

**SUMMARY OF THE BERRIGAN SHIRE COUNCIL 2014 CORPORATE
WORKSHOP HELD AT BENDIGO ON THURSDAY 20TH FEBRUARY AND
FRIDAY 21ST FEBRYARY 2014.**

Day 1 – Thursday 20th February 2014

Welcome by Mayor, Cr Bernard Curtin and General Manager, Rowan Perkins

FUTURE OPTIONS FOR COUNCIL INVOLVEMENT TOURISM

Presented by Merran Socha, Matt Hansen and Tom Smith (MRTB)

Matt

How did we get to where we are?

- Through collaboration – working with partners;
- Through opportunistic investment and interaction;
- Through reactive responses to initiatives or requests of others.

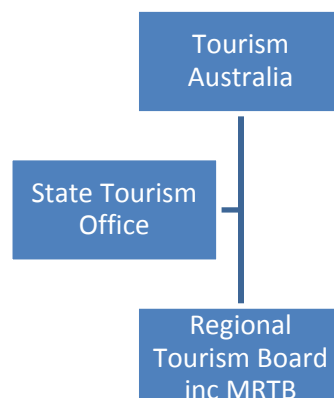
Matt provided an overview of the process of working with Sun Country on the Murray and Murray Regional Tourism Board

The Council's tourism support model under the SCM banner was:

- \$40,000 to SCM to be spent on identified marketing, promotion and product development activities
- \$50,000 to TMRTB to operate the Tocumwal Visitor Information Centre
- \$20,000 to the Events Committee to develop major events to attract visitors to the area.
- \$40,000 to use to match LTA proposals through SCM and other worthwhile projects

Tom Smith

- Overview of Australian tourism structure



- The States provide funds to Regional Tourism Boards
- Local partnership with MRTB critical – that's where the money is
- MRTB focusing on product development not promotion

-
- BSC now seen as replacement for Sun Country on the Murray by MRTB
 - Sustaining the SCM brand is a key issue – Council leadership role
 - Moira Shire Council still committed to tourism but model risk fragmentation
 - Consumers do not see borders (State or Council)
 - Tourism is about the consumer
 - Why support tourism? employment opportunities
 - Its economic development – tourism just one part
 - Tends to be driven by accommodation groups
 - Should be driven by the ‘destination’
 - Accepting what the hooks are and work with them
 - The river is it!
 - Money should go to product and industry development
 - Get events happening
 - Focus on Tier 1 eventing and making Tier 2 events Tier 1 events
 - Hooks include:
 - River
 - Recreation
 - Sport
 - Family
 - Touring
 - Weather Gliding
 - Research is essential – know your market
 - The Council should drive the agenda – set strategy
 - Need a new model – post Sun Country
 - Opportunity to lead and shape
 - Develop Product
 - Develop Industry
 - Use the presently unallocated \$40k to develop 5 year tourism strategy
 - Then take existing funds to develop products and industry skills

- Research – size scope etc
- Strength
- Opportunities
- What is the focus
- How will we do it
- What are the KPI's

- Consult/support

- Events focus

Agreed outcome was to:

1. Use the currently unallocated tourism budget funds of \$40k to fund development of a new tourism strategy based on the development of new tourism product and development of industry skills with such strategy development being driven by Merran Socha and supported by consultation with industry representatives; and

2. When the new strategy is developed and adopted use the Councils presently available tourism budget to implement the strategy, including funds presently allocated to the Tocumwal Visitor information Centre.

RESOURCING STRATEGY – LONG TERM FINANCIAL PLAN 2013 - 2023

Presented by Matt Hansen and Carla von Brockhusen

This session was provided as an introduction to the Council's long term financial position and as a precursor to any spending/resourcing decisions that the Council may pursue throughout the workshop.

The present Long Term Financial Plan (LTFP) was explained and it was highlighted that over the long term the Council's position deteriorates however this is likely due to financial conservatism ie under estimation of future revenues and indexation of expenses.

An overview of the process around IP&R – where the LTFP fits in was provided.

Ongoing financial position

General – sound but declining – see note above.

Water – sound.

Sewer - improving in the long term however recent revenue increases have not produced the entire result that was anticipated

2014/2015 CAPITAL WORKS PROGRAM

Presented by Fred Exton

Fred presented a draft Capital Works Program highlighting new items that needed to be included and deferred items that needed to be carried forward.

- The program includes new drainage works proposed to be funded by subsidized by the low interest loans.
- AMP's being updated and this will create some changes to the draft program
- Need to implement other associated strategies and policies etc
- Detail of how priorities are set for roads and infrastructure projects was outlined
- Footpaths and Kerb and Gutter have been included in the Roads, Streets and Bridges AMP to allow better alignment with accounting requirements
- The inclusion of footpaths requires review of the Pedestrian Access and Mobility Plan (PAMP) to determine future capital works
- This review needs to consider matters raised in the Aging and Liveability Strategy
- The results of community engagement may require alteration of priority of works to fit in with global budgets applied to LTFP
- Items not presently included are:
 - Takari Street footpath;
 - Skateparks;
 - Barooga Botanical Gardens toilets
 - Repainting of Tocumwal pool
 - Repair or demolition of Finley Hall
 - Improvements to Finley School of Arts

Broadly and as it presently stands, \$1m of works needs to be pushed out from 2014-2015, not including the above items..

REVIEWING THE STRATEGIC IMPORTANCE OF ACTIONS NOT CURRENTLY INCLUDED IN ITS OPERATIONAL PLANS

Presented by Jo Ruffin

An outline of review process was provided:

- Have to report on impact and outcome of Delivery Program
- Need to review strategic importance of outcomes
- Need to report to the Council

The Council needs to review programs that may be:

- Unfunded
- No longer relevant
- No longer be a priority

Jo asked the workshop to review the following endorsed operational strategies and action plans

It was agreed that prioritization would be into either "high", "low" or "defer"

Volunteer Strategy & Action Plan

The Issue	Intended Result
Optimise utilisation of Council assets and facilities	<ol style="list-style-type: none"> 1. Council assets and facilities meet user requirements and baseline requirements x facility for Asset Management Service Levels and Planning 2. Council and Volunteer Committee Asset Management Planning and expectations are aligned 3. Volunteers attend locally provided training in: <ol style="list-style-type: none"> a) Fund Raising b) Volunteer Management c) Marketing and Promotion d) Strategic Planning / Project Management

Agreed outcome was that 1, 2, 3b and 3d were a low priority and that 3a and 3c were a high priority.

Ageing & Liveability Action Plan

The Issue	Intended Result
Review in consultation with users and with reference to WHO Age-Friendly Checklists Pedestrian Access and Mobility Plans (PAMPs)	Age friendly pedestrian access in and between open space, public buildings and retail centres

Agreed outcome was that PAMP's were a high priority

Economic Development Strategy and Action Plan

The Issue	Intended Result
1. Support the development of Age Care Industry cluster in Berrigan Shire	Additional Employment opportunities
2. Invest in planned redevelopment of Tocumwal Foreshore	Increased Visitation leading to employment opportunities
3. Invest in development of walking tracks and trails River Bank Reserves	Increased Visitation leading to employment opportunities
4. Create live, work, and invest prospectus and promotional plan for each town	Relocations arising from prospectus creation and development

Agreed outcome was

1. Support development of Aged Care including cluster – defer
2. Invest in planned redevelopment of Tocumwal Foreshore – defer
3. Walking Tracks – defer
4. Prospectus and promotional plan for each town – high

Discussion re performance targets – strategic objectives.

Agreed outcome was that the Council would set performance targets at 100% for each objective area on the basis that it would regularly review these to ensure that only those items of continuing relevance were included.

REFORM OF CHILDRENS' & AGED CARE SECTOR: IMPLICATIONS COUNCIL DELIVERY PROGRAM

Presented by Matt Hansen

An update of future direction for the provision of HACC and Early Intervention services was provided.

It was highlighted that the introduction of the "consumer directed care" service delivery model would see funding shift from service providers to consumer that would be able to purchase the required services in a competitive market.

This model would mean that rather than being funded to provided HACC and Early Intervention services the Council would have to compete on the open park to sell its services to consumers.

The key implications of this shift for the Council is that ratepayer funds will be put at risk to provide services that are the responsibility of other levels of government if insufficient revenue from consumers can be secured.

From both the HACC and early intervention consumers perspective there are likely to be issues of service cost and availability.

While there is a reasonable problem that other providers will fill the gap if BSC exits there are real concerns as to how some residents needing the early intervention will be identified and serviced.

The Council also provides these services to residents of Jerilderie Shire Council area.

Agreed outcome was:

That the Council's preference for future HACC services was that it exited a service delivery role, preferably, through the transition of the BSC service to another, relatively locally based, provider. In pursuing this direction the Council will consult with its staff and Jerilderie Shire Council.

That the Council continue to lobby for retention of funding for direct provision of Early Intervention funding to ensure that those in need of the service continue to be identified and serviced. In pursuing this direction the Council will consult with its staff and Jerilderie Shire Council.

GENERAL BUSINESS – DAY 1**Grafton Institute proposal**

Presentation by Jo Ruffin

Jo gave a brief outline of the proposed Grafton Institute proposed service delivery model to be based at Finley.

This presentation was preliminary only and based on what was known to date.

CBBTD Inc

Presented by Cr Bruce

John asked those present to consider the information that he had received from CBBTD Inc that in part proposed a Council contribution to assist with the operation of the Cobram Barooga Visitor Information Centre.

Agreed outcome was that in relation to the funding proposal received the Council advice CBBTD Inc and Barooga Advancement Group that given its decision to develop a tourism strategy based on product development and industry skills development the Council does not support funding of the Cobram Barooga Visitor Information Centre. Further, that the Council explain the rationale for its position to the two organizations.

COUNCIL USE OF SOCIAL MEDIA.

Presented by Matt Hansen

Matt outlined the various opportunities available to the Council in using social media to communicate, consult etc with the community.

There is an opportunity to connect with a group of community that is probably not presently engaged with the Council.

There are also risk and resource issues in progressing down this path.

Agreed outcome was that staff further investigate the use of social media as a part of the Council's engagement strategies and report back to the Council.

LAND SUBDIVISION AT FINLEY

Presented by Cr Hannan

Cr Hannan queried whether it was time to subdivide more land at Finley.

Staff explained that with the proposed drainage works in the area a small number of lots could be developed reasonably quickly if demand was evident.

Conclusion Day 1

DAY 2**CHAMBER EXECUTIVE OFFICER**

Presented by Rowan and Merran

- Phil Nunn worked with the Chambers, BDDA and BAG – concern being patchy performance of these organisations
- It is recognized that the groups have no real resources have no resources
- ¼ meetings of Chamber presidents has been concerned with sharing information and not looking at joint projects. There is now a shift in this regard
- Chambers were asked to identify 3 priorities per group
- Key issue and common issue identified was the need for a shared Officer jointly funded by Council and Chamber -> moving to a model where it can be self funded at least one FTE needed \$50 - \$70K
- Three year commitment from Council is being requested
- Chamber presidents have requested that Council would employ – this is not a recommended option – there are alternative models

Issues

- Sharing of resources
- Equity issues
- Different models – 2 Chambers, 1 Community Group and 1 Section 355 Committee also need to consider the newly formed Barooga/Cobram Tourism and Business Group

Solutions - the role of the position could be to work on

- Common issues
- Membership
- Collaboration between towns on projects

Will Council use some of the \$40K Tourism to fund the position?

- Chambers have members but not an active membership
- Driven by a core group
- The suggestion is that this role will bring more people to the meetings- Relieves the fear of getting a job.
- This also may be an 'out' for the Chambers.
- Prefer a project specific role

Agreed outcome was:

Meet with Chambers etc to determine what contribution towards the position Chambers can fund – needs to be resolved before Budget approved.

COMMUNITY SURVEY

Presented by Matt Hansen and Jo Ruffin

The Council has conducted previous community surveys every three/four years since 1995.

These surveys measure both performance over time and topical issues

Next survey due 2014/15

The Council needs to provide some evidence of satisfaction with implementation of the Community Strategic Plan

Estimated cost is about \$30k +

The Office of Local Government is also proposing to conduct a statewide and standardized community satisfaction survey that may overall a Council survey.

Agreed outcome was that the Council continue with the survey as proposed and Water and Sewer Funds will contribute.

PROFILE ID

Presented by Jo Ruffin

Outline of products currently used was provided

There is a need for additional information for economic development decisions and asset investment

Provides forecast information not just historic

Can provide public information

Cost \$8k

Agreed outcome was to proceed with the purchase of additional Profile Id products.

RAMROC WASTE MANAGEMENT STRATEGY

Presented by Myles Humphries

Information was provided on the RAMROC Regional Waste Strategy and where BSC fits in.

Next push to remove organics from waste stream

Tamworth using baskets

Possibility that the NSW EPA is considering the imposition of a Waste Levy on Rural Councils that generate waste volumes greater than 100 tonnes. This would include the Berrigan Shire that buries about 1,500 tonnes per year, and the levy would start around \$50/tonne and impose a yearly levy of \$75,000

There is an EPA consultation meeting in May

For information

STRATEGIC MANAGEMENT OF RECREATION ASSETS

Presented by Rowan and Matt Hansen.

Over time the community moves on and the Council struggles to maintain assets that are no longer used or valued by the community.

Issue: Does the Council want to do some Policy work on this issue to inform/guide decision making re: assets that no longer have a high usage rate?

Issue: community groups have 'ownership' of facilities and often when new assets are built there is no consequent reduction in the facilities

Need a Policy or framework that identifies when we need to consult with community re: potential disposal or re-purposing

There was a suggestion that community halls should be self funding

Issue is in most cases these facilities are self funding but cannot manage critical maintenance

Finley Hall eg options include
Demolish Memorial Hall
Establish a car park on the site
Re-develop the toilets

Trustee of 4 halls
Berrigan, Tocumwal, Finley, Retreat

Sometimes there are other issues that drive retention ie Berrigan and Tocumwal Heritage value

Pools are in a similar position.

Need to think about strategy/framework not asset specific re de-commissioning, re-purposing, disposal

Agreed outcome was to develop a strategic frame/policy to guide decision making when the future of community assets is considered.

PARTICIPATION COUNTRY LIVING EXPO

Presented by Brian Hill

The aim of participation in any expo is to bring young families to the area.

There are 2 expos each year – Sydney/Melbourne

Melbourne is approaching its 3rd expo

The expo is a one stop shop for families to consider alternative residential location

Is our market likely to attend a regional expo?

Agreed outcome was to not support participation in a Country Living Expo

ATTRACTING BUSINESS COMPETITIVES

Presented by Bernard Curtin

Victoria Government subsidisation of business relocation and provision of infrastructure means that it is more competitive than NSW in attraction resident and business relocation.

NSW is currently consolidating its revenue base and provides no similar financial support which means that it is not competitive.

The Council has industrial land available

What can be done to attract business development or relocation to the area?

Is food processing an opportunity?

Agreed outcome was to talk to Albury and Corowa Councils about development of a joint submission re our competitive disadvantage for delivery to State and Federal Governments.

LOCAL GOVERNMENT REVIEW

Presented by Jo Ruffin and Rowan Perkins

Review of Council submission to Minister of Local Government

Jo took the workshop through the Panel's principal recommendations and confirmed the Council's position in relation to them to finalise the Council's submission to the Minister.

Agreed outcome was that a Council Media Release should be drafted to the effect that:

- BSC supports RAMROC proposal retention of current ROC with increased authority scope prescribed by legislation
- BSC position that it does not support any recommendation that it merge with neighbouring LGAS
- BSC position that the Panel provided no evidence that ratepayers or region would benefit from an amalgamation

GENERAL BUSINESS DAY 2

Cr Hannan

Investigate a 50 metre pool for the shire

Agreed outcome was that Matt Hansen would provide some basic financial information regarding 50 metre pools to the Council.

Additional resources need to be provided for learn to swim programs.

Agreed outcome was that the Council would lobby the NSW to provided additional funds for learn to swim programs from its pool safety program.

Cr Jones

What to tell Tocumwal Chamber regarding the Councils position in relation to its proposed tourism strategy?

Agreed outcome was for Merran to make a presentation to present at the next Tocumwal Chamber Board meeting.

Conclusion of Day 2



Map Zoom: 356.3 m | Scale: 1:1,371



Berrigan Local Environmental Plan 2013

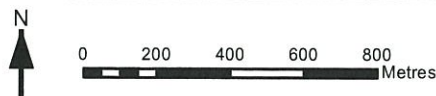
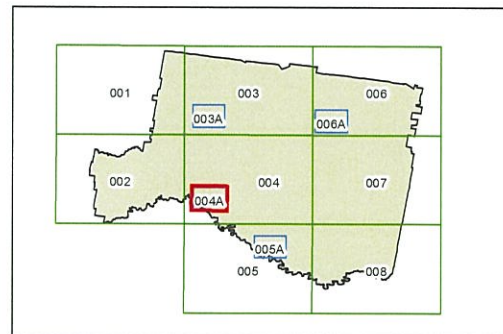
Land Zoning Map - Sheet LZN_004A

Zone

- E1 National Parks and Nature Reserves
- E3 Environmental Management
- IN1 General Industrial
- R5 Large Lot Residential
- RE2 Private Recreation
- RU1 Primary Production
- RU5 Village
- SP2 Infrastructure
- W2 Recreational Waterways

Cadastre

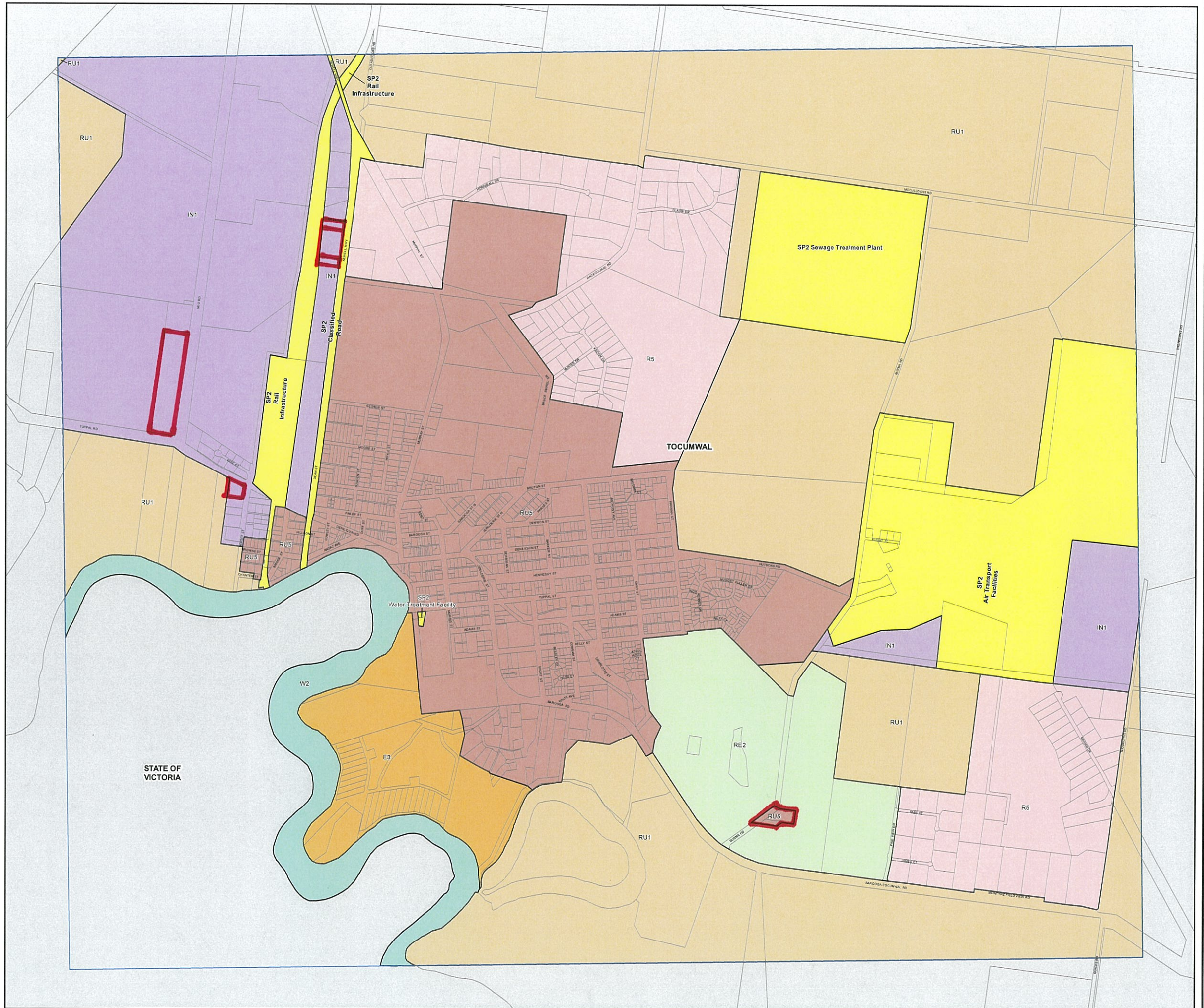
Cadastre 1/06/2011 © NSW LPI



Projection: GDA 1994
MGA Zone 55

Scale: 1:20,000 @ A3

Map identification number: 0650_COM_LZN_004A_020_20130910





Berrigan Local Environmental Plan 2013

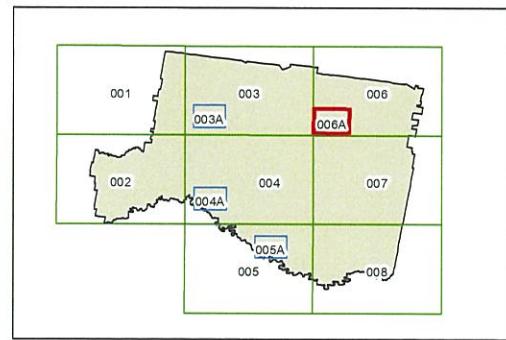
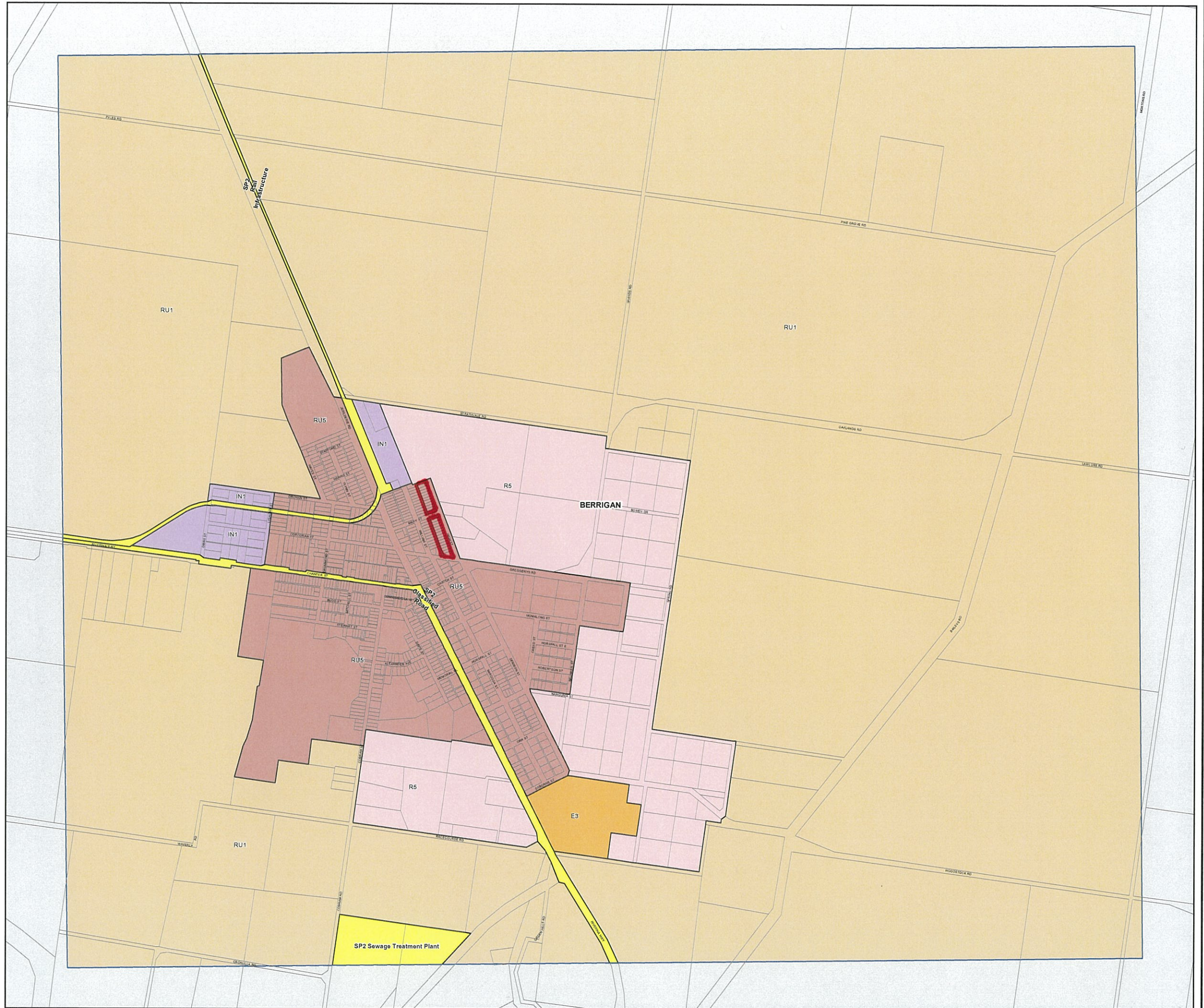
Land Zoning Map - Sheet LZN_006A

Zone

- E1 National Parks and Nature Reserves
- E3 Environmental Management
- IN1 General Industrial
- R5 Large Lot Residential
- RE2 Private Recreation
- RU1 Primary Production
- RU5 Village
- SP2 Infrastructure
- W2 Recreational Waterways

Cadastral

Cadastral 1/06/2011 © NSW LPI



Scale: 1:20,000 @ A3

Projection: GDA 1994
MGA Zone 55

Map identification number: 0650_COM_LZN_006A_020_20130905



Berrigan Local Environmental Plan 2013

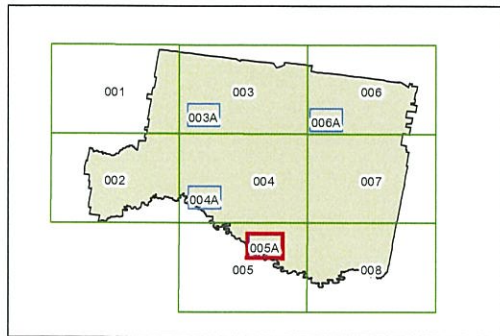
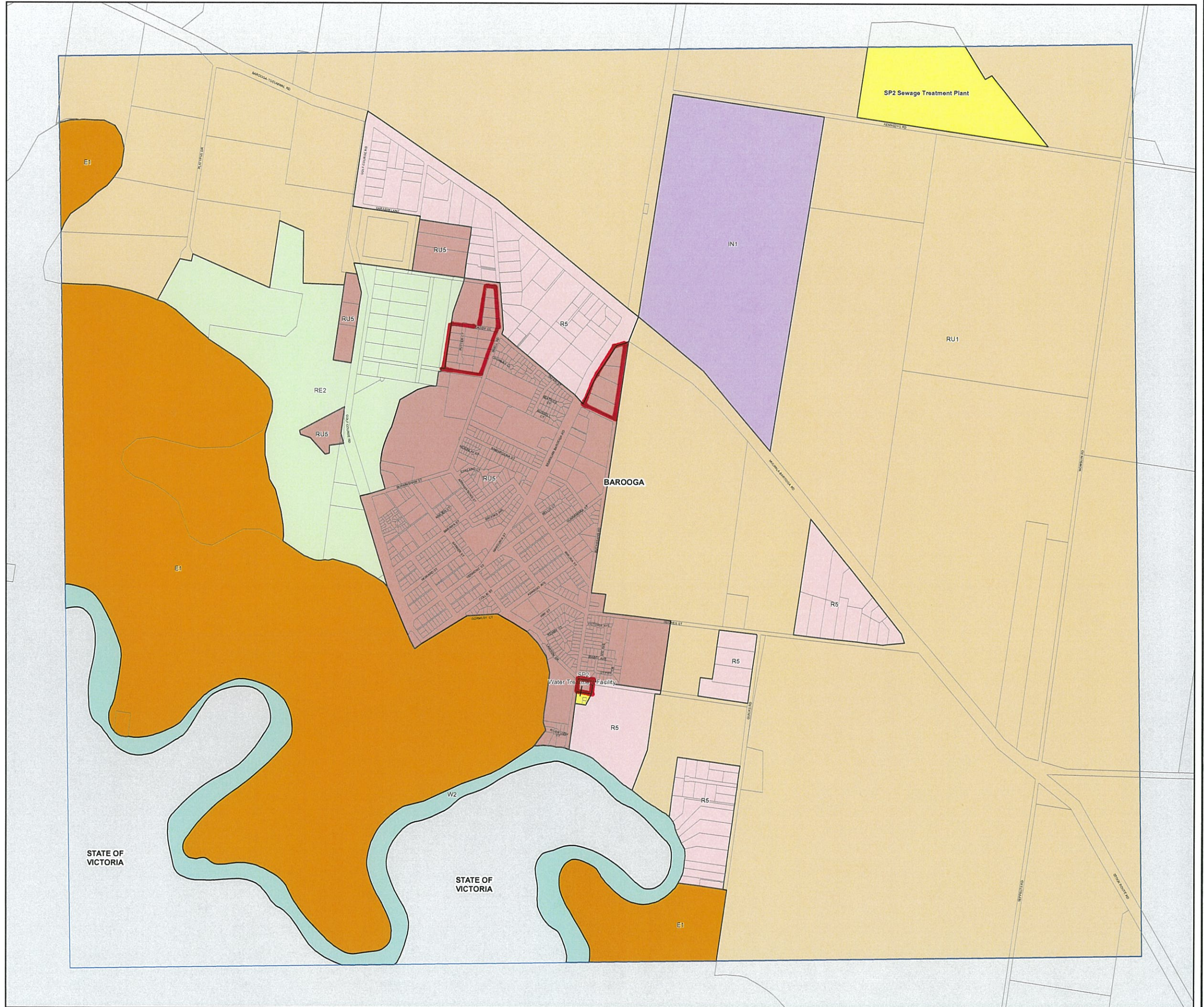
Land Zoning Map - Sheet LZN_005A

Zone

- E1 National Parks and Nature Reserves
- E3 Environmental Management
- IN1 General Industrial
- R5 Large Lot Residential
- RE2 Private Recreation
- RU1 Primary Production
- RU5 Village
- SP2 Infrastructure
- W2 Recreational Waterways

Cadastre

Cadastre 1/06/2011 © NSW LPI



Projection: GDA 1994
MGA Zone 55

Scale: 1:20,000 @ A3

Map identification number: 0650_COM_LZN_005A_020_20130905



RESPONSE TO NEW SOUTH WALES LOCAL GOVERNMENT INDEPENDENT REVIEW PANEL'S FINAL REPORT: REVITALISING LOCAL GOVERNMENT

A recipe to fix structural issues in NSW Local Government

Take one rural Council, (Berrigan Shire Council pop. 8, 300) assess it as having a low rate base, moderate financial sustainability, a neutral financial outlook, strong asset management, and marginal but steady population growth – call it an ‘at risk Council’ because 10,000 people do not call it home. Add one moderately sustainable Council (Jerilderie Shire pop. 1500 and falling) with a low rate base, a weak financial outlook and weak asset management rating and BTS (Bring to satisfactory standard) per capita rating of \$1368 and call it an ‘at risk Council’. Take 4 more or less equally sized urban areas equidistant from each other (25 km) Berrigan Shire Council. Add one other equally sized urban area some distance from the others (40 km) the town of Jerilderie. Increase the road length to be maintained from 2,066 km (Berrigan Shire) to 5,439 km. Increase bridge length from 239 m (Berrigan Shire) to 698 m. Reduce % of own source revenue (New Shire) and increase % of grant dependency (New Shire). Increase the value of the new LGAs BTS per capita from \$974 (Berrigan Shire) to \$1174 (New Shire). Require that the new Shire divert funds and specialist staff to a regional organization made up of one other Council – created by the amalgamation of 4 low rate base Councils with 3 out of the 4 Councils in this entity also deemed to be ‘at risk’. Draw electoral boundaries so that the new Shire is included in the furthest boundaries of new two state electorates. Net result a moderately sustainable Shire of 8,300 people becomes a Shire of 9,800 people. It also has more roads, higher debt levels, increased compliance costs, and reduced ‘capacity to meet the needs of its Murray River based growth potential, a weak financial outlook, and diminished strategic and social capital all of which is ok because this new Shire despite having no added financial or strategic capacity and increased costs will now be a ‘valued partner’ in our system of government and in 2031 it might or might not have a population of 10,000 people. That is a good outcome for our community!

The Goal

A more sustainable system of democratic local government with added capacity to meet the needs of local and regional communities, and to be a valued partner of State and federal governments.

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Definitions & Terms of Reference

Governance: political organization of Councils and ‘how they go about their business’ⁱ

Structure: ‘types of government bodies’ⁱⁱ

Boundary changes: Creation of larger councils through amalgamation or mergers. Alternatively, adjustments to boundaries made to improve administrationⁱⁱⁱ

Strategic capacity^{iv}:

- More robust revenue base & increased discretionary spending
- Knowledge, creativity and innovation
- Effective regional collaboration
- Advanced skills in strategic planning and policy development
- Resources to cope with complex and unexpected change
- Scope to undertake new functions and major projects
- Ability to employ wider range of skilled staff
- Credibility for more effective advocacy
- High quality political and managerial leadership
- Capable partner for State and federal agencies

The Terms of Reference^v





Investigate and identify options for governance models, structural arrangements and boundary changes for local government in New South Wales, taking into consideration:

- Ability to support current and future needs of local communities
- Ability to deliver services and infrastructure efficiently effectively and in a timely manner
- The financial sustainability of each local government area
- Ability for local representation and decision making
- Barriers and incentives to encourage voluntary boundary changes

The Questions^{vi}

1. Do Councils have access to adequate resources?
2. Are they managing their finances and assets appropriately?

The Evidence Base^{vii}

The Evidence	The Standard		TCorp & DLG Ratings	BSC 2013 Score Card	New Shire 2023 Scorecard
TCORP: <i>Financial Sustainability of the New South Wales Local Government Sector 2013</i>	Financial Sustainability Moderate or better	Financial Outlook Neutral or Better	Moderate / Neutral		
DLG: <i>Local Government Infrastructure Audit 2013</i>	Asset Management Moderate or better	Bring to standard (BTS) BTS per capita below \$1000	Strong with BTS of \$974 / capita		

Part I

Introduction

The Berrigan Shire Council is a committed and engaged participant in the sustainable development and operation of New South Wales local government. Throughout the conduct of this Review its comment to the Panel, local media and its community has been and remains that it supports many of the recommendations proposed particularly, those related to:

- Fiscal Responsibility
- Strengthening the Revenue Base
- Improvement, Productivity and Accountability
- State and Local Government Relations

Moreover, that it has no comment to make in relation to recommendations concerned with metropolitan Sydney and the far west of New South Wales.

On the issue of boundary changes and structural adjustment Council's public position has been that it retains an open mind, with the expectation that the Panel would deliver what it promised: options for our system of government informed by pragmatic evidence based recommendations.

Council is extremely disappointed that at no stage has the Panel demonstrated how its options will address the questions posed by the Panel. Namely, how will its recommendations ensure that rural Local Government in NSW have access to adequate resources nor how the options proposed will benefit rural Councils that have been found to be managing their finances and assets appropriately.

Its systems approach to government and recommendations particularly those related to regional planning and boundary changes do not take into account

- Benefit / disbenefits of change in rural local government for rate payers;
- NSW rate payers and residents Community Strategic Plan aspirations; moreover,
- Recommendations for regional joint organisations and boundary change are not based on sound or even pragmatic socio-economic and political analysis

Of further concern where is the capacity building element of its analysis?

The concept of capacity building is well researched and has a growing evidence base in local government. Its starting premise is strengths and asset based. Capacity in a system is built not by dismantling what is already in place or shifting to another level what is working or not working.

Capacity is built by building on the inherent strengths or assets – it does not use the deficits approach evident in the Panel's evidence base. The strengths of local government and how these strengths can be used to add capacity to our system of government and enhance its sustainability is missing from the Panel's analysis and this omission is particularly patent in its final report.

In its final report the Panel's states the following in relation to the Berrigan Shire:

1. That it remains a rural Council 'at risk' despite Council having requested a response from the Panel re: how this can be the case when the neighbouring Corowa Shire is not. No response was received. Or explanation given as to why the Corowa Shire is not a Shire at risk when it meets the Panel's the mandatory criteria for being a Shire at risk. Council therefore, questions the credibility of the Panel's claims in relation to evidence based decision making given the inconsistent application by the Panel of its own mandatory Shire 'at risk' criteria.
2. High Merger Potential of the Berrigan Shire with Jerilderie Shire and once merged that this new entity be one of only two Councils in a regional Joint Organization: The Mid Murray JO

Part I of this submission comments on the principal recommendations of the Panel's report. Of the principal recommendation these are for the most part supported by Council and applicable to the broader system of local government in NSW and its operations.

Part II comments on recommendations made by the Panel and which are, for the most part, not supported by Council.

Response to Recommendations^{viii}

	Support / Do Not Support
Fiscal responsibility a) Establish an integrated Fiscal Responsibility Program, coordinated by DLG and also involving TCorp, IPART and LGNSW... (5.1 and 5.3)	Supported
b) Introduce more rigorous guidelines for Delivery Programs... (5.2)	Supported – subject to sector involvement in the development of these guidelines
c) Place local government audits under the aegis of the Auditor General (5.4)	Supported – subject market testing and cost benefit analysis of current arrangements re: Compliance with National Accounting Standards
Strengthening the Revenue Base a) Commission IPART to undertake a further review of the rating system focused on options to reduce or remove excessive exemptions and concessions... (6.2); more equitable rating of apartments and other multi-unit dwellings... (6.3)	Supported
b) Either replace rate-pegging with a new system of 'rate benchmarking' or streamline current arrangements to remove unwarranted complexity, costs, and constraints to sound financial management (6.5)	Supported – still a compromise position. The preference is removal of rate pegging
c) Subject to any legal constraints, seek to redistribute federal Financial Assistance Grants and some State grants in order to channel additional support to councils and communities with the greatest needs (6.6)	Supported – subject to the detail of how Councils and communities with greatest need are identified. Question remains as to whether this is politically achievable
d) Establish a State-wide borrowing facility to enable local government to make increased use of debt where appropriate... (6.7)	Supported – subject to Council's retaining the option of seeking alternate credit

	Support / Do Not Support
<p>Meeting Infrastructure Needs</p> <p>a) Maintain the Local Infrastructure Renewal Scheme (LIRS) for at least 5 years, with a focus on councils facing the most severe infrastructure problems (7.2)</p>	Supported
<p>b) Pool a proportion of funds from the roads component of federal Financial Assistance Grants and, if possible, the Roads to Recovery program in order to establish a Strategic Projects Fund for roads and bridges... (7.2)</p>	Not Supported Refer to Part II of this submission
<p>c) Adopt a similar model to Queensland's of Regional Roads and Transport Groups... (7.4)</p>	Not Supported Refer to Part II of this submission
<p>Improvement, Productivity and Accountability</p> <p>a) Commission IPART to undertake a whole-of-government review of the regulatory, compliance and reporting burden on councils (8.2)</p>	Supported
<p>b) Amend IPR Guidelines to require councils to incorporate regular service reviews in their Delivery Programs (8.4)</p>	Supported – subject to Council's not being required to duplicate reviews / accreditation and performance against national standards that are a requirement re: State / Commonwealth program funding i.e: transferability of service / performance reviews. Further such reviews should not divert resources from Service Delivery outcomes (See comments Part II)
<p>c) Strengthen requirements for internal and performance auditing as proposed in Box 17 (8.5)</p>	Not Supported: Refer to Part II of this submission
<p>Political Leadership and Good Governance</p> <p>a) Require councils to undertake regular Representation Reviews ... (9.1)</p>	Supported Council notes though that no evidence was presented by the Panel other than concerns re: Councillor diversity and the challenges associated with civic representation. The Panel's comment being that further investigation is required. Before making an evidence based recommendation the Panel should maybe finish the investigation
<p>b) Amend the legislated role of councillors and mayors... and introduce mandatory</p>	Not Supported Refer to Part II of this submission

	Support / Do Not Support
professional development programs (9.2 and 9.3)	
c) Amend the legislated role and standard contract provisions of General Managers... (9.5)	Not Supported Refer to Part II of this submission
d) Develop a Good Governance Guide ...(9.7)	Supported
Advance Structural Reform a) Introduce additional options for local government structures, including regional Joint Organisations, 'Rural Councils' and Community Boards, to facilitate a better response to the needs and circumstances of different regions (10.1) b) Legislate a revised process for considering potential amalgamations and boundary changes through a re-constituted and more independent Boundaries Commission (10.3) c) Encourage voluntary mergers of councils through measures to lower barriers and provide professional and financial support (10.4)	Not Supported Refer to Part II of this submission
Regional Joint Organisations a) Establish new Joint Organisations (JOs) for each of the regions shown on Map 2 ... under new provisions of the Local Government Act that replace those for County Councils(11.5) b) Establish Regional Water Alliances in each JO along the lines proposed in the 2009 Armstrong-Gellatly report (11.3)	Not Supported Refer to Part II of this submission
'Rural Councils' and Community Boards a) Establish a working party... to further develop the concept of 'Rural Councils' (12.1)	Supported
b) Include provisions for optional Community Boards ... (12.2)	No comment

	Support / Do Not Support
<p>Metropolitan Sydney, Hunter and Central Coast</p> <p>a) Seek evidence-based responses from councils to the Panel's proposals for mergers and major boundary changes... (13.3, 14.1, 14.2)</p> <p>b) Maximise utilisation of the local government revenue base in the eastern half of the Sydney region in order to free-up State resources...(13.6)</p>	No comment
<p>Non-Metropolitan Regions</p> <p>a) Progressively refer (non-metropolitan) councils ... to the reconstituted Boundaries Commission in accordance with Table 11 and the proposed timeline (15.1)</p>	<p>Not Supported</p> <p>Refer to Part II of this submission</p>
<p>The Far West</p> <p>a) Agree in principle to the establishment of a Far West Regional Authority (16.3)</p> <p>b) Adopt the preferred new arrangements for local government set out in Box 40...(16.4)</p>	No Comment
<p>State-Local Government Relations</p> <p>a) Introduce new arrangements for collaborative, whole-of-government strategic planning at a regional level (17.3)</p>	Not Supported – Refer to Part II of this submission
<p>b) Amend the State Constitution to strengthen recognition of elected local government (17.4)</p>	Supported: subject to this not resulting in diminishment of 'representative elements of Council role'

Part II

Meeting Infrastructure Needs

Number and Recommendation	Council's Position
<p>13 Pool a proportion of funds from the roads component of federal Financial Assistance Grants and, if possible, the Roads to Recovery program in order to establish a Strategic Projects Fund for roads and bridges that would:</p> <p>Provide supplementary support for councils facing severe infrastructure backlogs that cannot reasonably be funded from other available sources</p>	<p>Not Supported: A Strategic Projects Fund funded from Roads component of FAG will disadvantage rural and regional communities. Metropolitan and urban centres experiencing rapid growth will draw on this fund. Any re-distribution or reduction in FAG and Roads to Recovery Program funds will reduce Council income and disadvantage low rate base Councils.</p> <p>Supported: subject to no reduction in rural and regional Council's FAG & Roads to Recovery Funding and monies for supplementary support is not diverted from sources identified by other purposes and used by rural and regional councils</p>
<p>16 Adopt a similar model to Queensland's Regional Roads and Transport Groups in order to improve strategic network planning and foster ongoing improvement of asset management expertise in councils (7.4)</p>	<p>Not Supported:</p> <p>The creation of a new network and this recommendation does not recognize that RAMROC and its member networks already foster sharing of resources, and asset management expertise.</p> <p>The missing link is not local government but RMS which is the ultimate arbiter of regional priorities – Councils find matching funds if the work is prioritized by RMS.</p> <p>Moreover, anecdotal comment on the experience in Queensland with Regional Road and Transport Groups was not a positive for smaller rural and regional Councils.</p> <p>The funding model used in some of these groups was heavily based on traffic movements. Hence the bulk of the funding went to densely settled and urban areas at the expense of rural, less densely settled areas.</p> <p>Ironically, this resulted in road funding diverted from Councils with less capacity to raise revenue to maintain their roads to Councils with the capacity to raise their own revenue – a “take from the poor and give to the rich” result.</p>

Number and Recommendation		Council's Position
17	Establish Regional Water Alliances as part of new regional Joint Organisations proposed in section 11 (7.5).	<p>Not Supported:</p> <p>Council is a recognized industry leader. It already operates a network of water treatment and sewer plants. The creation of a new alliance and this recommendation does not recognize that RAMROC and its member networks already share information expertise, investigate new technologies, and conduct joint purchasing where appropriate.</p> <p>The panel presented no evidence how a JO hosting the Alliance and the re-location of specialist staff will provide any additional benefits for consumers other than being another cost impost for what is a place based user – pay and full cost recovery service.</p>

Improvement, Productivity and Accountability

Number and Recommendation		Council's Position
18	Adopt a uniform core set of performance indicators for councils, linked to IPR requirements, and ensure ongoing performance monitoring is adequately resourced (8.1)	<p>Supported in principle: Council has developed its suite of IPR documents with a focus on performance reporting by Council input, output and outcome with a commensurate shift from the 3 Es model of economy, efficiency and effectiveness.</p> <p>A uniform and core set of performance indicators for Councils expressly linked to IPR requirements with Councils ensuring that their monitoring is adequately resourced shifts the pendulum back to the 3Es model.</p> <p>Costs are not uniform throughout NSW: market conditions influence these: Technologies are not available in rural NSW (No Broadband infrastructure nor even phone reception for many outdoor functions) nor is there timely technical support for technologies that may improve productivity in metro and bigger regional centres.</p> <p>There are fewer economies of scale 3Es in sparsely populated regions. Therefore economy, efficiency and effectiveness indicators are not particularly useful for rural communities / regional communities. Further as our communities also invest time, maintain facilities and raise money as volunteers on Council Committees of Management – it is likely that a core set of performance indicators measuring 'community management of Council assets' and the service the community runs from the asset would be irrelevant unless we were measuring and valuing 'social return on investment' and monetizing the value of volunteer inputs and outputs.</p>

Number and Recommendation	Council's Position
<p>Adopt a uniform core set of performance indicators for councils, linked to IPR requirements, and ensure ongoing performance monitoring is adequately resourced (8.1) cont</p>	<p>The suggestion that Council's resource reporting to uniform performance indicators and CSP/ IPR generated indicators for performance reporting is wasteful – particularly when Service Reviews using Best Value model are also being introduced</p> <p>The Berrigan Shire Council will not support performance reporting that is inadequately resourced nor will it commission performance reporting that is repetitive / duplicative (demonstrating the 9 different ways to slice the same loaf of bread) and which takes \$ away from the delivery of services and facilities expected by our communities.</p> <p>It will continue its investment in developing processes embedded in operations that provide iterative monitoring and action re: performance and service improvements</p>
<p>19 Commission IPART to undertake a whole-of-government review of the regulatory, compliance and reporting burden on councils (8.2)</p>	<p>Supported</p>
<p>20 Establish a new sector-wide program to promote, capture and disseminate innovation and best practice (8.3)</p>	<p>Supported</p>
<p>21 Amend IPR Guidelines to require councils to incorporate regular service reviews in their Delivery Programs (8.4)</p>	<p>Supported</p>
<p>22 Strengthen requirements for internal and performance auditing as proposed in Box 17 (8.5)</p>	<p>Not Supported</p> <p>Internal performance auditing has a much broader function than risk management. Benefits need to outweigh the costs associated with conducting internal performance auditing</p> <p>Internal performance reporting is risk focused</p>
<p>23 Introduce legislative provisions for councils to hold Annual General Meetings (8.6)</p>	<p>Not supported. No evidence provided how legislatively requiring that Council's hold an Annual General Meeting in addition to its Ordinary Council Meeting at which it adopts its Annual Report will improve productivity or accountability.</p> <p>Current legislation requires the publication of an Annual Report. AGMs are held for Corporations annually as part of a Board's accountability to members. Councils do this once every four years it is called an election.</p>

Number and Recommendation		Council's Position
24	Develop a NSW Local Government Workforce Strategy (8.7)	Supported – particularly if the model and cost of delivery is regarded as an expense incurred by DLG as part of a program of sector improvement and development
25	Explore opportunities for the Local Government Award to continue to evolve to address future challenges facing the sector and changing operational needs.	Supported

Political Leadership and Good Governance

Number and Recommendation		Council's position
26	Require councils to undertake regular 'representation reviews' covering matters such as the number of councilors, method of election and use of wards (9.1)	Supported – if included as an element in an existing or proposed Review process e.g.: Best Value Review
	Before their nomination is accepted, require all potential candidates for election to local government to attend information session covering the roles and responsibilities of councilors and mayors (9.1)	Supported – for new candidates and previous candidates if there has been significant change to the Local Government Act in the previous 4 years. Information session content also needs to be have input from the local Council
	Amend legislated role of councilors and mayors as proposed in Boxes 19 and 21, and introduce mandatory professional development programs (9.2 and 9.3)	Not Supported as written – The legislated prescriptions for the role of Councilors and Mayors proposed in Boxes 19 and 21 have not previously been described to this level of detail by the Panel. It is evident the tension described by the Panel re: 'elected representative' and or 'election to a governing body' is being resolved by diminishing the role of Councilors as 'elected representatives' of their local community. Supported – Professional development programs should be available: but participation should not be mandatory
	Provide full-time mayors, and in some cases deputy mayors, in larger councils and major regional centres	No Comment

Number and Recommendation	Council's position
Amend the provisions for election of mayors as proposed in Box 22 (9.3)	Not supported – the current provisions are flexible and should be retained.
27 Increase remuneration for councilors and mayors who successfully complete recognized professional development programs	Not supported – this approach financially incentivizes professional development and stratifies relationships within an elected Council. It does not take into account the notion that Councilors are a peer governing body and that the Mayor is 'first among equals'. There are many reasons why Councilors and Mayors may not participate in professional development programs including social impacts, financial and family
28 Amend the legislated role and standard contract provisions of General Managers as proposed in Boxes 23 and 24 (9.5)	
Box 23 <i>To conduct the day-to-day management of the council in accordance with the governing body's strategic plans and policies</i>	Supported
	Supported
<i>To advise the mayor and the governing body on the development and implementation of policies and programs, including the appropriate form and scope of community consultation</i>	Not Supported – the current requirements of the Act are that Council's facilitate the development of a Community Strategic Plan and that Council's role is to endorse the Plan on behalf of the Community. The Community Strategic Plan is the community's plan not the Governing Body's or Council's Plan. Further a State of the Environment Report is not a requirement of Council's unless there are specific Environmental Outcomes identified in the Community Strategic Plan. Council does not support any change in the legislative intent of Community Strategic Plan provisions of the Act.

Number and Recommendation	Council's position
<i>To certify, together with the Mayor, that IPR requirements have been met in full, and that council's annual financial statements have been prepared correctly</i>	Not Supported – The current Act describes the essential requirements of IPR – describing the plans to be developed and the reporting requirements. This includes the requirement that Council's endorse the Community Strategic Plan on behalf of the community and adopt the Resourcing Strategy, Delivery Program, Operational Plan, Annual Fees & Charges, Rates Policy and prepare financial statements that meet Accounting Standards / Audit Standards. Inherent in the process of a Council resolution to 'adopt' is the notion that IPR requirements have been met in full. To not do so would be to not comply with the Act. Further where is the evidence in the Report from DLG that Councils are not meeting IPR requirements and that legislative change is needed.
<i>To ensure that the mayor and councillors receive timely information, advice and administrative and professional support necessary for the effective discharge of their responsibilities</i>	Supported
<i>To implement lawful decisions of the governing body in a timely manner</i>	Supported
<i>To exercise such of the functions of the governing body as are delegated by the governing body to the General Manager</i>	Supported
<i>To appoint staff in accordance with an organisation structure and resources approved by the governing body</i>	Supported
<i>To direct and dismiss staff</i>	Supported
<i>To implement the council's equal employment opportunity management plan.</i>	Supported
<i>To undertake such other functions as may be conferred or imposed on the General Manager by or under this or any other Act</i>	Not Supported – that this is currently the case does not address the question why should other Acts be able to bypass the Council in delegating functions to GMs?

Number and Recommendation		Council's position
Box 24	<i>The mayor should lead the appointment and performance reviews of the General Manager, and take responsibility for ensuring due process</i>	Supported
	<i>There should be a 'cooling off' period of 6 months after the election of a new council or mayor during which the summary dismissal provisions of the standard General Manager contract should not apply (this would provide an opportunity to build a positive working relationship whilst not preventing dismissals based on documented poor performance)</i>	Not Supported – New mayors can be elected during the term of a Council. This change to a standard contract could lead to the perverse outcome that the 'summary dismissal' provisions of the standard General Manager contract could not be used. For example: 6 months into a new Council a 9 month renewal process is agreed. A new Mayor is subsequently elected in the second year of the Council's term. The clock starts again 6 months later and a further 9 months passes before the issue can conceivably be resolved: 27 months after the election of a new Council.
	<i>Use of the summary dismissal provisions at any time should require a two-thirds majority of councilors</i>	Supported
	<i>Contracts of General Managers should not be renewed within 6 months prior to an election except by means of a full merit selection process; otherwise they should not be extended for more than 12 months and only on existing terms and conditions</i>	Not Supported –Change to this provision requires that when an election is due and a General Manager's contract is due for renewal the GM may have to give up to 12-months' notice of their intention to renew to allow for a full merit process to run its course.

Number and Recommendation		Council's position
Box 24	<i>As a condition of appointment, General Managers should be required to complete a tailored induction program before or within 3 months of their first appointment to such a position, and approved professional development programs thereafter</i>	Supported
29	Amend the provisions for organizational reviews as proposed in section (9.6)	Not supported – The current Act is clear it is the Council's role to provide the resources, determine priorities and activities. It is the General Managers role to make it happen.
30	Develop a Good Governance Guide as a basis for 'performance improvement orders' and to provide additional guidance on building effective relationships between governing body, councilors, mayors and General Managers (9.7)	Supported

Advance Structural Reform

Number and Recommendation		Council's position
31	Introduce additional options for local government structures, including regional Joint Organisations, 'Rural Councils' and Community Boards, to facilitate a better response to the needs and circumstances of different regions (10.1)	<p>Not Supported</p> <p>Current Regional Organisations (ROCs) should be strengthened by legislation. Further the notion that regional organizations undertake core functions specified by legislation or the Minister is not supported. The needs and circumstances of different regions varies as does the strategic and service delivery capacity of each LGA. It should therefore be left to the ROCs and member Councils to determine what functions are best undertaken at a regional level on behalf of member councils.</p> <p>More work needs to be undertaken at a local level with affected communities and regions in order to understand which of the additional options being proposed would be a better response</p>
32	Legislate a revised process for considering potential amalgamations and boundary changes through a re-constituted and more independent Boundaries Commission (10.3)	Not Supported – as written
33	Encourage voluntary mergers of councils through measures to lower barriers and provide professional and financial support (10.4)	Supported – where the business case has been developed in consultation with affected communities
34	Provide and promote a range of options to maintain local identity and representation in local government areas with large populations and/or diverse localities (10.5)	Supported – where the business case local board, rural council etc has been developed in consultation with affected communities

Regional Joint Organisations

Number and Recommendation		Council's position
35	Establish new Joint Organisations for each of the regions shown on Maps 2 by means of individual proclamations negotiated under new provisions of the Local Government Act that replace those for County Councils(11.5)	<p>Not Supported Retain and strengthen the current ROC structure by legislating its existence and current membership. Provide within that framework the capacity for ROCs to determine their own agenda (responsive to local and regional priorities)</p> <p>The establishment of two – three strategic entities: Western Authority, Mid Murray JO and Murray JO will not enhance cross border Vic/NSW and Murray River regional strategic planning. It will fragment established cross border relationships and create three strategic planning entities for the region instead of the current ROC which encompasses the Murray and Riverina regions</p>
	Defer establishment of JOs in the Sydney metropolitan region, except for sub-regional strategic planning, pending further consideration of options for council mergers (11.5)	No Comment
36	Enter into discussions with 2-3 regions to establish 'pilot' JOs (11.5)	No Comment
	Re-constitute existing County Councils as subsidiaries of new regional Joint Organisations, as indicated in Table 5 (11.2)	<p>Not Supported</p> <p>Where is the evidence that suggests that current structure and model is not working for County Councils and member Councils.</p>
	Establish Regional Water Alliances in each JO along the lines proposed in the 2009 Armstrong-Gellatly report (11.3)	Not Supported
	Set the core functions of Joint Organisations by means of Ministerial Guidelines (11.6)	<p>Not Supported – Retain and strengthen the current ROC structure by legislating its existence and current membership. Provide within that framework the capacity for ROCs to determine their own agenda and core functions (responsive to local and regional priorities)</p>
	Seek federal government agreement to make JOs eligible for general-purpose FAGs (11.6)	<p>Not Supported – this suggestion legitimates the creation of a 4th level of government</p>

Number and Recommendation		Council's position
36	Identify one or more regional centres within each Joint Organisation	Not Supported
	Create a network of those centres to drive development across regional NSW (11.7)	Not Supported
	Consider potential mergers of councils to consolidate regional centres, as indicated in Table 6 (11.7)	<p>Not Supported - Deniliquin is not a natural regional centre in the RAMROC region. Merging the Deniliquin Council with neighbouring Councils will not consolidate Deniliquin as a regional centre.</p> <p>There are two universally agreed and recognized NSW regional centres in the RAMROC region:</p> <ul style="list-style-type: none"> • Albury • Griffith <p>The communities to the far West of Deniliquin identify Wentworth/Mildura (VIC) and or Swan Hill (VIC) as their closest regional centre. Berrigan Shire residents identify their closest regional centre as Shepparton (VIC) while for Murray Shire residents it is Echuca/Moama .</p> <p>Council mergers that consolidate a LGA viewed by local residents as regional centre make some sense.</p> <p>Council mergers designed to consolidate an LGA as a regional centre when the town or LGA is not viewed by locals as a regional centre make no sense. Council mergers designed to consolidate a LGA regional centre in an attempt to establish the legitimacy or credibility of a regional planning body (a Mid Murray JO) make even less sense.</p>
37	Develop close working partnerships between Joint Organisations and State agencies for strategic planning, infrastructure development and regional service delivery (11.8),	<p>Not Supported</p> <p>Retain and strengthen the current ROC structure by legislating its existence and current membership. Provide within that framework the capacity for ROCs to determine their own agenda and core functions (responsive to local and regional priorities). Instruct the State Agencies for Strategic Planning, infrastructure development and regional service delivery to establish close working partnerships with ROCs</p> <p>Instruct state agencies that LGAs still have the option of working with State Agencies re: matters related to the LGA</p>

Number and Recommendation		Council's position
	Give particular attention to cross-border issues and relationships in the operations of Joint Organisations and in future regional strategies (11.9)	Supported – using strengthened ROC structure

Rural and Regional Councils

Number and Recommendation		Council's position
50	Explore options for non-metropolitan councils in Group A as part of establishing the Western Region Authority proposed in section 16 (15.1)	No Comment
51	Refer councils in Groups B-F to the Boundaries Commission in accordance with Table 11 and the proposed timeline (15.1)	Not Supported
52	Complete updated sustainability assessments and revised long term asset and financial plans for the 38 councils identified in Table 11 by no later than mid-2015 (15.2)	No Comment

State-Local Government Relations

Number and Recommendation		Council's position
56	Use the State-Local Agreement as the basis and framework for a range of actions to build a lasting partnership, and negotiate supplementary agreements as appropriate (17.2)	Supported
57	Introduce new arrangements for collaborative, whole-of-government strategic planning at a regional level (17.3)	Supported -
58	Amend the State Constitution to strengthen recognition of elected local government (17.	Supported

Number and Recommendation		Council's position
59	Seek advice from LGNSW on the measures it proposes to take to meet its obligations under the State-Local Agreement (17.5)	Supported – subject to reciprocity by the state
60	Strengthen the focus of DLG on sector development and seek to reduce its workload in regulation and compliance (17.6)	Supported

Driving and Monitoring Reform

	Number and Recommendation	Council's position
61	Establish a Ministerial Advisory Group and Project Management Office (18.1 and 18.2)	Supported
62	Refer outstanding elements of the Destination 2036 Action Plan to the Ministerial Advisory Group (18.1)	Supported
63	Adopt in principle the proposed priority initial implementation package set out in Box 42, as a basis for discussions with LGNSW under the State-Local Government Agreement (18.3)	Not Supported – The proposed priority initial implementation packaged described in Box 42 includes the following actions. Council's response to a number of these actions has already been stated and where needed is reiterated by the following:
Box 42	<i>Establish the new regional Joint Organisations (including Regional Roads Groups, Water Alliances and sub-regional planning groups in metro Sydney): negotiations in 2-3 'pilot' regions could be launched immediately.</i>	Not Supported – refer to comments re: <i>Advance Structural Reform</i> Recommendations numbered 31 - 32
	<i>Build a 3-way strategic planning process that brings together a new regional component of IPR, DP&I Regional Growth Plans, and Premiers Department Regional Action Plans.</i>	Supported – the regional component to be delivered by legislative provisions strengthening the ROCs – with provision in this process for member Council's to represent their own interests if a project is not a regional priority but of demonstrable strategic value to an LGA

	Number and Recommendation	Council's position
Box 42	<i>Further upgrade asset and financial management requirements in IPR, including Delivery Programs (among other things, to provide a basis for proposed changes to rate-pegging).</i>	Supported
	<i>Revise current guidelines to require improved internal audit processes.</i>	Supported – should not generate additional cost burden
	<i>Place local government audits under the aegis of the Auditor General.</i>	Supported
	<i>Initiate improvements to the rating system eg exemptions, equitable system for rating apartments, and steps to ensure a more equitable distribution of federal Financial Assistance Grants and State grants.</i>	Supported –in that improvements need to be initiated to the rating system. Not Supported – changes to distribution of FAG and state grants until more information is available on what is meant by equitable distribution of the same. For example, current horizontal equalization principles mix of tied and general purpose grants coupled and minimum payments are all part of the current suite of tools that can be applied to ensure equitable distribution. The detail of change is needed before in principle support can be given
	<i>Establish a state-wide local government finance facility to cut the cost of borrowing.</i>	Supported – re: comments Part I re: <i>Strengthening the Revenue Base</i>
	<i>Commission IPART to review the regulatory, compliance and reporting burdens imposed on councils.</i>	Supported
	<i>Strengthen political leadership: re-write the roles of Mayors, Councillors and General Managers</i>	Not supported – refer comments Part II re: <i>Political Leadership and Good Governance</i> recommendations numbered 26 -29
	<i>Introduce minimum 2-year terms for mayors elected by the councillors.</i>	Supported
	<i>Amend the State Constitution to secure recognition of elected local government (cf Victoria, Queensland).</i>	Supported
	<i>Re-constitute the Boundaries Commission to progress evidence-based, impartial assessment of possible mergers and boundary changes.</i>	Not supported – if this Commission is charged with ongoing responsibility of initiating assessments for possible mergers and boundary change
64	Further develop the proposals for legislative changes detailed in Boxes 43	Supported <ul style="list-style-type: none"> • Amendments to rate-pegging provisions (and associated changes to IPR Guidelines)

	Number and Recommendation	Council's position
	and 44, and seek to introduce the amendments listed in Box 43 in early 2014 (18.5)	<ul style="list-style-type: none"> • Enabling oversight of local government audits by the Auditor General (may be handled instead through Public Finance and Audit Act) • Establishment of a local government finance facility (preferably by simply amending TCorp legislation) <ul style="list-style-type: none"> • Amendment to State Constitution to strengthen recognition of elected local government Revised IPR Guidelines for: <ul style="list-style-type: none"> • Delivery Programs and service reviews • Regional component of Community Strategic Plans
	Further develop the proposals for legislative changes detailed in Boxes 43 and 44, and seek to introduce the amendments listed in Box 43 in early 2014 (18.5)	<p>Not Supported</p> <ul style="list-style-type: none"> • New mandatory guidelines for internal audit and continuous improvement processes (including committees) <p>Not Supported</p> <ul style="list-style-type: none"> • Reconstitution of the Boundaries Commission and amendments to the process for dealing with amalgamations and boundary changes (but defer application to Sydney metropolitan region – see section 11.4)– more information and engagement with affected Councils is needed on the following: <ul style="list-style-type: none"> • Establishment of JOs – as proposed • Rural Councils <p>New or revised provisions in the Local Government Act covering:</p> <ul style="list-style-type: none"> • Goal of sustainable councils • Concept of a system of local government • Roles of the Council (governing body), Mayors, Councillors and General Managers • Direct election of Mayors • Preparation of Councillor Development Plans and mandatory professional development requirements for Councillors and Mayors • Holding of an Annual General Meeting
65	Adopt in principle the proposed implementation timeline (18.6)	Not Supported – Commencing in February 2014 the timeline excludes community and Council feedback on the final report and its recommendations.

ⁱ Local Government Review Panel (2013) *Revitalising Local Government* p 13

ⁱⁱ *ibid*

ⁱⁱⁱ *ibid*

^{iv} *ibid* p 32

^v *ibid* p 9

^{vi} *ibid* p 13

^{vii} *ibid* p 12



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BERRIGAN SHIRE COUNCIL

10 MAR 2014

FILE _____

REFER TO CIM

COPY TO SSPC

ACTION / CODE

ACKNOWLEDGE Y / N

Our Reference:
Your Reference:
Contact:
Phone:

A364012
Sarah Gubb
02 4428 4142

Mr Rowan Perkins
General Manager
Berrigan Shire Council
PO Box 137
BERRIGAN NSW 2712

Dear Mr Perkins

Thank you for your letter of 9 January 2014 about the population calculation in the Comparative Publication 2011-12 for Berrigan Shire Council. I apologise for the delay in responding.

Firstly, I would like to thank you for taking the opportunity, when the 2011/12 draft publication was circulated, to provide comments on both the information for Berrigan Shire and for the publication more generally. Where possible the information for the Shire was amended and a number of your suggestions have been incorporated into the 2012/13 publication, which is currently being drafted. You should receive a draft of the 2012/13 publication for comment, as it relates to Berrigan Shire, in the coming weeks.

With regard to your comments about the population data used in the report, the Australian Bureau of Statistics (ABS) issues updated data figures on a regular basis. Historically, the Division has used the ABS 'preliminary' population growth figures in the publication and it has not "recast" historical data when these preliminary figures have been updated. This means the data used by the Division to calculate the five-year average change in population growth was based on the same population data that was used in the 2007 publication. While this has ensured consistency over time, I recognise that it has resulted in incorrect results for some councils where there have been significant changes to the ABS preliminary figures.

As a result, we have decided that for future publications the most current ABS data (at the time of publication) will be used to determine the movement in population in each local government area. In addition, while it is not possible to amend previously published reports in instances where the ABS later releases updated population data, we will include a disclaimer in future publications to advise the reader that data figures are not amended each year.

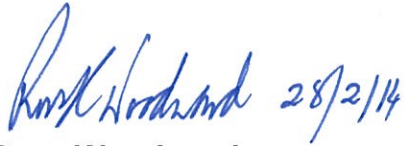
As you will be aware, this Office is working hard to improve the usefulness of the comparative publication and we are currently transitioning to a better, more comprehensive performance measurement framework for the local government sector. As part of this process we will continue to amend and enhance the



comparative publication and your comments have been a valuable contribution to that process.

I trust these comments address Council's concerns.

Yours sincerely

A handwritten signature in blue ink that reads "Ross Woodward" followed by the date "28/2/14".

Ross Woodward
Chief Executive
Office of Local Government