 km²

including more than

300 parks



CARPENTARIA SHIRE COUNCIL: WHAT WE DO

SERVICES OFFERED INCLUDE:

- Pensioner Accommodation
- Child care Centre
- Libraries
- Community Hall
- Visitor Information Centre
- Community Grants
- Tourism
- Economic Development

- Animal Control
- Biodiversity
- Cemetery / Funeral Service
- Planning and Building
- Disaster Management
- Arts and Culture
- Youth Services
- Refuse Collection



INFRASTRUCTURE OWNED AND MANAGED INCLUDE:

- Council Chambers
- Administration Centre
- Depot and Workshops
- Road Networks
- Waste Management

- Staff Housing
- Water and Sewer Networks
- Town Streets
- Tourism Venues
- Airports

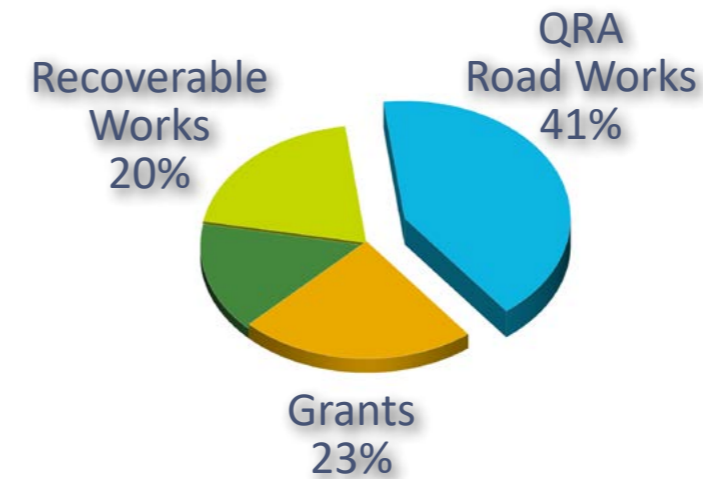
COMMUNITY FACILITIES INCLUDE:

- Community Centres
- Gyms
- Recreational Park
- Walking Tracks
- Swimming Pools
- Water Parks
- Public Toilets
- Showgrounds
- Rodeo / Sporting Grounds
- Boat Wash Down Facilities

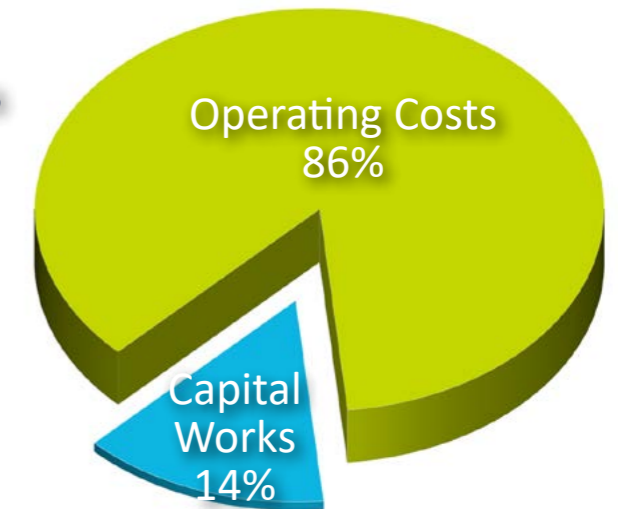


CARPENTARIA SHIRE COUNCIL: WHO WE ARE

REVENUE



EXPENDITURE



“Carpentaria Shire is located on the Savannah Way in North West Queensland in the south eastern region of the Gulf of Carpentaria. We are a small (large in area) very remote council. Financial Sustainability for our Council is of paramount importance to the elected members and the Executive Leadership Team alike. Community expectations in relation to the delivery of service continues to grow and the local council in many instances has had to take on additional responsibility that is normally the responsibility of other levels of government. Our local community doesn’t always acknowledge this but looks to council to ensure the service is continued or provided. How are we financially sustainable when we are not funded for the delivery of some of these services?”



Mark Crawley FLGMA
Chief Executive Officer
Carpentaria Shire Council

Council has



124 employees

Council supervises



1,727 km
of roads



65,000 km²
of land

Total Budget

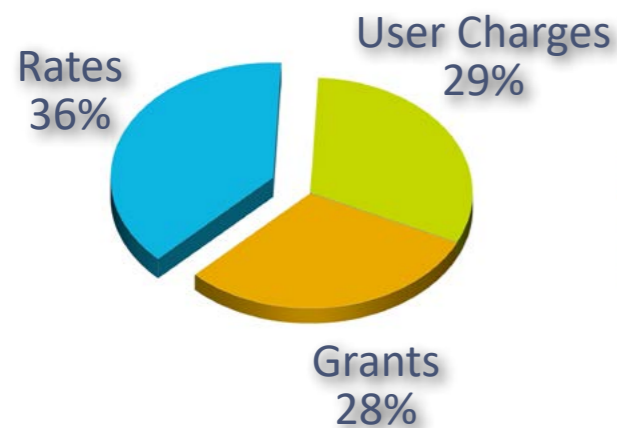


\$65 million

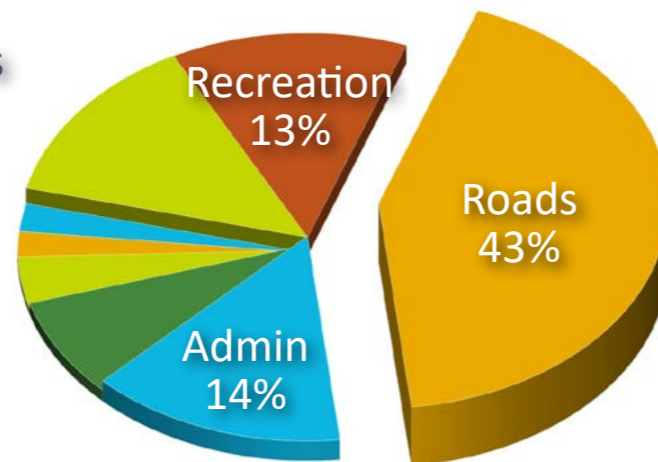
NARRABRI SHIRE COUNCIL: WHO WE ARE

NARRABRI SHIRE COUNCIL: WHAT WE DO

REVENUE



EXPENDITURE



SERVICES OFFERED INCLUDE:

- Library services
- Tourism
- Entertainment
- Planning and Development
- Public health
- Environmental
- Events
- Economic Development
- Community Development
- Governance
- Community Grants



“Unlocking the potential of our regions and connecting our communities to metro areas and international markets is the key to thriving local economies. Narrabri Shire is a hotspot for industry investment, but Council remains under financial pressure. There is a wealth of opportunity in new infrastructure around the Inland Rail and State Significant Development, however Council still has to balance budgets and ever-growing community expectations. With the combination of cost shifting and rate capping, Council needs to be consistently mindful of its spending which in turn can stunt Council’s ability to grow the community and truly harness the investment and activity in our region.”



Stewart Todd
General Manager
Narrabri Shire Council

INFRASTRUCTURE OWNED AND MANAGED INCLUDE:

- Skate parks
- Recreational parks and open spaces
- Narrabri Aquatic Centre
- Boggabri and Wee Waa swimming pools
- Camping grounds
- Artesian baths
- Public toilets
- Cemeteries
- BBQ facilities



COMMUNITY FACILITIES INCLUDE:

- Council Administration Building
- The Crossing Theatre
- Shire roads networks bridges
- Water and sewer infrastructure
- Narrabri Shire works depots
- Shared cycleway and footpaths
- Waste management and recycling facilities
- Saleyards
- Narrabri Airport
- Visitor Information Centre
- Narrabri Caravan Park



Council has



164 employees

Council supervises



2,400 km
of roads



14
parks

Total Budget



\$54 million

QUEANBEYAN-PALERANG REGIONAL COUNCIL: WHAT WE DO

SERVICES OFFERED INCLUDE:

- Family Day Care
- Libraries
- Youth services
- Tourism
- Weeds management
- Events
- Animal management
- Economic development
- Development assessment
- Catchment management
- Heritage
- Strategic planning

COMMUNITY FACILITIES OPERATED INCLUDE:

- Community Centres
- Youth centre
- Skate park and BMX tracks
- Parks, sports fields, reserves and playgrounds
- Aquatics
- Performing Arts
- Conference
- Indoor Sports
- Saleyards
- Caravan park
- Cemeteries



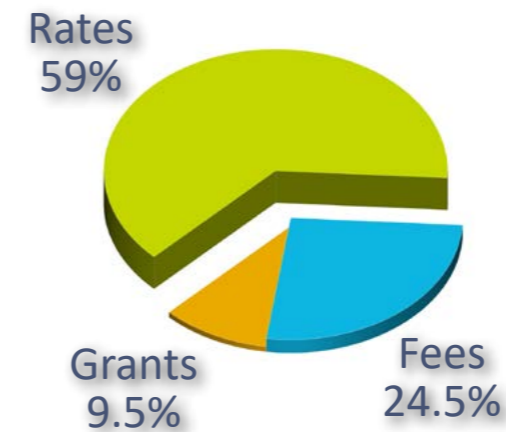
INFRASTRUCTURE MANAGED INCLUDE:

- Roads and bridges
- Footpaths and bike paths
- Car parks
- Waste centres
- Water, sewer and stormwater infrastructure
- Council buildings

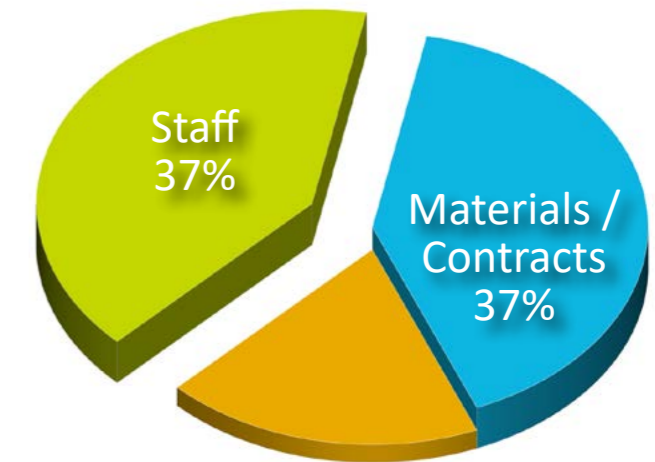


QUEANBEYAN-PALERANG REGIONAL COUNCIL: WHO WE ARE

REVENUE



EXPENDITURE



“Local government plays a significant role in the overall social, economic and environmental wellbeing of its community through the delivery of services and management and provision of facilities and assets. Adjacent to the national capital, Queanbeyan-Palerang Regional Council connects Canberra to the coast, supporting a commuter and rural workforce, and diverse community and employment sectors. QPRC maintains an asset base of \$1.7 billion, including roads, bridges, water, sewer and waste infrastructure and community facilities.”



Peter Tegart
Chief Executive Officer
Queanbeyan-Palerang
Regional Council



Council has



464 employees

Council supervises



1,811 km
of sealed and
unsealed roads



805 km
of sewer and water
mains

Total Budget

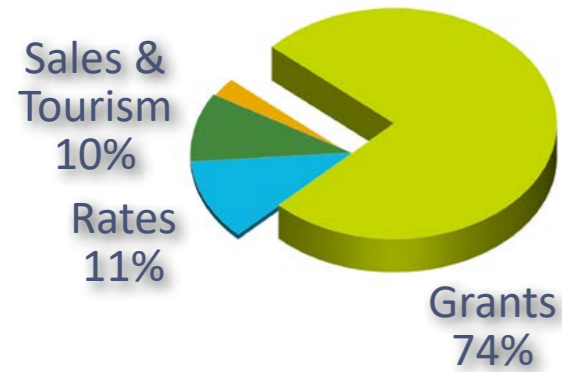


\$276 million

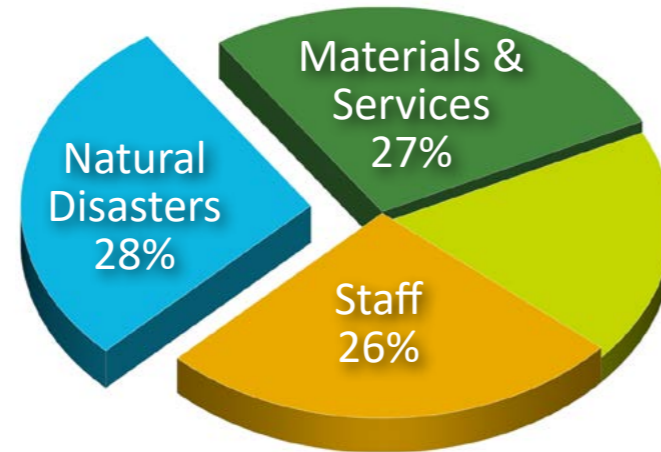
WINTON SHIRE COUNCIL: WHO WE ARE

WINTON SHIRE COUNCIL: WHAT WE DO

REVENUE



EXPENDITURE



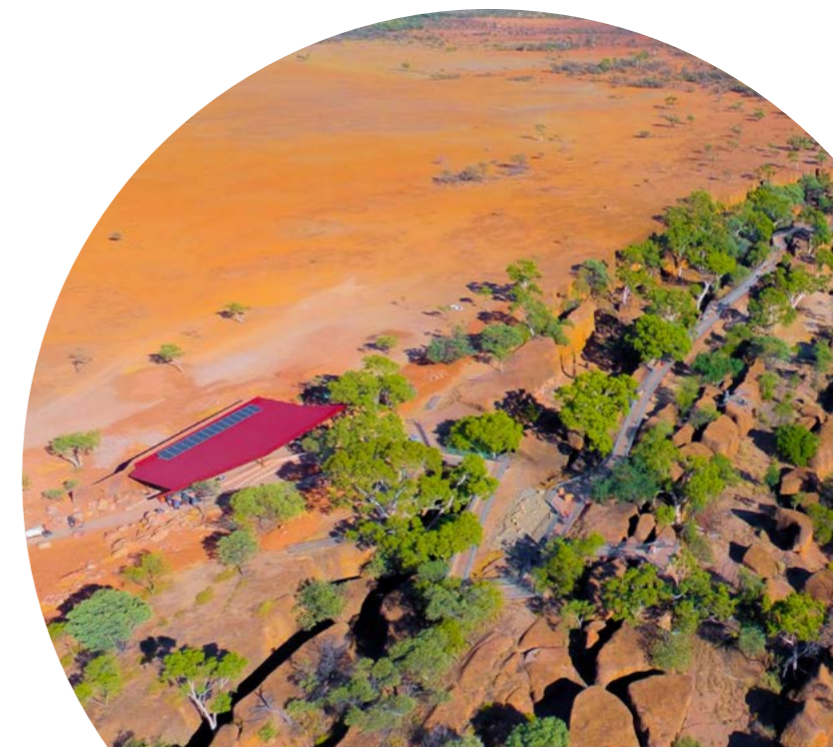
“In recent years, the Winton Shire Council in central west Queensland has suffered from a decline in population and is fighting to be financially sustainable with only 8% of its total income currently being generated through council rates. With a population of just over 1,000, an area of 54,000km² and considerable infrastructure, the council is focused on making Winton a family-friendly and livable outback community. The Council is the major employer and service provider, plus supports and facilitates major tourist attractions which, along with agriculture, helps to drive economic activity throughout the Shire.”



Ricki Bruhn
Chief Executive Officer
Winton Shire Council

UNIQUE COMMUNITY SERVICES AND MANAGED FACILITIES INCLUDE:

- Managing and operating local stock routes
- Maintaining the Winton Aerodrome
- Operating the local agricultural industry’s saleyards
- Running the annual Winton Way Out West Music Festival
- Recreational facilities including the Rec Grounds, tennis courts, pools, skate parks and the local gun club



Council has



122 employees

Council supervises



2,400 km
of roads



\$17.5 million
in capital projects

Total Budget



\$37 million

LEISURE AND RECREATION

15,000

people attended the Fusion Food and Culture Festival



12,000

people attended the Illuminate Night Party



384,481

visits to City facilities

18,302

visits to Don Russell Performing Arts Centre



KEY SERVICES THE CITY PROVIDES:

- Infrastructure and property services, including local roads, bridges, footpaths, drainage, street lighting and waste services
- Buildings and resources for community use
- Provision of recreation facilities and management of environmental assets including a leisure centre, sports ovals, gardens, parks, reserves and open spaces
- Delivery of recreational and sporting programs/activities, cultural and capacity building programs for children, young people, seniors, families, CaLD groups and people with disabilities
- Cultural facilities and services, such as libraries and a museum
- Community safety programs
- Delivery of large scale community participation events, including community arts
- Health services such as health and hygiene inspections, noise control and pool inspections
- Building services, including inspections, approvals and enforcement
- Planning and development approvals
- Ranger services including animal control, bushfire control services, firebreak inspections and parking.



REVENUE

Rates 52%

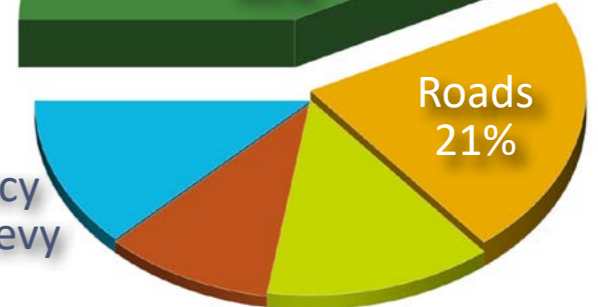


Grants 13%

Waste Collection 13%

EXPENDITURE

Community Services & Facilities 46%



Roads 21%

Emergency Services Levy 12%

"The City of Gosnells is mindful of the need to be responsive to the priorities and aspirations of individuals and groups in the community and to use City resources wisely and fairly for the wellbeing of the whole community."

Spending is limited by the revenue available to the City and it is a continuing challenge to find ways to fund existing and new services expected by the community. 67% of City services are paid for by rates and the City has always sought to minimise rate increases for residents.

Local government is the level of government closest to people and local communities have an expectation that we will respond to issues that matter to them. That list of issues is growing and requires a coordinated effort from all spheres of government. Cost shifting is a major issue for local government. It is becoming increasingly challenging for local government to provide services and programs as well as fund the larger scale infrastructure projects."



Ian Cowie
Chief Executive Officer
City of Gosnells

Council has



679 employees

Council supervises



91 buildings



369 parks

Total Budget

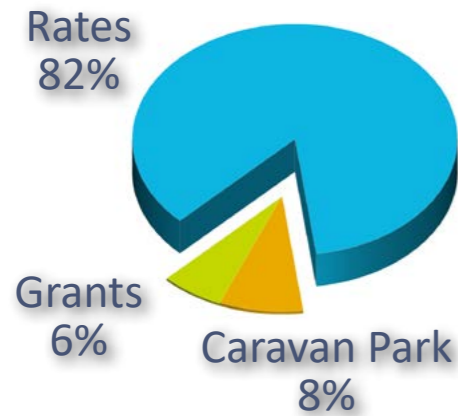


\$173 million

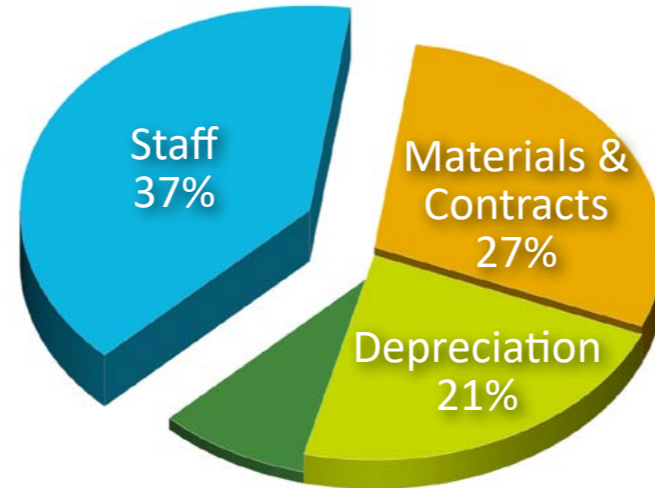
DISTRICT COUNCIL OF YANKALILLA: WHO WE ARE

DISTRICT COUNCIL OF YANKALILLA: WHAT WE DO

REVENUE



EXPENDITURE



“This great region of ours presents the many benefits of living in the country, wide open spaces, beautiful scenery, peace and quiet, friendly community people. Our Council area extends over 750 square kilometres and is shared by approximately only 5,500 ratepayers. With minimal ratepayers sharing the rates burden for such a large space we must carefully balance the ever-increasing community needs and expectations while maintaining the rates requirements to an acceptable level to remain financially sustainable. Our city cousins may be more densely populated making it easier to share the rates burden but are envious of what we have.”



Nigel Morris
Chief Executive Officer
District Council of Yankalilla

COUNCIL IS RESPONSIBLE FOR:

- Works depots including plant replacement services
- Recreation parks, gardens and playgrounds
- Coastal protection and environmental projects
- Tourist services like the Jetty Caravan Park
- Road infrastructure, footpaths, signage and streetscape projects
- Community, cultural and administrative services
- Waste management
- Economic development projects including regional events and tourism



Council has



55 employees

Council supervises



544 km
of roads

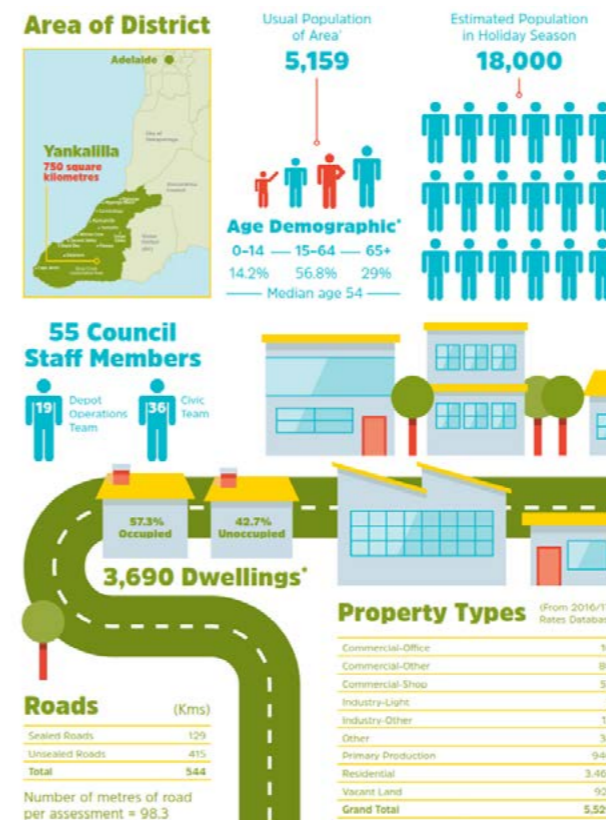


750 km²
farms, parks, forests

Total Budget



\$14 million



CITY OF VICTOR HARBOR: WHAT WE DO

SERVICES OFFERED INCLUDE:

- Infrastructure and asset management
- Waste and recycling
- Heritage advisory service and support
- Planning and Development
- Family, youth and children's services
- Aged and disability services
- Library
- Tourism marketing, events and attractions
- Economic Development
- Arts and cultural activities
- Parks and Recreation
- Coastal protection and environment
- Compliance and parking
- Transport
- Public health
- Emergency planning
- Administration and governance
- Community development

INFRASTRUCTURE OWNED AND MANAGED INCLUDE:

- Civic Centre and Library
- Depot
- SA Whale Centre
- Visitor Information Centre
- Victor Harbor Horse Tram
- Road Networks
- Caravan Park
- Roads, footpaths, bicycle paths, bridges, streetlights, stormwater, walking trails



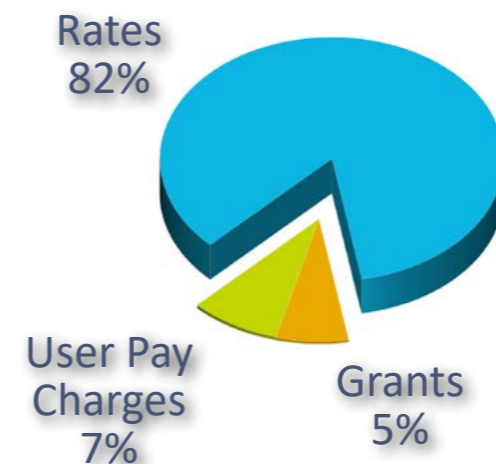
COMMUNITY FACILITIES INCLUDE:

- Community Halls
- Recreation Centre
- Sporting Complexes
- Aquatic Centre
- Car parks
- Cemeteries
- Parks, gardens and reserves
- Public conveniences
- Boat Ramp
- BBQ facilities
- Playgrounds

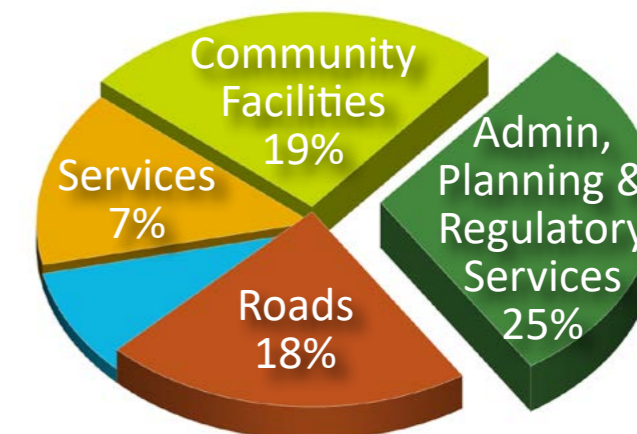


CITY OF VICTOR HARBOR: WHO WE ARE

REVENUE



EXPENDITURE



"The City of Victor Harbor is located just over an hour south of the Adelaide CBD on the Fleurieu Peninsula. We are the regional service hub of the southern Fleurieu, and our location and stunning coastal environment makes us a favoured holiday destination.

Like many other regional coastal councils we have a large non-residential ratepayer base (40%), and a seasonal population which can triple in the summer months. Our seasonal population presents significant challenges around securing grant funding which is generally based around resident population, and doesn't take into consideration the seasonal influx of people and the pressure this puts on local services and infrastructure.

In order for our council to remain financially sustainable, Council is focused on responsible strategic planning. Council is determined to provide infrastructure and services that meet the community needs without placing upward pressure on rates."



Victoria MacKirdy
Chief Executive Officer
City of Victor Harbor



Council has

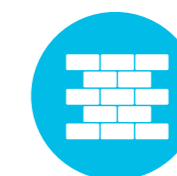


100 employees

Council supervises



382 km
of roads



\$359 million
worth of assets

Total Budget



\$39 million