

JUNEE SHIRE COUNCIL

FIT FOR THE FUTURE SUBMISSION

APPENDIX "A"

OLG Self-Assessment Tool – Combined Junee & Cootamundra LGAs

FIT FOR THE FUTURE SELF ASSESSMENT TOOL

Criteria Results	BENCHMARK	2013/14	2013/14
		Cootamundra Junee Combined	Junee
SUSTAINABILITY	Operating Performance Ratio (greater or equal to break-even average	-0.091	-0.061
	over 3 years)	×	×
	Own Source Pavanue Patie (greater than 60% events even 2 vents)	59.2%	55.1%
	Own Source Revenue Ratio (greater than 60% average over 3 years)	×	×
Star Star Barrier	Building and Infrastructure Asset Renewal Ratio (greater than 100%	65.5%	84.4%
	average over 3 years)	×	×

	5.13%	4.03%
Infrastructure Backlog Ratio (less than 2%)	×	×
Asset Maintenance Ratio (greater than 100% average over 3 years)	84.7%	71.4%
	×	×
Debt Service Ratio (greater than 0 and less than or equal to 20% average	3.60%	5.09%
over 3 years)	4	1
		Infrastructure Backlog Ratio (less than 2%) × Asset Maintenance Ratio (greater than 100% average over 3 years) 84.7% Debt Service Ratio (greater than 0 and less than or equal to 20% average 3.60%

EFFICIENCY	A decrease in Real Operating Expenditure per capita over time	1.58	1.66
	A decrease in Real Operating Expenditure per capita over time	4	4



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APPENDIX "B"

Source	ltem	Cootamundra	Junee	Combined	Outcome
	General Information				
2012/13 Comparative Data	Land area (km2)	1,524	2,030	3,554	Larger LGA resulting from merging councils
2012/13 Comparative Data	Population	7,620	6,127	13.747	Larger LGA population resulting from merging councils
					No Improvement resulting from merging councils.
Calculated	Population Density (residents per km ²)	5.0	3.0	3.87	Population density remains low.
2013/14 Financial Statements	Operating cost per capita	\$ 2,193	\$ 2,100	NA	Marginal difference.
					Loss of local represenation. Saving in governance
2012/13 Comparative Data	Number of Councillors	9 elected by	9 elected by	Say 9	fees \$100k/yr
Council websites	Mayor's election	Council	Council	NA	NA
					Loss of local represenation. Saving in governance
Calculated	Population per Councillor (No.)	847	681	1527	fees \$100k/yr No Improvement resulting from merging councils.
2012/13 Comparative Data	Residential Pensioner Rebates (%)	32%	25%	NA	Population density remains low.
TCorp Financial Sustainability	TCorp Financial Sustainability Rating:	Moderate	Moderate	NIA	No Improvement resulting from merging councils.
Rating 2013 Infrastructure audit	Current/Outlook	(neutral)	(neutral)	NA NA	Population density remains low. No Improvement resulting from merging councils.
assessment	2013 Infrastructure audit assessment	Moderate	Weak		Population density remains low.
2012/13 Comparative Data 2012/13 Comparative Data	DLG Group Classification	10 Large Rural	10 Large Rural	NA Large Rural	Change like.
Panel's final report	Independent Review Panel Recommendation	Council in	Council in	Large Rurar	no change
		Riverina JO or	Riverina JO or		
		merge with Junee	merge with Cootamundra		
	Community Leadership				
2013/14 Statement of Compliance	Development Applications determined by Councillors (%)	8%	4%	TRC	No Improvement resulting from merging councils. Population density remains low.
2013/14 Statement of	Audited Financial Reports submitted by due date	076	470		
Compliance	(Y/N)	Y	Y	Y	No change
2013/14 Statement of Compliance	Code of Conduct Complaintes (No.)	0	1	NA	NA
2013/14 Statement of	Code of Conduct Complaintes (No.)	0			
Compliance	Complaints investigated requiring action (No.)	0	0	NA	NA
2013/14 Statement of Compliance	Cost of dealing with Code of Conduct Complaints (\$)	s -	6,500	NA	NA
2013/14 Statement of	(@/	Ψ	0,000		
Compliance	Population per EFT Staff (No.)	92	90.1	TBC	Potential for less managerial and senior staff
	Demographics				
2012/13 Comparative Data	Five year population change (%)	2.3%	3.1%	TBC	Net result likely to see reduction in % population
					increase given larger area and less focus on increasing population with the merging Council
					needing to devote focus towards administration
					impacts of merger
2012/13 Comparative Data 2012/13 Comparative Data	Population aged 19 or less (%) Population aged between 20 & 59 (%)	24.8%	24.8%		No change Low percentage of active workforce cohort within
2012/13 Comparative Data	Population aged between 20 & 39 (%)	43.9%	54.4%	49.2%	the population from a merge result.
2012/13 Comparative Data	Population aged above 60 (%)	31.3%	20.8%	26.1%	HIger percentage of retiree cohort within the
2012/13 Comparative Data	Aboriginal & Torres Strait Islanders (%)	3.9%	6.7%	5 3%	population from a merge result Marginal difference
2012/13 Comparative Data	Language Spoken Other than English (%)	2.2%	3.2%		Marginal difference
2012/13 Comparative Data	Socio-Economic Index Rank (1 low, 152 high)	32	34	TBC	Little to no improvement in Scio-Economic Index
	<u> </u>				resulting from merging councils
	Economy				
2012/13 Comparative Data	SALM Unemployment Rate (%)	5.2%	5.5%	TBC	No Improvement likely resulting from merging
2012/13 Comparative Data	Avg Taxable Income (\$)	36,782	36,448	TRC	councils No Improvement likely resulting from merging
Lonz, to comparative Data		30,702	50,440		councils
2012/13 Comparative Data	Avg Household Family Size (No.)	2.8	3.0	TBC	No Improvement likely resulting from merging
2012/13 Comparative Data	Largest Industry Employer	Retail Trade	Agriculture,	TRC	councils Largest industry employer may change. Underpins
a comparativo bata			Forestry, Fishing	100	early statements regarding difference in community
					of interests between individual councils.
2012/13 Comparative Data	Value of DAs determined (\$'000)	8,182	4,610	TRC	Cootamundra demonstartes higher investment
		0,102	1,010		values, may lead to Junee's inward investment
1			1	1	diminishing in favour of the larger town in a merger
					arrangement taking investment precedance
					arrangement taking investment precedance.
2012/13 Comparative Data	Active Businesses in LGA (No.)	781	516	ТВС	Junee business economy may weaken in merger
2012/13 Comparative Data	Active Businesses in LGA (No.)	781	516	TBC	Junee business economy may weaken in merger arrangement as Cootamundra has the domonance
		60.8%	516		Junee business economy may weaken in merger arrangement as Cootamundra has the domonance of business activity.
2012/13 Comparative Data 2012/13 Comparative Data	Active Businesses in LGA (No.) Access to Internet at Home (%)				Junee business economy may weaken in merger arrangement as Cootamundra has the domonance
	Access to Internet at Home (%)				Junee business economy may weaken in merger arrangement as Cootamundra has the domonance of business activity. No Improvement likely resulting from merging
2012/13 Comparative Data	Access to Internet at Home (%) Council Services	60.8%	64%	TBC	Junee business economy may weaken in merger arrangement as Cootamundra has the domonance of business activity. No Improvement likely resulting from merging councils
	Access to Internet at Home (%)			TBC	Junee business economy may weaken in merger arrangement as Cootamundra has the domonance of business activity. No Improvement likely resulting from merging councils
2012/13 Comparative Data	Access to Internet at Home (%) Council Services Governance & Administration Expenditure per	60.8%	64%	TBC	Junee business economy may weaken in merger arrangement as Cootamundra has the domonance of business activity. No Improvement likely resulting from merging councils High cost structure assocaited at Cootamundra Council - Potentially negative impact for service delivery for Junee residents in the short term.
2012/13 Comparative Data	Access to Internet at Home (%) Council Services Governance & Administration Expenditure per	60.8%	64%	TBC	Junee business economy may weaken in merger arrangement as Cootamundra has the domonance of business activity. No Improvement likely resulting from merging councils
2012/13 Comparative Data	Access to Internet at Home (%) Council Services Governance & Administration Expenditure per	60.8%	64%	TBC	Junee business economy may weaken in merger arrangement as Cootamundra has the domonance of business activity. No Improvement likely resulting from merging councils High cost structure assocaited at Cootamundra Council - Potentially negative impact for service delivery for Junee residents in the short term. Longer term, potential for less administration staffing

2012/13 Composelve Dab Var A Slover Soversa Expendiue per cepts 6 376.12 \$ 113.82 TTO Leky regulate report frames in a renge for each interval or each interval cest in and/or each interval cest inter								
Ansembles Expenditus per capits (s) and Bordes and activity and activity per capits (s) and Bordes and activity and Bordes and	Source 2012/13 Comparative Data		_		\$	Junee 113.92		Likely negative impact for Junee in a merged arrangement, cost structure would need to be applied equitably across a merged council. The result may incude higher servicing costs or reduction to service levels in other areas. Still requires depots
Comparative Data Public Order, Stafety & Health Expenditure per Capital (s) 5 56.17 \$ 34.03 The Event of Capital (s) in the Capital (s) is the Capital (s) in the Capital (s) in the Capital (s) is the Capital (s)	2012/13 Comparative Data		\$	77.30	\$	257.87	TBC	and Gardens and services a Liesure Centre. This is likely to be the reason for the existing difference between councils. Cootamundra rate payer may have a added burdon in a merge relationship or the Junee commnity may have accept reduction in
2012/13 Companyine Data Audi: Online: Safery & Health Expenditure per capita (8) \$ 96.7.7 \$ 94.80 TRE: Clinest capita (6) or improvement in the area guest function (spen and regulating) or improvement in	2012/13 Comparative Data	Recreational & Culture Expenditure per capita (\$)	\$	304.86	\$	357.60	TBC	
Control Control <t< td=""><td>2012/13 Comparative Data</td><td></td><td>\$</td><td>56.17</td><td>\$</td><td>34.93</td><td>TBC</td><td></td></t<>	2012/13 Comparative Data		\$	56.17	\$	34.93	TBC	
201213 Comparative Data Domesic waste not going to land fit (%) 6.2% 50% TEC Limits from merging councils. Site reque land fit degree on each council area. Most of the rule land fit degree on each councits. Site fit degree on each council area. Most of the ru	2012/13 Comparative Data	Library Services Expenditure per capita (\$)	\$	58.27	\$	61.53	TBC	
State Image: State				7		4		
Zolf 2/13 Comparative Data (N) Companion Animals microchipped and registered (N) 42% 50% TBC N NA 2012/13 Comparative Data (N) Companion Animals microchipped and registered (N) 42% 50% TBC NA 2012/14 Statement of Compliance 2013/14 Statement of								resulting from merging councils. Still require land fill depots in each council areas. Most of the rural villages already have been converted to transfer stations.
Rates Image: Compliance Image: Compliance Image: Compliance 2013/14 Statement of Compliance Avg Ordinary Rates Rate (\$) \$ 650.95 \$ 620.79 TEC Limited capacity for improvement in this area reading from merging councils 2013/14 Statement of Avg Ordinary Business Rate (\$) \$ 1,745.74 \$ 1,512.82 TEC Limited capacity for improvement in this area reading from merging councils 2013/14 Statement of Compliance Avg Ordinary Farmand Rate (\$) \$ 2,311.12 \$ 2,262.18 TEC Limited capacity for improvement in this area reading from merging councils 2013/14 Statement of Compliance Avg Ordinary Farmand Rate (\$) \$ 2,311.12 \$ 2,262.18 TEC NA Compliance 5 7168 S 7168 TEC NA Compliance Compliance 2013/14 Statement of Compliance 5 Total Revenue from Residential Water and Sever Bill (nicluding usage) (\$) \$ 1,062.37 \$ 385.40 TEC NA 2013/14 Statement of Argund National Residential Water and Sever Bill (nicluding usage) (\$) \$ 61.921 \$ 46,710 TEC NA 2013/14 Statement of Argund National Residential Water and Sever Bill (nicluding usage) (\$) \$ 61.921 \$ 46,710 TEC NA 2013/14 Statement of Argund Value Residential per assessment Compliance <td< td=""><td>2012/13 Comparative Data</td><td>Campanion Animals microchipped (No.)</td><td></td><td>3,752</td><td></td><td>2,337</td><td>TBC</td><td>pound from two to one. Potential finacial operating</td></td<>	2012/13 Comparative Data	Campanion Animals microchipped (No.)		3,752		2,337	TBC	pound from two to one. Potential finacial operating
Rates Image: Conclusion of the second s	2012/13 Comparative Data			42%		50%	TBC	NA
Ordinary Retes Compliance Compliance Compliance Compliance 2011/4 Statement of Compliance Arg Ordinary Residential Rate (\$) \$ 650.96 \$ 620.97 TEC Limited capacity for improvement in this area resulting from merging councils 2011/4 Statement of Compliance Arg Ordinary Familiand Rate (\$) \$ 1,745.74 \$ 1,512.82 TEC Limited capacity for improvement in this area resulting from merging councils 2011/4 Statement of Compliance Arg Ordinary Familiand Rate (\$) \$ 2,311.12 \$ 2,052.18 TEC Limited capacity for improvement in this area resulting from merging councils 2013/4 Statement of Compliance % Total Revenue from Business 15,71% 9,56% TEC NA 2013/4 Statement of Compliance % Total Revenue from Familiand 31,01% \$ 50,17% TEC Communities is an resulting from merging councils 2013/4 Statement of Compliance Tipical Residential Water and Sever Bill (including usage) (\$) \$ 1,062.37 \$ 385.40 TEC Communities is an and resulting from merging councils 2013/4 Statement of Compliance Tipical Residential Water and Sever Bill (including usage) (\$) \$ 1,062.37 \$ 385.40 TEC NA 2013/4 Statement of Compliance Compliance \$ 1,022.15 48,710 <td< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></td<>								
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2013/14 Statement of Compliance Avg Ordinary Farmland Rate (\$) \$ 2.311.12 \$ 2.052.18 TEC Lumited capacity for improvement in this area resulting from merging councils 2013/14 Statement of Compliance % Total Revenue from Residential 53.28% 40.27% TEC NA 2013/14 Statement of Compliance % Total Revenue from Eusiness 15.71% 9.56% TEC NA 2013/14 Statement of Compliance % Total Revenue from Farmland 31.01% 50.17% TEC NA 2013/14 Financial Statements Compliance % Total Revenue from Farmland 31.01% 50.17% TEC NA 2013/14 Statement of Curved and the statements finduding usage) (\$) \$ 1.062.37 \$ 385.40 TEC Contamundra currently administers the potable was usappy and biling to its reaidents. Junes potable was usappy and biling to its reaidents. Jun	2013/14 Statement of	Avg Ordinary Business Rate (\$)	\$	1,745.74	\$	1,512.82	TBC	Limited capacity for improvement in this area
2013/14 Statement of Compliance % Total Revenue from Residential 53.28% 40.27% TBC NA 2013/14 Statement of Compliance % Total Revenue from Farmland 31.01% 5.017% TBC NA 2013/14 Statement of Compliance % Total Revenue from Farmland 31.01% 50.17% TBC NA 2013/14 Financial Statements (Junee Sewer only) % Total Review and Sewer Bill (Junee Sewer only) \$ 1.062.37 \$ 365.40 TBC Cotamundra currently administers the potable water is managed by Goldenfields Water Comply Councel. In a merger arrangement the status quo is unlikely to be retained. Seme costs would emerge combined a collective service divery option 2013/14 Statement of Compliance Avg Land Value Residential per assessment (S 77.217) \$ 48,710 TBC NA 2013/14 Statement of Compliance Avg Land Value Business per assessment (S 772,400) \$ 655,157 TBC NA 2013/14 Statement of Compliance Avg Land Value Farmland per assessment (S 772,400) \$ 12,418,000 \$ 28,391,000 Imited capacity for improvement in this area resulting from merging councils. 2013/14 Financial Statements Revenue \$ 15,973,000 \$ 12,418,000 \$ 29,572,000 \$ 29,572,000 Compliance 2013/14 Financial Statements Expenses \$ 16,714,000 \$ 12,858,000 \$ 2,95,000 \$ 12,418,000		Avg Ordinary Farmland Rate (\$)	\$	2,311.12	\$	2,052.18	TBC	Limited capacity for improvement in this area
2013/14 Statement of Compliance % Total Revenue from Business 15.71% 9.56% TBC NA 2013/14 Statement of Compliance % Total Revenue from Farmland 31.01% 50.17% TBC NA 2013/14 Financial Statements (Junee Sewer only) Tpical Residential Water and Sewer Bill (Junee Sewer only) \$ 1.062.37 \$ 365.40 TBC Cootamundra currently administers the potable w supply and billing to fix residents. Junce's potable water is managed by Goldenfield Water County Councel. In a merger arrangement the status quo i unlikely to be retained. Some costs would emerge combined a collective service divery option 2013/14 Statement of Compliance Avg Land Value Residential per assessment \$ 61,921 \$ 48,710 TBC NA 2013/14 Statement of Compliance Avg Land Value Business per assessment \$ 77,217 \$ 48,685 TBC NA 2013/14 Statement of Compliance Avg Land Value Farmland per assessment \$ 772,170 \$ 685,157 TBC NA 2013/14 Statement of Compliance Next land valuation 2016/17 01-July-2015 TBC NA 2013/14 Statements Revenue \$ 15,973,000 \$ 12,418,000 \$ 28,391,000 Imited capacity for improvement in this area resulting from merging councils. 2013/14 Financial Statements Expenses \$ 16,714,000 \$ 12,856,000 \$ 29,572,000		% Total Revenue from Residential		53.28%		40.27%	TBC	, , , , , , , , , , , , , , , , , , ,
Compliance Total Revenue from Farmland 31.01% 50.17% TBC NA Compliance "Yortal Revenue from Farmland 31.01% 50.17% TBC NA 2013/14 Financial Statement of Compliance "Yorical Residential Water and Sewer Bill (Junee Sewer only) \$ 1.062.37 \$ 365.40 TBC NA 2013/14 Financial Statement of Compliance Land Values > 1.062.37 \$ 48,710 TBC NA 2013/14 Financial Statement of Compliance Avg Land Value Residential per assessment \$ 61,921 \$ 48,710 TBC NA 2013/14 Statement of Compliance Avg Land Value Business per assessment \$ 61,921 \$ 48,710 TBC NA 2013/14 Statement of Compliance Avg Land Value Business per assessment \$ 77,217 \$ 49,685 TBC NA 2013/14 Statement of Compliance Avg Land Value Farmland per assessment \$ 727,400 \$ 685,157 TBC NA 2013/14 Financial Statements Revenue \$ 15,973,000 \$ 12,418,000 \$ 28,391,000 Limited capacity for improvement in this area resulting from merging councils. 2013/14 Financial Statements E		% Total Revenue from Business		15.71%		9.56%	ТВС	NA
Compliance (Junee Sewer only) Typical Residential Water and Sewer Bill (Junee Sewer only) TBC Contamundra currently administers the potable water is managed by Golderfields Water County Council. In a merger arrangement the status quo is unlikely to be retained. Some costs would emerge combined a collective service divery option 2013/14 Financial Statement of Compliance Land Values 5 61,921 \$ 48,710 TBC NA 2013/14 Statement of Compliance Avg Land Value Residential per assessment \$ 61,921 \$ 48,710 TBC NA 2013/14 Statement of Compliance Avg Land Value Business per assessment \$ 77,217 \$ 49,685 TBC NA 2013/14 Statement of Compliance Avg Land Value Farmland per assessment \$ 727,400 \$ 685,157 TBC NA 2013/14 Statement of Compliance Reverue \$ 15,973,000 \$ 12,418,000 \$ 28,391,000 Limited capacity for improvement in this area resulting from merging councils. 2013/14 Financial Statements Evenue \$ 16,714,000 \$ 12,418,000 \$ 29,572,000 Opportunity for reduction in senior staff. Estimated saving \$ 526,007 in short term. Long term some saving in administation staffing levels 2013/14 Financial Statements Evenues \$ 4,660,000 \$ 2,265,0000		% Total Revenue from Farmland		31.01%			TBC	NA
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2013/14 Statement of Compliance Avg Land Value Residential per assessment \$ 61,921 \$ 48,710 TBC NA 2013/14 Statement of Compliance Avg Land Value Business per assessment \$ 77,217 \$ 49,685 TBC NA 2013/14 Statement of Compliance Avg Land Value Farmland per assessment \$ 727,400 \$ 685,157 TBC NA 2013/14 Statement of Compliance Next land valuation 2016/17 01-July-2015 TBC NA 2013/14 Statement of Compliance Next land valuation 2016/17 01-July-2015 TBC NA 2013/14 Statement of Compliance Next land valuation 2016/17 01-July-2015 TBC NA 2013/14 Financial Statements Revenue \$ 15,973,000 \$ 12,418,000 \$ 28,391,000 Limited capacity for improvement in this area resulting from merging councils. 2013/14 Financial Statements Expenses \$ 16,714,000 \$ 29,572,000 Opportunity for reduction in senior staff. Estimated saving in adminstartion staffing levels 2013/14 Financial Statements Total Cash and Investments \$ 4,766,000 \$ 2,085,000 \$ 6,851,000 Limited capacity for impro	(Junee Sewer only)							water is managed by Goldenfields Water County Council. In a merger arrangement the status quo is unlikely to be retained. Some costs would emerge in
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Compliance Compliance Next land valuation 2013/14 Statement of Compliance Next land valuation 2016/17 01-July-2015 TBC NA 2013/14 Financial Statements Revenue \$ 15,973,000 \$ 12,418,000 \$ 28,391,000 Limited capacity for improvement in this area resulting from merging councils. 2013/14 Financial Statements Expenses \$ 16,714,000 \$ 12,858,000 \$ 29,572,000 Opportunity for reduction in senior staff. Estimated savings \$250k/yr in short term. Long term some saving in administration staffing levels 2013/14 Financial Statements Total Cash and Investments \$ 14,601,000 \$ 2,050,000 \$ 16,651,000 Limited capacity for improvement in this area resulting from merging councils 2013/14 Financial Statements Total Cash and Investments \$ 4,766,000 \$ 2,085,000 \$ 6,851,000 Limited capacity for improvement in this area resulting from merging councils 2013/14 Financial Statements Internally restricted cash & investments \$ 5,732,000 \$ 1,343,000 \$ 7,075,000 Limited capacity for improvement in this area resulting from merging councils 2013/14 Financial Statements Unrestricted receivables \$ 1,314,000 \$ 43,000 \$ 4,146,000 Limited capacity for improvement in this area resulting from merging councils 2013/14 Financial Sta		Avg Land Value Business per assessment	\$	77,217	\$	49,685	TBC	NA
Compliance Finances 2013/14 Financial Statements Revenue 2013/14 Financial Statements Expenses 2013/14 Financial Statements Total Cash and Investments 2013/14 Financial Statements Internally restricted cash & investments 2013/14 Financial Statements Unrestricted receivables 2013/14 Financial Statements Unrestricted receivables<		Avg Land Value Farmland per assessment	\$	727,400	\$	685,157	TBC	NA
2013/14 Financial Statements Revenue \$ 15,973,000 \$ 12,418,000 \$ 28,391,000 Limited capacity for improvement in this area resulting from merging councils. 2013/14 Financial Statements Expenses \$ 16,714,000 \$ 12,858,000 \$ 29,572,000 Opportunity for reduction in senior staff. Estimated savings \$250k/yr in short term. Long term some saving in adminstartion staffing levels 2013/14 Financial Statements Total Cash and Investments \$ 14,601,000 \$ 2,050,000 \$ 16,651,000 Limited capacity for improvement in this area resulting from merging councils 2013/14 Financial Statements Externally restricted cash & investments \$ 4,766,000 \$ 2,085,000 \$ 16,651,000 Limited capacity for improvement in this area resulting from merging councils 2013/14 Financial Statements Internally restricted cash & investments \$ 5,732,000 \$ 1,343,000 \$ 7,075,000 Limited capacity for improvement in this area resulting from merging councils 2013/14 Financial Statements Unrestricted cash & investments \$ 5,732,000 \$ 1,343,000 \$ 4,146,000 Limited capacity for improvement in this area resulting from merging councils 2013/14 Financial Statements Unrestricted cash & investments \$ 1,314,000 \$ 1,228,000 \$ 2,542,000 Limited capacity for improvement in this area resulting from merging councils		Next land valuation		2016/17	(01-July-2015	TBC	NA
2013/14 Financial Statements Revenue \$ 15,973,000 \$ 12,418,000 \$ 28,391,000 Limited capacity for improvement in this area resulting from merging councils. 2013/14 Financial Statements Expenses \$ 16,714,000 \$ 12,858,000 \$ 29,572,000 Opportunity for reduction in senior staff. Estimated savings \$250k/yr in short term. Long term some saving in adminstartion staffing levels 2013/14 Financial Statements Total Cash and Investments \$ 14,601,000 \$ 2,050,000 \$ 16,651,000 Limited capacity for improvement in this area resulting from merging councils 2013/14 Financial Statements Externally restricted cash & investments \$ 4,766,000 \$ 2,085,000 \$ 16,651,000 Limited capacity for improvement in this area resulting from merging councils 2013/14 Financial Statements Internally restricted cash & investments \$ 5,732,000 \$ 1,343,000 \$ 7,075,000 Limited capacity for improvement in this area resulting from merging councils 2013/14 Financial Statements Unrestricted cash & investments \$ 5,732,000 \$ 1,343,000 \$ 4,146,000 Limited capacity for improvement in this area resulting from merging councils 2013/14 Financial Statements Unrestricted cash & investments \$ 1,314,000 \$ 1,228,000 \$ 2,542,000 Limited capacity for improvement in this area resulting from merging councils								
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Internalial Statements Externally restricted cash & investments \$ 4,766,000 \$ 2,085,000 \$ 6,851,000 Limited capacity for improvement in this area resulting from merging councils 2013/14 Financial Statements Internally restricted cash & investments \$ 5,732,000 \$ 1,343,000 \$ 7,075,000 Limited capacity for improvement in this area resulting from merging councils 2013/14 Financial Statements Internally restricted cash & investments \$ 5,732,000 \$ 1,343,000 \$ 7,075,000 Limited capacity for improvement in this area resulting from merging councils 2013/14 Financial Statements Unrestricted cash & investments \$ 4,103,000 \$ 43,000 \$ 4,146,000 Limited capacity for improvement in this area resulting from merging councils 2013/14 Financial Statements Unrestricted receivables \$ 1,314,000 \$ 1,228,000 \$ 2,542,000 Limited capacity for improvement in this area resulting from merging councils 2013/14 Financial Statements Unrestricted receivables \$ 1,314,000 \$ 1,228,000 \$ 2,542,000 Limited capacity for improvement in this area resulting from merging councils 2013/14 Financial Statements Unrestricted receivables \$ 1,314,000 \$ 1,228,000 \$ 2,542,000 Limited capacity for improvement in this area resulting from merging councils 2013/14 Financial Statements </td <td>2013/14 Financial Statements</td> <td>Expenses</td> <td>\$</td> <td>16,714,000</td> <td>\$</td> <td>12,858,000</td> <td>\$ 29,572,000</td> <td>savings \$250k/yr in short term. Long term some</td>	2013/14 Financial Statements	Expenses	\$	16,714,000	\$	12,858,000	\$ 29,572,000	savings \$250k/yr in short term. Long term some
2013/14 Financial Statements Externally restricted cash & investments \$ 4,766,000 \$ 2,085,000 \$ 6,851,000 Limited capacity for improvement in this area resulting from merging councils 2013/14 Financial Statements Internally restricted cash & investments \$ 5,732,000 \$ 1,343,000 \$ 7,075,000 Limited capacity for improvement in this area resulting from merging councils 2013/14 Financial Statements Unrestricted cash & investments \$ 4,103,000 \$ 43,000 \$ 4,146,000 Limited capacity for improvement in this area resulting from merging councils 2013/14 Financial Statements Unrestricted cash & investments \$ 1,314,000 \$ 4,3000 \$ 2,542,000 Limited capacity for improvement in this area resulting from merging councils 2013/14 Financial Statements Unrestricted receivables \$ 1,314,000 \$ 1,228,000 \$ 2,542,000 Limited capacity for improvement in this area resulting from merging councils 2013/14 Financial Statements Unrestricted receivables \$ 1,314,000 \$ 1,228,000 \$ 2,542,000 Limited capacity for improvement in this area resulting from merging councils 2013/14 Financial Asistaments Unrestricted receivables \$ 2,693,501 \$ 2,644,242 TBC Hard to estimate what the impact will be	2013/14 Financial Statements	Total Cash and Investments	\$	14,601,000	\$	2,050,000	\$ 16,651,000	
2013/14 Financial Statements Internally restricted cash & investments \$ 5,732,000 \$ 1,343,000 \$ 7,075,000 Limited capacity for improvement in this area resulting from merging councils 2013/14 Financial Statements Unrestricted cash & investments \$ 4,103,000 \$ 43,000 \$ 4,146,000 Limited capacity for improvement in this area resulting from merging councils 2013/14 Financial Statements Unrestricted cash & investments \$ 1,314,000 \$ 1,228,000 \$ 2,542,000 Limited capacity for improvement in this area resulting from merging councils 2013/14 Financial Statements Unrestricted receivables \$ 1,314,000 \$ 1,228,000 \$ 2,542,000 Limited capacity for improvement in this area resulting from merging councils 1 Income Sources Income Sources Income Sources Income Sources Income Sources Income Sources 2014/15 FAG Allocation Financial Assistance Grant \$ 2,693,501 \$ 2,644,242 TBC Hard to estimate what the impact will be	2013/14 Financial Statements	Externally restricted cash & investments	\$	4,766,000	\$	2,085,000	\$ 6,851,000	Limited capacity for improvement in this area
2013/14 Financial Statements Unrestricted cash & investments \$ 4,103,000 \$ 43,000 \$ 4,146,000 Limited capacity for improvement in this area resulting from merging councils 2013/14 Financial Statements Unrestricted receivables \$ 1,314,000 \$ 1,228,000 \$ 2,542,000 Limited capacity for improvement in this area resulting from merging councils 2013/14 Financial Statements Unrestricted receivables \$ 1,314,000 \$ 1,228,000 \$ 2,542,000 Limited capacity for improvement in this area resulting from merging councils 1 Income Sources Income Sources Income Sources Income Sources Income Sources Income Sources 2014/15 FAG Allocation Financial Assistance Grant \$ 2,693,501 \$ 2,644,242 TBC Hard to estimate what the impact will be	2013/14 Financial Statements	Internally restricted cash & investments	\$	5,732,000	\$	1,343,000	\$ 7,075,000	Limited capacity for improvement in this area
2013/14 Financial Statements Unrestricted receivables \$ 1,314,000 \$ 1,228,000 \$ 2,542,000 Limited capacity for improvement in this area resulting from merging councils Income Sources Income Sources Income Sources Income Sources Income Sources 2014/15 FAG Allocation Financial Assistance Grant \$ 2,693,501 \$ 2,644,242 TBC Hard to estimate what the impact will be	2013/14 Financial Statements	Unrestricted cash & investments	\$	4,103,000	\$	43,000	\$ 4,146,000	Limited capacity for improvement in this area
2014/15 FAG Allocation Financial Assistance Grant \$ 2,693,501 \$ 2,644,242 TBC Hard to estimate what the impact will be	2013/14 Financial Statements	Unrestricted receivables	\$	1,314,000	\$	1,228,000	\$ 2,542,000	Limited capacity for improvement in this area
2014/15 FAG Allocation Financial Assistance Grant \$ 2,693,501 \$ 2,644,242 TBC Hard to estimate what the impact will be								
	2014/15 EAG Allocation		6	2 602 504	6	2 644 242	TDO	Hard to estimate what the impact will be
kehnir	Report		φ	2,093,301	φ	2,044,242	IBC	nara to estimate what the impact will be

0	10	~					<u> </u>	O -11-1-1-1
Source http://investment.infrastructure. gov.au	Item Roads to Recovery Grant	\$	ootamundra 391,560	\$	Junee 409,780		Combined TBC	Unable to say whether a merged Council would receive more or less R2R funding
2013/14 Financial Statements	RMCC Contract	\$	1,379,000	\$	1,981,417		TBC	Limited capacity for improvement in this area resulting from merging councils
Block Grant Allocations FY2014-15 (RMS website)	Regional Roads Block Grant	\$	392,000	\$	1,400,000		TBC	Limited capacity for improvement in this area resulting from merging councils
Ken Crawford's Analysis	Operating Surplus Unadjusted Profit before Capital Income		-\$2,005,000		-\$1,571,000		-\$3,576,000	Merged result
derived from 2013/14 financial statemetrs			-\$2,005,000		-\$1,571,000		-\$3,576,000	wergen result
Ken Crawford's Analysis derived from 2013/14 financial statemetns	include (missing) FAG Receipts		\$1,314,435		\$1,295,000		\$2,609,435	Merged result
Ken Crawford's Analysis derived from 2013/14 financial statemeths	Adjusted profit before Capital Income		-\$690,565		-\$276,000		-\$966,565	Merged result
Ken Crawford's Analysis derived from 2013/14 financial	Council has applied for a YE 15/16 SRV		No		Yes		Yes	Overall improvement in a combined result into the future as Junee has an SRV increasing its rates
statemetns Ken Crawford's Analysis derived from 2013/14 financial statemetns	Depreciation expense as a percentage of Operating Expenditure		25.72%		15.70%		21.37%	base. Merged Council neither improves or lessens the impact of depreciation of assets. It's more a consideration of accounting standards and their application.
Ken Crawford's Analysis derived from 2013/14 financial statemetns	Total Depreciation Expense		\$4,299,000		\$2,020,000		\$6,319,000	••
	FFTF Ratios (FFTF Benchmark in brackets)							
Council records	Operating Performance Ratio (greater or equal to break-even)	Ж(0.119)	Ж((0.061)	Ж(0.091)	No change in result meeting benchmark
Council records	Own Source Revenue Ratio (greater than 60%)	1	63.2%		55.1%			Worse result in meeting benchmark
Council records	Building and Infrastructure Asset Renewal Ratio (greater than 100%)	×	51.4%	×	84.4%	×		No change in result meeting benchmark
Council records Council records	Infrastructure backlog ratio (less than 2%) Asset maintenance ratio (greater than 100%)	x	<u>6.0%</u> 96.2%	x	4.0%	×		No change in result meeting benchmark No change in result meeting benchmark
Council records	Debt Service Result (between 0 and 20%)	1	2.2%	1	5.1%	1		No change in result meeting benchmark
Council records	2014 Real Operating Expenditure per capita (decrease over time)	×	1.51	A)	1.66	×		Unable to determine result
Ticks Crosses			2		2			No change in result meeting benchmark No change in result meeting benchmark
0100000	Performance Indicators		5		5		<u> </u>	
	General Fund							
2013/14 Financial Statements	Operating Performance Ratio		-21.15%		-15.58%		-18.44%	The merged result is a little worse than Junee's result. This ratio improves for Junee SC in a merged
2013/14 Financial Statements	Debt Service Cover Ratio (Tcorp Benchmark		13.50		1.22			arrangement. This ratio improves for Junee SC in a merged
2013/14 Financial Statements	>2.0) Outstanding Rates & Annual Charges (%)		2.67%		9.17%			arrangement. This ratio improves for Junee SC in a merged
2013/14 Financial Statements	Cash Expense Cover Ratio (Mths) (Tcorp		15.73		0.34			arrangement. This ratio improves for Junee SC in a merged
	Benchmark >3mths) Water Fund							arrangement.
2013/14 Financial Statements	Operating Performance Ratio Unrestricted Current Ratio		7.26% 38.57		N/a N/a		7.26% 38.57	
2013/14 Financial Statements	Debt Service Cover Ratio (Tcorp Benchmark >2.0)		-		N/a		0.00	Junee water supplied by Goldenfields Water County
2013/14 Financial Statements	Outstanding Rates & Annual Charges (%)		7.16%		N/a		7.16%	Council
2013/14 Financial Statements	Cash Expense Cover Ratio (Mths) (Tcorp Benchmark >3mths)		1.21		N/a		1.21	
	Sewer Fund Operating Performance Ratio	┝	15.05%	$\left \right $	-2.00%		9.04%	This ratio improves for Junee SC in a merged arrangement.
2013/14 Financial Statements	Unrestricted Current Ratio		117.71	\vdash	No liabilities		195.21	No real effect here - a strong ratio
2013/14 Financial Statements	Debt Service Cover Ratio (Tcorp Benchmark >2.0)		23.23		0.00		36.02	No real effect here - a strong ratio
2013/14 Financial Statements	Outstanding Rates & Annual Charges (%)		7.18%		17.47%			This ratio improves for Junee SC in a merged arrangement.
2013/14 Financial Statements	Cash Expense Cover Ratio (Mths) (Tcorp Benchmark >3mths)		4.92		27.56		7.25	This ratio worsens for Junee in a merged arrangement
	Loans							
								Hiiger overall debt - but neither a benefit or cost in a
2013/14 Financial Statements	Total Borrowings as at 30/6/14	\$	1,343,000	\$	7,187,000	\$	8,530,000	merged council.
	Major contracts / partnerships in place							
2013/14 Financial Statements	Auditor		Intentus	Cro	owe Horwath Auswild		Differences	Junee Contractual arrangment in place for Junee for another 5 years.

Source Council records		• • • • • • • • • • • • • • • • • • •	1		
Council records	Item Regional partnerships - internal audit	Cootamundra	Junee	Combined	Junee Contractual arrangment in place for Junee for
	Regional partnerships - Internal audit	Nil	Alliance with	Differences	0 1
			Temora Gundagai		another 2 years.
			Coolamon &		
			Junee		
Council records	Regional partnerships - town planning staff	Nil	Coolamon	Difforoncos	Potential operational saving with planning function
Council records	Regional partnerships - town planning stan	INII	Coolamon	Dillerences	delivered from Cootamundra. Both organsiations
					have recently reviewed their LEPs. In a merger
					arrangement landuse planning would need to
					demonstrate equitable arrangements across the
					newly formed LGA. A new LEP would need to be
					implemented sooner than would be the case if
					councils retain individual automony. Likely cost in
					the order of \$180k.
Council records	Regional partnerships - Fire Fir Service	SWSZ	Riverina RFS	Differences	Limited capacity for improvement in a merged
	rtegional partiteranipa - rite riti Gervice	01/02	Zone	Dillerences	arranegment. Given that the Bethungra Range
			20110		separate the current councils the fire field and
					potentail attacks are very different. The
					prodominance is for Junee rural fires imminanting
					from the west and Junee would need to retain its
					membership with the Riverina RFS zone as would
					Cootamundra need to retain SWSZ membership.
					This aspect reinforces the differences between
					community of interests for the respective localities.
Council records	Regional partnerships - Library	RRL	RRL	NA	The RRL is an example of where service delivery
					can transend differences between communities of
					interest. While there is likely to be limited capacity for
					improvement in this area resulting from a merger
					arrangement as both councils require a library
					service the RRL is ramain the preferred option for
					both organsiation.
Council records	Regional partnerships - Waste	SWRMG	A shared	A new	Potential for a benefit in a merged Council in terms
			waster	arrangement	of a larger sharing arrangement.
			collection	would need to be	
			contract with	developed.	
			Coolamon		
			Shire Council		
Council records	Regional partnerships - JO & ROC	REROC	REROC	NA	Limited capacity for improvement in a merged
					arranegment. Both organsiation support and arec
					member of the piolt Riverina JO.
Council records	IT Services	sideEffekt	Veritech	TBC	Negative impact in asimilating hardware and IT
Council records	Corporate Software System	Authority	Authority	TPC	services Even though both organsiation use the same
Council records	Colporate Software System	Authority	Authority	IBC	corporate software the developmenet the module
					within the corporate system has evolved at the local
					level. There are significant cost associated with
					asimilating the two dataset. Estimated cost \$350k
Council records	Records Management System	Infoxpert	Tr@cer	TBC	Negative impact in moving to one Record
Council records	Records Management System	Infoxpert	<u>Tr@cer</u>	TBC	Negative impact in moving to one Record Management system. Estimated cost in software
Council records	Records Management System	Infoxpert	<u>Tr@cer</u>	TBC	
Council records	Records Management System	Infoxpert	<u>Tr@cer</u>	TBC	Management system. Estimated cost in software
Council records	Records Management System	Infoxpert	<u>Tr@cer</u>	TBC	Management system. Estimated cost in software implementation \$60k. Lost productivity in staffing hours carrying out normal duties during the conversition process diifficult to estimate. Estimates
Council records	Records Management System	Infoxpert	<u>Tr@cer</u>	ТВС	Management system. Estimated cost in software implementation \$60k. Lost productivity in staffing hours carrying out normal duties during the
Council records	Records Management System	Infoxpert	<u>Tr@cer</u>	TBC	Management system. Estimated cost in software implementation \$60k. Lost productivity in staffing hours carrying out normal duties during the conversition process diifficult to estimate. Estimates
Council records	Records Management System	Infoxpert	<u>Tr@cer</u>	TBC	Management system. Estimated cost in software implementation \$60k. Lost productivity in staffing hours carrying out normal duties during the conversition process diifficult to estimate. Estimates
Council records		Infoxpert	<u>Tr@cer</u>		Management system. Estimated cost in software implementation \$60k. Lost productivity in staffing hours carrying out normal duties during the conversion process diifficult to estimate. Estimates \$150k/annum based on 1.5hr/week fo 40 staff.
	Employees				Management system. Estimated cost in software implementation \$60k. Lost productivity in staffing hours carrying out normal duties during the conversion process diifficult to estimate. Estimates \$150k/annum based on 1.5hr/week fo 40 staff.
2012/13 Comparative Data	Employees Equivalent Full Time Staff (EFT) (No.)	83	68	151	Management system. Estimated cost in software implementation \$60k. Lost productivity in staffing hours carrying out normal duties during the conversion process diifficult to estimate. Estimates \$150k/annum based on 1.5hr/week fo 40 staff.
	Employees Equivalent Full Time Staff (EFT) (No.)				Management system. Estimated cost in software implementation \$60k. Lost productivity in staffing hours carrying out normal duties during the conversion process diifficult to estimate. Estimates \$150k/annum based on 1.5hr/week fo 40 staff.
2012/13 Comparative Data	Employees Equivalent Full Time Staff (EFT) (No.) Average employee cost	83	68	151	Management system. Estimated cost in software implementation \$60k. Lost productivity in staffing hours carrying out normal duties during the conversion process diifficult to estimate. Estimates \$150k/annum based on 1.5hr/week fo 40 staff.
2012/13 Comparative Data 2013/14 Financial Statements 2013/14 Financial Statements	Employees Equivalent Full Time Staff (EFT) (No.) Average employee cost Provision for leave entitlements	83 \$ 62,747 \$ 1,881,000	68 64,941 1,725,000	151 TBC \$ 3,606,000	Management system. Estimated cost in software implementation \$60k. Lost productivity in staffing hours carrying out normal duties during the converstion process diifficult to estimate. Estimates \$150k/annum based on 1.5hr/week fo 40 staff. Opportunity for reduction in senior staff. Estimated savings \$250k/yr in short term. Longterm some saving in adminstartion staffing levels
2012/13 Comparative Data 2013/14 Financial Statements 2013/14 Financial Statements	Employees Equivalent Full Time Staff (EFT) (No.) Average employee cost	\$ 62,747	68	151 TBC \$ 3,606,000	Management system. Estimated cost in software implementation \$60k. Lost productivity in staffing hours carrying out normal duties during the conversion process diifficult to estimate. Estimates \$150k/annum based on 1.5hr/week fo 40 staff.
2012/13 Comparative Data 2013/14 Financial Statements 2013/14 Financial Statements	Employees Equivalent Full Time Staff (EFT) (No.) Average employee cost Provision for leave entitlements	83 \$ 62,747 \$ 1,881,000	68 64,941 1,725,000	151 TBC \$ 3,606,000	Management system. Estimated cost in software implementation \$60k. Lost productivity in staffing hours carrying out normal duties during the conversition process diifficult to estimate. Estimates \$150k/annum based on 1.5hr/week fo 40 staff. Opportunity for reduction in senior staff. Estimated savings \$250k/yr in short term. Longterm some saving in adminstartion staffing levels If voluntary redunacies offered in a merger
2012/13 Comparative Data 2013/14 Financial Statements 2013/14 Financial Statements	Employees Equivalent Full Time Staff (EFT) (No.) Average employee cost Provision for leave entitlements	83 \$ 62,747 \$ 1,881,000	68 64,941 1,725,000	151 TBC \$ 3,606,000 \$ 1,022,000	Management system. Estimated cost in software implementation \$60k. Lost productivity in staffing hours carrying out normal duties during the conversition process diifficult to estimate. Estimates \$150k/annum based on 1.5hr/week fo 40 staff. Opportunity for reduction in senior staff. Estimated savings \$250k/yr in short term. Longterm some saving in adminstartion staffing levels If voluntary redunacies offered in a merger arrangement there may be adverse impact on operative performance ratio. Changes required to bring about common
2012/13 Comparative Data 2013/14 Financial Statements 2013/14 Financial Statements 2013/14 Financial Statements Council records	Employees Equivalent Full Time Staff (EFT) (No.) Average employee cost Provision for leave entitlements Reserve funds for employee leave entitlements Pay period	\$ 62,747 \$ 1,881,000 \$ 742,000 Weekly	68 64,941 1,725,000 \$ 280,000 Fortnightly	151 TBC \$ 3,606,000 \$ 1,022,000 TBC	Management system. Estimated cost in software implementation \$60k. Lost productivity in staffing hours carrying out normal duties during the conversition process diifficult to estimate. Estimates \$150k/annum based on 1.5hr/week fo 40 staff. Opportunity for reduction in senior staff. Estimated savings \$250k/yr in short term. Longterm some saving in adminstartion staffing levels If voluntary redunacies offered in a merger arrangement there may be adverse impact on operative performance ratio. Changes required to bring about common framework. Issues around acceptance for staff.
2012/13 Comparative Data 2013/14 Financial Statements 2013/14 Financial Statements 2013/14 Financial Statements	Employees Equivalent Full Time Staff (EFT) (No.) Average employee cost Provision for leave entitlements Reserve funds for employee leave entitlements	\$ 62,747 \$ 1,881,000 \$ 742,000	68 64,941 1,725,000 \$ 280,000	151 TBC \$ 3,606,000 \$ 1,022,000 TBC	Management system. Estimated cost in software implementation \$60k. Lost productivity in staffing hours carrying out normal duties during the converstion process diifficult to estimate. Estimates \$150k/annum based on 1.5hr/week fo 40 staff. Opportunity for reduction in senior staff. Estimated savings \$250k/yr in short term. Longterm some saving in adminstartion staffing levels If voluntary redunacies offered in a merger arrangement there may be adverse impact on operative performance ratio. Changes required to bring about common framework. Issues around acceptance for staff. Limited capacity for improvement in this area
2012/13 Comparative Data 2013/14 Financial Statements 2013/14 Financial Statements 2013/14 Financial Statements Council records	Employees Equivalent Full Time Staff (EFT) (No.) Average employee cost Provision for leave entitlements Reserve funds for employee leave entitlements Pay period	\$ 62,747 \$ 1,881,000 \$ 742,000 Weekly	68 64,941 1,725,000 \$ 280,000 Fortnightly	151 TBC \$ 3,606,000 \$ 1,022,000 TBC	Management system. Estimated cost in software implementation \$60k. Lost productivity in staffing hours carrying out normal duties during the conversition process diifficult to estimate. Estimates \$150k/annum based on 1.5hr/week fo 40 staff. Opportunity for reduction in senior staff. Estimated savings \$250k/yr in short term. Longterm some saving in adminstartion staffing levels If voluntary redunacies offered in a merger arrangement there may be adverse impact on operative performance ratio. Changes required to bring about common framework. Issues around acceptance for staff.
2012/13 Comparative Data 2013/14 Financial Statements 2013/14 Financial Statements 2013/14 Financial Statements Council records Council records	Employees Equivalent Full Time Staff (EFT) (No.) Average employee cost Provision for leave entitlements Reserve funds for employee leave entitlements Pay period RDO System	\$ 62,747 \$ 1,881,000 \$ 742,000 Weekly 9 day fortnight	68 64,941 1,725,000 \$ 280,000 Fortnightly	151 TBC \$ 3,606,000 \$ 1,022,000 TBC	Management system. Estimated cost in software implementation \$60k. Lost productivity in staffing hours carrying out normal duties during the converstion process diifficult to estimate. Estimates \$150k/annum based on 1.5hr/week fo 40 staff. Opportunity for reduction in senior staff. Estimated savings \$250k/yr in short term. Longterm some saving in adminstartion staffing levels If voluntary redunacies offered in a merger arrangement there may be adverse impact on operative performance ratio. Changes required to bring about common framework. Issues around acceptance for staff. Limited capacity for improvement in this area resulting from merging councils
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Source	Item	Cootamundra	Junee	Combined	Outcome
Council records	Award Band 3 - Professional Staff	0	1	1	
Council records	Award Band 4 - Executive Staff	3	0	3	
	Development				
2012/13 Comparative Data	Development Applicatons (mean gross days)	31	26.0	28.5	Limited capacity for improvement in this area resulting from merging councils
2012/13 Comparative Data	Development Applications determined (No.)	123	52	175	Capacity for improvement in planning staff numbers
LEP	LEP Date	2013	2012		Limited capacity for improvement in this area resulting from merging councils
LEP	LEP Instrument	Standard	Standard		Limited capacity for improvement in this area resulting from merging councils
LEP Lot Size Map	Minum lot size - farmland	200ha	100 Hectares		Potential operational saving with planning function delivered from Cootamundra. Both organsiations have recently reviewed their LEPs. In a merger arrangement landuse planning would need to demonstrate equitable arrangements across the newly formed LGA. A new LEP would need to be implemented sooner than would be the case if councils retain individual automony. Llkely cost in the order of \$180k.
LEP Lot Size Map	Minum lot size - rural residential	5.2.1ha	4000m2	Differences	
LEP Lot Size Map	Minimum lot size - town (sq m)	2000, 450, 300	500m2	Differences	
· · · · · · · · · · · · · · · · · · ·					
	Road Network				
Local Government Grants Commission Return of Information for Local Roads & Bridges 2013	Sealed local roads (km)	314.62	501	816	No Improvement likely resulting from merging councils
Local Government Grants Commission Return of Information for Local Roads & Bridges 2014	Unsealed local roads (km)	256.29	324	580	No Improvement likely resulting from merging councils
Local Government Grants Commission Return of Information for Local Roads & Bridges 2015	Concrete / steel bridges and major culverts on local roads (No.)	55	26	81	No Improvement likely resulting from merging councils
Local Government Grants Commission Return of Information for Local Roads & Bridges 2016	Timber bridges and major culverts on local roads (No.)	0	0		No Improvement likely resulting from merging councils
Local Government Grants Commission Return of Information for Local Roads &	Regional Roads Sealed regional roads (km)	41	48	89	No Improvement likely resulting from merging councils
Bridges 2014 Local Government Grants Commission Return of Information for Local Roads & Bridges 2014	Unsealed regional roads (km)	0	0	0	No Improvement likely resulting from merging councils
National Local Road Data System Survey 2013	Bridges and major culverts on regional roads (No.)	8	6	7	No Improvement likely resulting from merging councils
	Facilities				
Coupeil records			2	5	Some improve likely resulting from merging council
Council records	Tips	3	2	•	with a rationalisation of waste depots No Improvement likely resulting from merging councils
2012/12 Compositive Dat-		1	1	2	
2012/13 Comparative Data	Public Swimming Pool Complexes	F	4	~	No Improvement likely resulting from merging
2012/13 Comparative Data 2012/13 Comparative Data 2012/13 Comparative Data	Public Halls (No.) Public Libraries (No.)	5	1	6	No improvement likely resulting from merging councils No Improvement likely resulting from merging councils



JUNEE SHIRE COUNCIL

FIT FOR THE FUTURE SUBMISSION

APPENDIX "C"

Strategic Capacity – Junee Shire Council

Appendix C

Junee Shire Council's Strategic Capacity

The following information is Junee Shire Council's response to satisfying the ten key elements of Strategic Capacity nominated in the Independent Local Government Review Panel's Report:

- I. More robust revenue base and increasing discretionary spending.
- 2. Scope to undertake new functions and major projects.
- 3. Ability to employ a wide range of skilled staff.
- 4. Knowledge, creativity and innovation.
- 5. Advanced skills in strategic planning and policy development.
- 6. Effective regional collaboration.
- 7. Credibility for more effective advocacy.
- 8. Capable partner for State and Federal Government.
- 9. Resources to cope with complex and unexpected change.
- 10. High quality political and managerial leadership.

A number of items throughout this document satisfy multiple State and Regional Strategic Capacity elements and by way of example the flowing table summarises that effect. A more meaningful expression of each of the programs and projects is provided in the following pages.

Item	I	2	3	4	5	6	7	8	9	10
Embedded Revenue Improvement	 Image: A start of the start of									
Efficiency and Productivity	✓									
Byrnes Road Deviation Project		✓		✓		✓		✓		✓
Library Project		✓		✓	✓	✓	✓	✓		✓
Junee Junction Recreation & Aquatic Centre		✓	✓	✓		✓		✓	\checkmark	✓
Medical Centre Project		✓			✓	✓	✓	✓	\checkmark	✓
Wide range of skilled staff			✓	✓	✓	✓	✓	✓		
Skate Park		✓		✓	✓	✓			✓	✓
Integrated Planning and Reporting		✓	✓	✓	✓			✓	✓	✓
Policy	✓	✓	✓	✓	✓	✓	✓	✓	\checkmark	✓
Alliances		✓		✓	✓	✓	✓	✓	✓	✓
Regional Collaboration - REROC				✓	✓	✓	✓	✓		✓
Advocacy REROC			✓	✓	✓	✓	✓	✓		
Riverina Joint Organisation		✓	✓	✓	✓	✓	✓	✓	\checkmark	✓
Multi-Purpose Health Facility		✓	✓	✓	✓	\checkmark	✓	✓	\checkmark	✓
Bike Path					✓	✓	✓	✓		
Athenium Theatre		✓				✓	✓	✓	✓	✓
Flood Damage		✓						✓	✓	
Electricity and Gas Pricing									✓	
Indexation Federal Assistance Grants									✓	

I. More robust revenue base and increasing discretionary spending:

Embedded Revenue Improvement.

Successful Special Rate Variations (SRV) approvals have secured and embedded a financially sustainable position for the Council into the future. This has enabled the Council to continue to fund operating services whilst at the same time improving the Council's ability to fund its road renewal work into future.

The decision taken by the Council to pursue a course of action to improve its revenue stream years ago, has led to it being well placed to achieve the desired outcomes that the Panel is recommending.

As a result of the successful SRV general rates income increases from \$2.84M in 2013/14 to \$3.80M in 2016/17. Over the 10 year Long Term Financial Plan there is a \$7.1M increase to general revenue above normal rate pegging.

IPART determined Council's application to be:

... we found that the application met the criteria. In particular, we found that:

- 1. the need for the proposed revenue is demonstrated in the council's IP&R documents, and reflects community priorities
- 2. the council provided evidence that the community is aware of the need for and extent of the rate rise, and that it had considered the community's capacity and willingness to pay the proposed rate rises
- 3. the impact of the proposed rate rises on ratepayers is significant though reasonable given the purpose of the special variation and that the council has taken account of ratepayers' willingness and capacity to pay
- 4. the council generally made realistic assumptions concerning its projected service delivery and LTFP.
- 5. the council reported productivity savings in past years, and indicated its intention to realise further savings during the period of the special variation. (IPART 2014)

Flowing from this is that the Council easily meets the Own Source Revenue Ratio into the future without the inclusion of FAG grant revenue.

Efficiency and Productivity

The other side to improving revenue is generating efficiency or productivity to ease pressure on the operating performance ratio.

Productivity improvements have formed part of Council's operations for well over a decade and will continue into the future.

Council has introduced a number of cost saving initiatives to improve efficiency and productivity, including:

<u>Future</u>

• Energy efficient plant and equipment installation across building assets will generate \$40K operational savings per annum. The NSW Office of Environment and Heritage completed a comprehensive energy audit in 2014 at one of the Council's buildings which independently verified the potential savings that have been incorporated into Council's LTFP from 2016.

<u>2014/15</u>

Review of FBT provisions and application where applicable of the operating cost method has lowered the Council FBT expense by \$15k. This saving will be ongoing.

Replace 100% manual water quality testing at public pools to 80% automatic chemical dosing and testing. Efficiency improvement of 730hr/annum or \$15k/annum.

2013/14 cost saving initiative

- Reduction in opening hours at the Junee Junction Recreation and Aquatic Centre across the winter period. In the order of 6 hours per week.
- Policy framework developed at Junee Junction Recreation and Aquatic Centre for low patronage pool use triggering staff hour reduction in the order of \$62k per annum.
- Enterprise Risk management plan developed has allowed for reimbursement in insurance premiums. Annual saving up to \$15k.
- Energy Efficiency working party established to identify utility services consumption saving. July to December resulted in a saving of \$10k compared to the same period the year prior.
- A decision not to replace two recent indoor staff resignations. Their roles and responsibilities have been redistributed into other areas of the organisation.

Initiatives prior to 2013/14

- Council reduced its grader fleet from six, 20 years ago to three 15 years ago and down to two graders six years ago. Both graders are high performance machines capable of work outputs equal to four older graders.
- Council has reduced its gravel haulage truck fleet from seven trucks 20 years ago to three trucks today. With modern specifications two trucks can carry 30 tonne of material each. With 440hp the productivity of the three trucks far outweighs the seven trucks previously used.

- Council has established several gravel pits which means all of Councils roads can be gravelled with a maximum haul of 8km. Hauls in the past were as high as 30kms. With more gravel delivered to a job, maximum efficiency from graders, rollers and water trucks is achieved.
- Council today, does not own any heavy plant that does not have maximum utilisation all surplus plant has been sold.
- Council now leases all of its major plant fleet to free up cash reserves to carry out essential work.
- Contractors and short term hire are used to fill the gaps with heavy plant requirements.
- Council cars achieved best turnover results for Council. Some cars were handed down from one staff member to another to minimise cost of renewal.
- Bitumen patching has been let out to competitive tender as a more efficient way of delivering road maintenance.
- Field staff numbers have been reduced by 25% over a 15 year period because of the initiatives listed above.
- With the reduced number of staff, Council has trained and multi-tasked its workforce so that they are able to carry out many of the functions required on a day to day basis.
- Engineering office has reduced its staff from 4 qualified engineers 15 years ago to two qualified engineers today.
- Council has set up trailer mounted pumps and a standpipe on a stormwater harvesting project to eliminate the use of potable water for roadwork. This saved Council \$25k on one roadwork project alone.
- Council eliminated the use of potable water for irrigating on sports fields, the Golf Course and the High School oval by utilising recycled effluent and harvesting stormwater. This has a major saving not only of potable water but also the cost of that water from reticulated utility provider.
- Council actively seeks out private works, profits from which are channelled into Councils road works program.
- Fuel purchase Council has found significant savings on fuel costs by obtaining quotes per delivery rather than relying on Government contract pricing.
- Council cooperates with its neighbouring councils in many ways. These include noxious weeds control, bush fire management, information technology and Family Day Care services. Council is a member of REROC, one of the best performing ROCs in NSW. Savings have been generated through such activities as joint tenders

for bitumen emulsion, asset management planning, waste services and street lighting to name a few activities.

2. Scope to undertake new functions and major projects:

In order for the Council to deliver the community's vision:

Junee will be a great place to live, with a healthy civic pride. That will come about because the amenity of the Shire – social, recreational, cultural, environmental and visual – is the best quality possible given our circumstances. There will be an increase in population because of this, with the increase made up of people who are net contributors to the community

Junee will be prosperous and existing services and businesses will have been preserved and grown. The Shire will have economic development strategies recognising the different circumstances of urban and rural areas.

Junee will be a place where innovative, responsive leadership and management occurs in all facets of community life.

It will be an independent Local Government area with a strong sense of identity. (CSP p.8)

It is obligated to pursue opportunities that arise from time to time to fulfil that vision. The following information demonstrates the Council's capacity to take on major projects that have local and regional benefits.

Byrnes Road Deviation Project 2015

- Scope to undertake new functions and major projects.
- Knowledge, creativity and innovation.
- Effective regional collaboration.
- Capable partner for State and Federal Government.
- High quality political and managerial leadership.



Junee was awarded one of the first Fixing Country Road grants in NSW, with the Council's application receiving high praise from Transport for NSW who now use it as a benchmark example for others to follow.

The \$1.3M road project significantly improved productivity and efficiency for road transport access to the largest intermodal facility - by volume - in Southern NSW. The facility operates a 1km train set five days a week each with approximately 2600t of product for international destinations. The scale and capacity of the facility highlights the importance of rail infrastructure in this region and Junee's ability to contribute to objectives that are somewhat bigger than our standing suggests.

This project is an example of what can be achieved when people and organisations across the public and private sector pull together. Only through the collaboration of State Government, Local Government and private enterprise, has this project been possible. Significant financial contributions were made by the NSW Government, Junee Shire Council VISY Logistics and Qube Logistics.

The project and the flow on regional economic benefits would not have occurred without the initiative of the Council. The paradox to bigger being better is that smaller provides flexibility and nimbleness when action is needed. The Council was presented with an opportunity to improve the regional economy and road safety at a local traffic intersection. It negotiated to buy necessary land under private treaty and accommodate the project within its annual roadwork's programmed. The project from design to completion occurred within 12 months. We use this as an example of how rural councils do business; we know this to be true as our neighbours work within similar work cultures. While we recognise that larger regional cities and councils have a very important economic, social and cultural role to play, they are somewhat restricted to activating projects like this one in quick time. The negative consequence of weight and size tends to be the development of bureaucratic and policy largess, the sheer momentum of which prevents it from quickly responding to opportunities, instead letting them pass by.

Transport for NSW summarised the project as value adding to the regional economy with a benefit cost ratio of 5.4.

Library Project 2011

- Scope to undertake new functions and major projects.
- Knowledge, creativity and innovation.
- Advanced skills in strategic planning and policy development.
- Effective regional collaboration.
- Credibility for more effective advocacy.
- Capable partner for State and Federal Government.
- High quality political and managerial leadership.

Council commissioned work on a new public library which received significant praise about the region and beyond for both its innovative approach toward design and that it reactivated a commercial presence in Junee's main street. Architect Dunn + Hillam were the recipients of the Premier's Prize for Architecture 2010 for the Junee Library. The project also won two Regional Master Builders awards for the builders Nash Bros Constructions.

The Library was designed to meet the needs of the rapidly changing and dynamic role of a local library within this rural community, providing space to cater for the breadth of community needs in age, purpose and interest and to allow after-hours access and flexible use.

The building's climate systems employ radically simple night sky cooling air conditioning, chilled and heated slab, automated stack ventilation and southern natural lighting. In all, through the use of cutting edge technology, operating costs have been reduced as has the building's environmental footprint.



Junee Junction Recreation and Aquatic Centre (JJRAC) 2003

- Scope to undertake new functions and major projects.
- Ability to employ a wide range of skilled staff.
- Knowledge, creativity and innovation.
- Effective regional collaboration.
- Capable partner for State and Federal Government.
- **Resources to cope with complex and unexpected change.**
- High quality political and managerial leadership.

Even though this facility is now over ten years old, it represents a legacy item that defines the Council's approach for doing business and building local community capacity.

JJRAC opened on 15 February 2003. It is the flagship of a comprehensive amenity improvement program and is at the heart of Junee's efforts to secure its future. The centre sets a standard for rural councils in terms of amenity provision.

The facility's construction was managed and supervised in house and built for a modest \$3.16M. It has two heated pools, one of which converts from a 50m pool to 25m for winter use, a fitness centre, gym and a two-court indoor sports hall. The architect who designed the building also completed a very similar facility at Wollondilly costing \$4.4M. The architect often compares the two approaches as a way of demonstrating value for money and provisioning of community recreational facilities.

The Project:

Half the pool is covered with a large structure which can be closed up in cool weather and opened up in warmer weather.

The pool is split, according to season, with a removable boom which allows the enclosed half to be heated and used during cooler weather.





A separate Program and Toddler's Pool was built in the pool hall.



Immediately north of the pool is a multipurpose sports hall with two full-size netball/ basketball courts and spectator seating.

A gymnasium, together with a crèche, adjoins the multi-purpose sports hall. All recreation facilities share a common entry, reception area, office, kiosk and amenities.



The project cost of \$3.16 million was funded by:

- Council funds \$0.25m
- Loans \$2.41m
- Grants \$0.5m (\$250k from the NSW Dept. of Sport and Recreation and \$250k from the Commonwealth Government's Regional Solutions Program)

The final concept was derived from extensive community consultations, and satisfied user group needs to the limit of available funds.



The public meetings held were the biggest for many years and assured the Council that the facility was indeed desired.

State of the art solar heating and heat exchangers are used for heating and cooling water, air and floors.

Many of the elements in the design enabled local manufacturing to play a large role, retaining much of the construction cost within the local economy.

Over 20 councils have visited the site to take advantage of and improve upon what was accomplished in Junee.

As proud as we are of the facility's physical attributes, what really excites us is the use that has been made of the Centre. Over 10% of the Shire's eligible population have memberships of varying kinds in the facility. This percentage exceeds any other membership penetration that we have been able to obtain from other communities with similar facilities, and the State average of 2.8%. We believe that we are changing the health and fitness ethos of the community substantially for the better.

The facility has won Council two Heart Foundation Awards for its contribution to community health and fitness.

The use of the facility extends beyond the local community; it is home to the Riverina Sport Academy Netball squad and is used by a number of the Wagga Wagga schools who prefer to travel to Junee than use their local facility.

Medical Centre Project 2004

- Scope to undertake new functions and major projects.
- Advanced skills in strategic planning and policy development.
- Effective regional collaboration.
- Credibility for more effective advocacy.
- Capable partner for State and Federal Government.
- **Resources to cope with complex and unexpected change.**
- High quality political and managerial leadership.

Council built a multi-disciplinary Medical Centre in Broadway. The Council, at the time, believed that this would help to secure the community's need for medical services as well as drive major urban renewal. Council was awarded grant funds from both State and Federal Governments of \$500k towards the project with a total cost of \$1.1m.

Taking our cue from the NSW Government's former Rural General Practice Employment Entity Scheme, we aimed to have an easy-in, easy-out, multi-disciplinary facility which would be attractive to new would-be resident doctors.

There was a long standing consultation program on medical services in the community and this project was entirely in accord with the outcomes of that consultation; the need for a medical centre was supported by an overwhelming majority of the community. The use of both State and Federal Government funds via capital grants to assist the Junee community to secure future medical practitioners is completely justified as the community, through Council, would bear the vast majority of the cost of the centre. An example of a community helping itself!

Council thoroughly assessed the need to take the action it did at the time to fund the construction of a Medical Centre and now, 11 years on, it is safe to say that the Medical Centre project addressed the issue of ensuring adequate medical services for the community and it will continue to do so into the future.

Medical services offered at the Junee Medical Centre:

- Six General Practitioners
- Student/GP Registrar
- Practice Nurse/s
- Telehealth facilities
- Dentist
- Physiotherapist
- Medical Imaging
- Pathology collection

Space for visiting practitioners including, for example:

- Optometry
- Audiology
- Podiatry

3. Ability to employ a wide range of skilled staff:

- Ability to employ a wide range of skilled staff.
- Knowledge, creativity and innovation.
- Advanced skills in strategic planning and policy development.
- Effective regional collaboration.
- Capable partner for State and Federal Government.

Within a fifty minute drive of Junee there is a labour force of approximately 53,000 people. This includes centres like Coolamon, Cootamundra, Gundagai, Temora, Wagga Wagga and Junee. While we appreciate there may be particular professional occupations in high demand and low supply, or isolation may be a factor in attracting staff across the sector as a whole, access to skilled staff is not a large problem. We put that down to the geography we find ourselves fortunate enough to be located in and staff turnover being very low.

When we do need assistance to refill a role it's usually solved quickly with a phone call to one of our neighbouring councils to provide some support - it sounds simple and works well in practice.

Where there are particular new areas of need for a professional specialist that an individual council could not support in a full-time equivalent capacity we can turn collective to REROC or group a few councils together to appoint a person to work across a larger area. Two examples of this are: Road Safety Officers; and Contaminated Land Compliance Officer. There are also other similar examples of this where contractors with professional services are engaged when employment is not considered appropriate. Junee, Gundagai, Coolamon

and Temora jointly engage a contractor for internal auditing services and Junee, Temora and Coolamon jointly engage a Noxious Weeds Officer.

Looking more closely at this Council's staffing levels, there is a deliberate effort to provide a diverse and rewarding experience for staff via multiskilling on the one hand and the need for the organisation to be efficient with its labour costs on the other.

In the professional ranks, the Council's Director of Engineering Services is responsible for different functional areas inclusive of sewerage. This provides a rich and diverse range of work and the opportunity to appropriately allocate a percentage of the Director's salary to the Sewerage fund rather than General Fund.

We are buoyed by the State Government's rejection to bundle up sewerage utilities across the State in a corporatised model for later sale. That would have a profound impact in rural areas. It would exacerbate the affordability issue and attracting suitable people into rural areas – affectively working against what FFTF is attempting to address.

As evidence of our ability to employ skilled staff, two current staff have received formal, external recognition for excellence in their field.

Mr Will Barton – then the Council's Assistant Engineer, now the Director of Engineering Services – and Mr Michael Summerell, Wastewater Operator in Charge, jointly authored a paper that focuses on how Junee Shire Council has worked to utilise the treated effluent as a resource and the benefit this has had in enhancing the diversity of the natural environment and increasing biodiversity at the facility. It also provide and education resource for schools and the local university.

The paper was awarded the Best Paper Overall at the 6th Annual NSW Water Industry Operator Association's State Conference in 2012.

In presenting the paper, Mr Summerell was also recognised by his peers and awarded the Best Paper by an Operator.

The consequence of rural councils providing a professional nursery for those with ambition that may end up in larger role within city councils may also be interpreted as a contribution towards strategic capacity.

4. Knowledge, creativity and innovation:

<u>Skate Park</u>

- Knowledge, creativity and innovation.
- Scope to undertake new functions and major projects.
- Advanced skills in strategic planning and policy development.
- Effective regional collaboration.
- **Resources to cope with complex and unexpected change.**
- High quality political and managerial leadership.

So it was that in 2001/2002 a skate park was built for the town's youth, designed by the youth. town's Given the Council's track record, the youth could have been forgiven for thinking that the project was a pipe dream. In fact, the skate park was completed to the kids' specification eight months after the design workshop. The skate park is of the same scale and quality as that of the nearby major regional centre – a



wonderful facility for a town of Junee's size. It has become a regional Mecca for skateboarders because of its quality and degree of challenge.

What is especially pleasing about this project is that because it was designed and built locally, the price, at \$101,000, was less than half the cost of the similar skate park in the nearby regional centre.

Constructed Wetlands at Sewerage treatment works

- Knowledge, creativity and innovation.
- Scope to undertake new functions and major projects.
- Resources to cope with complex and unexpected change.
- High quality political and managerial leadership.

The Council recycles the majority of its treated effluent through irrigation of the town's sporting fields, the golf course and the local high school oval.

As the quality of the treated effluent declined following a number of years of drought, the situation was unsustainable; a continuing use of the effluent would result in sub-standard playing surfaces and a switch to potable water would be cost prohibitive.

The only option available at first glance was the use of a number of hazardous chemicals (such as acids) and complex, expensive automatic dosing systems to restore balance to the quality of the effluent.

However, it was decided that an alternative system be investigated that avoided the work health and safety concerns of using acids, that had a reduced cost and that better fit with the amenity of the location and the ethos that the sewerage treatment facility can double as habitat for wildlife – an artificial wetland.

Now four years on, the artificially constructed wetland has reliably improved the quality of the effluent and has indeed provided substantive habitat for native reptiles, birds and

amphibians. The treated effluent continues to be used on the Council's sporting fields without issue and continues to be used for the golf course and the high school's oval.

5. Advanced skills in strategic planning and policy development:

Integrated Planning and Reporting Framework (IP&R)

- Advanced skills in strategic planning and policy development.
- Scope to undertake new functions and major projects.
- Ability to employ a wide range of skilled staff.
- Knowledge, creativity and innovation.
- Credibility for more effective advocacy.
- Capable partner for State and Federal Government.
- **Resources to cope with complex and unexpected change.**
- High quality political and managerial leadership.

The most significant introduction to strategic planning over the last six years has been the IP&R. It has helped to encourage councils to adopt a more holistic approach in their strategic and corporate planning.

The introduction of IP&R was an unfunded resource hungry program on the sector and yet the sector responded willingly to it, to improve shared values with community and contribute to the wider system of government.

Council committed itself to IP&R implementation, as did others, and our organisation and community is better for it. We remain committed to improving IP&R and wonder how, what we have achieved to date resembles a deficiency in advanced skills in strategic planning.

In support of the Council's own strategic capacity the following is provided:

In preparation for implementing IP&R, the Council commenced the development of a 10 year Community Strategic Plan in 2008. While ahead of the IP&R legislative requirements, the Council was committed to best business practice principles and also wanted to respond to the results contained in its community surveys conducted in 2006 and 2011 by IRIS Research. IRIS is an independent organisation that specialises in economic, community and industry research for government, business and academia. Council was an early adopter of such techniques (2006) within the NSW Local Government sector. In terms of benchmarking against the generic survey questions used across the State, Junee achieved one of the highest community satisfaction results in NSW. In regard to the Panel's view of scale and resources, we believe this adequately demonstrates that effective, strategic capacity is not beyond the means of councils of our size.

From our IP&R experience to date, there is a need for a range of complementary measures and adjustments to policy, in order to achieve the full benefits of an integrated approach. For example, IP&R has made it clear that councils need to enhance regional cooperation around key strategic issues; that the rate-pegging arrangements need to be adjusted; that political leadership needs to be strengthened; that service reviews should form part of IP&R; and that State/local cooperation must be improved. Thus the imperative of a systems view of the world is becoming more and more evident.

This Council would be a willing participant in improving the system and recognises that the Riverina JO or REROC will have a role in this and that we can make contributions within that framework. We are looking forward to playing our part in the wider system of government.

Policy

- More robust revenue base and increasing discretionary spending.
- Ability to employ a wide range of skilled staff.
- Knowledge, creativity and innovation.
- Advanced skills in strategic planning and policy development.
- Effective regional collaboration.
- Credibility for more effective advocacy.
- Capable partner for State and Federal Government.
- **Resources to cope with complex and unexpected change.**
- High quality political and managerial leadership.

In order to gain an appreciation of the policy work this Council would like to acknowledge that REROC has been at the forefront of regional policy development. To that extent we refer to REROC's *Councils Working Together – Achieving Strategic Capacity Through Regional Collaboration* and particularly to the sections that detail the work around:

- REROC Regional Freight Transport Plan
- REROC Regional Action Plan
- Regional Waste Management and Resource Recovery Strategies
- Rural and Regional Landfill Strategy
- Regional Asset Management Plan
- A World with Less Water: Climate Change Impact on Councils in South Eastern Riverina Project
- Regional Organics Management Plan
- Regional Youth Strategy
- Rural School Bus Stop Guidelines

6. Effective regional collaboration:

Alliances

- Effective regional collaboration.
- Scope to undertake new functions and major projects.
- Knowledge, creativity and innovation.
- Advanced skills in strategic planning and policy development.
- Credibility for more effective advocacy.
- Capable partner for State and Federal Government.
- **Resources to cope with complex and unexpected change.**
- High quality political and managerial leadership.

The Council is an effective participant and partner in over 50 regional alliances and/or committees. The relationships have leveraged this organisation's scale and capacity many times over. It has also brought about internal and external efficiencies, staff skills development and productivity improvements.

We simply do not have the unearned weight-of-size to act unilaterally; our past and future like so many of our rural counterparts has evolved to work in coalitions to achieve outcomes for one another. These coalitions are often arranged with different stakeholders who have a common interest. (Appendix D) It is an unfortunate circumstance that while we see this as a strength, external eyes interpret it as a form of weakness.

The State Government would like to see more collaborative work between State Agencies and local government - so would we. Council is very much looking forward to the relationship improving between State Agencies and local government. We are fully supportive of that evolving in a JO context, appreciating that the State Agencies do not have the necessary resources to allocate building those relationships with 152 local governments.

Alliance/Partnership/Coalition/committeee member organsiation	Partners Involved	Regional Capacity Building	Strategic delivery of State Agency services or outcomes	Advocacy	Skill develop ment
Australian Business Chamber	Community membership	×	✓	1	
Build a Bridge Program	REROC	√		√	1
Civica User Group	NSW southern councils	✓ ✓		× ×	1
Community Services Group	REROC	×		×	
Country and Regional Living Expo	State wide	•		×	×
Country Mayors Association	State wide	 ✓ 		×	•
Eastern Riverina Destination Marketing Organisation	Junee, Temora, Wagga Wagga, Coolamon, Lockhart	· ·		· ·	•
Ewaste Agreement	REROC	 ✓ 			 ✓
Goldenfields Water County Council	Bland, Coolamon, Cootamundra, Harden, Junee, Temora, Young and part of Narrandera. Bulk water supply to Cootamundra, Young and Harden.	-	*		
Infrastructure Committee	REROC	1	×		 ✓
IPWEA SW Engineering Group	Albury, Balranand, Berrigan, Bland, Carrathool, Conargo, Coolamon, Cootamundra, Corowa, Denilliquin, Greater Hume, Griffith, Gundagai, Harden, Hay, Jerilderie, Junee, Leeton, Lockhart, Murray, Murrumbidgee, Narrandra, Temora, Tumbarumba, Tumut, Urana, Wagga Wagga, Wakool, Wentworth	~		~	*
Local Government NSW	All NSW Councils			✓	
NSW Health Murrumbidgee Environmental Health Liaison Group	Riverina	×		×	×
NSW Road and Maritime Service RMCC Contract. Eastern Peer exchange Group.	Temora, Tumut, Junee, Cootamundra, Yass, Harden, Balnd, Gundagai, Boorowa, Tumbarumba, Young, NSW Road and Maritime Services	~	1		*
Southeast Weight of Loads Group	Queanbeyan, Cooma-Monaro, Cootamundra, Golburn Mulwaree, Harden, Junee, Palarang, Shioalhaven, Snowy River, Wollondilly, Yass.	~		~	
Regional Development Australia	Riverina	 Image: A second s	 Image: A second s	×	
Resource Sharing Committee	REROC	 ✓ 		✓	<
Riverina Eastern Noxious Weeds Authority	Junee, Coolamon, Temora	×	1	×	
Riverina Eastern Regional Organisation of Councils (REROC)	Bland, Coolamon, Greater Hume, Gundagai, Junee, Lockhart, Temora, Tumbarumba, Tumut, Urana, Wagga Wagga, Goldenfield Water County Council, Riverina Water County Council.	*	-	~	*
Riverina Economic Development Forum	Riverina councils	×	×	 ✓ 	 Image: A set of the set of the
Riverina Emergency Management Committee	Riverina	×	×		 ✓
Riverina Environmental Health and Building Professionals Group	Riverina councils	 Image: A second s		 ✓ 	 Image: A set of the set of the
Riverina First Community Fund	Riverina councils	×		 ✓ 	
Riverina Internal Audit Group	Coolamon, Junee, Gundagai, Temora	×	×		×
Riverina Leaders Network	Riverina councils	 Image: A second s		×	 Image: A second s
Riverina Pilot Joint Organisation	Bland, Coolamon, Greater Hume, Gundagai, Junee, Lockhart, Temora, Tumbarumba, Tumut, Urana, Wagga Wagga,	-	*	×	*
Riverina Pilot Joint Organisation -					
Riverina Regional Library	Bland, Coolamon, Cootamundra, Corowa, Greater Hume, Gundagai, Junee, Lockhart, Temora, Tumbarumba, Tumut, Urana and the City of Wagga Wagga	~	*	~	*
Riverina Regional Tourism	Riverina councils and business leaders	1	1	1	<
Riverina Rural Fire Service Zone	Junee, Coolamon, Lockhart, Wagga Wagga Urana	1	1		1
Riverina Spatial Information Group	Riverina councils	 ✓ 		1	 ✓
Small Business Friendly Council Program	State wide	-	 ✓ 	· ·	-
Southwest Family Day Care service	Junee, Young, Tumut, Coolamon,	~		· ·	1
Start Vour Ruciners Here Program	Gundagai, Wagga Wagga REROC			-	
Start Your Business Here Program Waste Forum	REROC				
		▼ ✓	▼ ✓	▼ ✓	×
Women in Local Government	REROC	×	×	×	*
Wood Smoke Reduction Program	REROC	×	×	× •	
Workforce Planning Group	REROC	× •	-		*
Yours to Take	REROC	-	×	 ✓ ✓ 	-
Youth in Action	REROC	 ✓ 		 ✓ 	
Services NSW Agency (Inclusive of RMS agency)	NSW Governmet Department, Junee	×	✓ ✓	✓ ✓	Page 17
Centrelink agency (Federal Governmnet) Community Transport (Murrumbuidgee Health District patients	Federal Governmnet Department Governmnet Departments, Junee		✓ ✓	× ×	× ×
and Department of Veteran Affairs clients) Community Building Program (DoCS)	NSW Governmnet Department, Junee		~	1	✓

<u>REROC</u>

In order to gain an appreciation of the work this Council has in effective regional collaboration one must turn to *Councils Working Together – Achieving Strategic Capacity Through Regional Collaboration.* That said there are other examples of individual coalition work in this area:

- Effective regional collaboration.
- Knowledge, creativity and innovation.
- Advanced skills in strategic planning and policy development.
- Credibility for more effective advocacy.
- Capable partner for State and Federal Government.
- High quality political and managerial leadership.

We highlight one the many projects in the REROC document to demonstrate that the local government can make contributions beyond the important State Government relationship.

Implementation of GST Legislation was one of the first intellectual property projects undertaken by REROC. Member councils recognised that the introduction of the Federal legislation would impact on all of them and therefore the opportunity existed to minimise individual workload and improve outputs through collaboration. Staff from all the member councils formed a Working Group led by the REROC Executive Officer. Meeting over many months, the Group produced an implementation schedule, GST Reference Manual, training materials and training for different sectors and levels of staff. In addition, 40,000 generic information brochures *GST and Local Government* were prepared and printed for distribution to ratepayers by the member councils. The project also provided a high quality professional development opportunity for staff working in the finance sectors of councils as the project required that they build their capacity and knowledge about GST. The total cost for the entire project, including all the printed materials and training (excluding staff time) was \$481 per council.

Estimated Savings: \$450k.

7. Credibility for more effective advocacy:

REROC

- Credibility for more effective advocacy.
- Ability to employ a wide range of skilled staff.
- Knowledge, creativity and innovation.
- Advanced skills in strategic planning and policy development.
- Effective regional collaboration.
- Capable partner for State and Federal Government.

REROC provides the main thrust for regional advocacy on behalf of this Council. It has provided such a good advocacy role that it has somewhat been taken for granted.

REROC takes an active role in representing the interests of its members. Councils are constantly being asked for feedback on a wide range of issues. The preparation of submissions for government inquiries, whether they are for Federal or State Governments, is a time-consuming activity and consequently it is one of the activities that REROC undertakes on behalf of its members.

REROC works collaboratively with members to prepare responses, ensuring that all councils have the opportunity to provide input to submissions. Over the last nine years REROC has prepared and submitted some 30 responses on behalf of members on a diverse range of topics, samples of which are listed below:

- Response to the DLG Position Paper A New Direction for Local Government
- Submission to the DLG on Business Clusters
- Response to the Draft NSW State Plan
- Response to the Draft Report of the Independent Inquiry into the Financial Sustainability of Local Government
- Response to the Independent Inquiry into Financial Sustainability in Local Government
- Response to the Upper House Inquiry into Municipal Waste Management in NSW
- Response to the Inquiry into the Integration of Regional Rail and Road Freight Transport and their Interface with Ports
- Response to the Inquiry into Skills Shortages in Rural and Regional NSW
- Response to the Accreditation of Council Certifiers Discussion Paper
- Submission to the Productivity Commission on the Review of the Gas Regime
- Response to the GIAC Report: Rail/Road Options for Grain Logistics
- Response to Life Long Learning: The Future of Public Education
- Submission to the House of Representatives Standing Committee on Economic, Financial and Public Administration on Cost Shifting onto Local Government
- Response to the Inquiry into the Effects on Government Agencies of the Abolition of the Common Law Immunity of Non-Feasance
- Response to the Productivity Commission Inquiry into the Impact of Competition Policy Reforms on Rural and Regional Australia

- Response to At the Crossroads Inquiry into Cost Shifting in Local Government
- Response to the Inquiry into Commercial Regional Aviation Services
- Response to Slot Management System for Regional Airlines using Kingsford Smith Airport
- Response to WorkCover's Proposed Working Near Roads Guidelines REROC successfully lobbied against the introduction of these Guidelines.

Please refer REROC Councils Working Together – Achieving Strategic Capacity Through Regional Collaboration, especially pp48-51.

<u>Riverina JO (Pilot)</u>

- Credibility for more effective advocacy.
- Scope to undertake new functions and major projects.
- Ability to employ a wide range of skilled staff.
- Knowledge, creativity and innovation.
- Advanced skills in strategic planning and policy development.
- Effective regional collaboration.
- Capable partner for State and Federal Government.
- **Resources to cope with complex and unexpected change.**
- High quality political and managerial leadership.

The Minister for Local Government selected Riverina councils as a pilot JO; Junee Shire Council is a member of this JO. We are meeting monthly and already there are signs of strong support from State Agencies who are leveraging off this new arrangement via a number of initiatives:

- The adoption of a Charter to guide its operations.
- A Statement of Regional Priorities that underpins the intergovernmental collaboration between State Agencies.
- A JO action plan.

Three main activities are underway headed up by Steering committees with stakeholder representation from State Agencies and Local Government and they are supported by technical groups with specialist staff input. The three themes are in and their activities include:

- I. Water and Wastewater.
 - Implementing Best Practice in Water and Sewerage Management
 - Consistent definitions for water restrictions across the region
 - Integrated Water Cycle Management
 - Country Towns Water and Sewerage Fund infrastructure Investment
- 2. Regional Transport Planning.
 - Industry Freight Corridors for Grain, Livestock, Timber and General Freight

- 3. Development of a Regional Approach to Planning.
 - Developing a relationship with DoP in order to implement a Regional Approach to Planning
 - Developing a regional Growth Plan
 - Developing sub-regional Land Management Plans
 - Regional Landuse Planning Improvement

Local Government NSW (LGNSW)

Council is an affiliate of LGNSW and attends meetings and workshops that feed into the broader advocacy role they have with the State Government.

Other Advocacy roles

The Council is a member to or supporter of many organisations that have a broader advocacy role including Riverina Regional Library, Riverina Regional Development Australia and other. For a completed list please view Appendix D.

8. Capable partner for State and Federal Government:

Multi-Purpose Health Facility 2008

- Capable partner for State and Federal Government.
- Credibility for more effective advocacy.
- Scope to undertake new functions and Major projects.
- Knowledge, creativity and innovation.
- Advanced skills in strategic planning and policy development.
- Effective regional collaboration.
- **Resources to cope with complex and unexpected change.**
- High quality political and managerial leadership.

During Greater Southern Area Health Service's planning for a new hospital in Junee, it became apparent that the selection for a new site was becoming a constraint in that process. Council took the proactive step of offering its sporting fields – inclusive of soccer, basketball, netball and Girl Guide hall – as a possible site.

The site was large enough to cater for current and future hospital expansion, had accessibility to utility services and had the benefit of generally being a greenfield site.

It eliminated the need for the Health Service to have dealings with other sites which were problematic from the perspective that they were of varying land tenure, brownfield sites or required demolition and/or remediation of contaminated land.

Greater Southern Area Health Service found the Council site to be favourable and suitable compensation for the land was provide to allow for sporting fields to be built elsewhere.

The emphasis here is on the Council as a willing participant in a broader State Government initiative, making way for land to be used for a higher purpose. The Council could see that the greater good was the expedient delivery of the new hospital and if that meant there was a temporary restriction on the sports mentioned above, then that was a sacrifice that had to be made.

However this was not to be the case; through the Council's and community's close working relationship, in the form of the Junee Sports Committee, new multi-purpose fields were constructed on a new site before the old grounds were lost. And not only were the grounds replaced, but with the expertise on hand within the Council and in working closely with the EPA – to deliver effluent irrigation – the grounds were constructed to a standard that now sees them recognised for their quality at a regional level.

Bike and Pedestrian Pathway

- Capable partner for State and Federal Government.
- Advanced skills in strategic planning and policy development.
- Effective regional collaboration.
- Credibility for more effective advocacy.

In co-operation with NSW Roads & Maritime (RMS), lunee Shire Services Council commenced its Bike Path Project several years ago. It required the development of a strategic bike plan to take advantage of recurrent dollar for dollar funding. In eight years, until now, approximately 13km of good quality, utility and recreational pathway have been completed around the town. The project has been recognised as a flagship project by the RMS in delivering projects of this type elsewhere.



It is a project that demonstrates how a council can collaborate with a State Government Agency over an eight year period to implement one of the Government's desired outcomes: to improve and foster use of cycling and to address road safety issues.

Athenium Theatre

- Capable partner for State and Federal Government.
- Scope to undertake new functions and major projects.
- Effective regional collaboration.
- Credibility for more effective advocacy.
- **Resources to cope with complex and unexpected change.**
- High quality political and managerial leadership.

The NSW Government listed the Athenium Theatre as State Significant in 2004 and provided \$300k towards conservation works valued at \$900k. The remaining funds came from the Council. It was an unplanned project that required a quick response and one the Council accepted as part of a cooperative relationship with the State Government who had triggered the legislative requirement for listing this iconic building.

The Athenium Theatre was designed by Kaberry and Chard – a firm which designed over 150 theatres in Australia; it is one of only three remaining. The building has historical significance beyond the local area.

The project is cited as an example of how a local council can partner with the State Government to achieve outcomes that somewhat exceeded the needs of its own community and in doing so contributes to broader State Government policies.

NSW Roads & Maritime Road Maintenance Contract

- Capable partner for State and Federal Government.
- Credibility for more effective advocacy.
- Scope to undertake new functions and major projects.
- Knowledge, creativity and innovation.
- Advanced skills in strategic planning and policy development.
- Effective regional collaboration.
- **Resources to cope with complex and unexpected change.**
- High quality political and managerial leadership.

The Council, along with many regional, rural and remote councils, has delivered road maintenance and major ordered works projects on the State Road network on behalf of NSW Roads and Maritime (previously Roads & Transport Authority) for a number of years now.

In doing so, the Council has not simply fulfilled the typical 'contractor' role, but has partnered with Roads & Maritime to efficiently and effectively deliver annual maintenance and capital works budgets generally in the \$1-2m range.

A particular characteristic of this contract has been the Council's ability to deliver considerable capital works projects with very little notice and on very short timeframes. At the extreme end this has involved delivering a \$300k heavy patching program with less than two weeks' notice and within a timeframe of four weeks, prior to the end of the financial year.

The Council's ongoing commitment to this partnership is perhaps best demonstrated by its ongoing role as convenor of the Eastern Riverina Peer Exchange Group, a group of similar councils and RMS staff that meet a number of times a year to share knowledge and experiences and develop region-wide responses to common problems.

9. Resources to cope with complex and unexpected change:

With successful SRV approvals in place the Council's financial position gets stronger throughout its 10 year Long Term Financial Plan. This has a profound effect in providing a financial buffer to cope with complex and unexpected changes that FFTF refers to. The Council's previous actions have provided some relief in terms of meeting the FFTF process particularly in respect of meeting the benchmark ratios. The external assessment from the Independent Local Government Review Panel and TCorp looked at the organisation's performance in a retrospective light. Now with the SRV approvals in place and taking account of the Panel's recommendations, the Council is in a far better position to absorb unexpected changes.

Flood damage

In 2010 and 2012 storms ravaged the local road network to the point of triggering Natural Disaster funding in the order of \$2.7m for reinstatement work. In a matter of days, Council staff were able to assess the scale and location of damage and restore basic access to all roads. This was completed without additional resources as, with the flooding on a regional scale, external resources were stretched to their limit and simply not available.

In-spite of the unexpected nature of the event, the restoration works were delivered ontime and within the funding limits by the Council's day-labour staff. This was achieved through readjustment of our capital and maintenance works programs and achieved the fine balance of completing this work without it having a detrimental impact on the remainder of the road network.

What we weren't to know was that in doing the work, it would later have a negative impact in meeting the Building and Asset Renewal Ratio in the OLG Self-Assessment tool due to the way impairment is treated in accounting practice.

The practical and positive message is that the funding and work was unexpected and that the Council has the necessary resources to be resilient in the face of such adversity.

Electricity and Gas increase

From September 2010 to 2013 the average household price for electricity rose by 42.12% and for Gas by 33.83%. (Australian Energy Market Operator. Economic Outlook Information Paper: An Input to the National Electricity Forecasting Report, 2013, p. 5-16.) The increases were having a dramatic effect on the Council Leisure Centre utility servicing cost which had risen to approximately \$150-170k/pa. There were also signs that the increases were going to continue. A working party within the Council was formed to monitor and reduce energy consumption at this location while an independent energy audit was carried out. The audit's recommendations mean that Council will shortly install energy efficient equipment at the Centre, thus further reducing energy consumption.

Freezing of FAGs

The 2014 Federal budget announcement for an indexation freeze for three years on FAGs came from left field. From May 2014 until now, the Council has been working on its LTFP to take account of the unexpected news which effectively reduces revenue by some \$2.4m over the life of the LTFP. The Council has adjusted its position and taken account of the Federal Government decision. Obviously Council would have preferred not have had to make those adjustments, however, they were necessary, and indicate to IPART that the Council's size is not a disability when unexpected changes occur.

10. High quality political and managerial leadership:

The Council's political and managerial leadership underpins the results it has achieved in the course of the last 15 years. Clear decision-making in support of ensuring prosperity for the local community and the promotion of the region are evidenced throughout this report. Branching out from the traditional comforts of core service delivery areas requires leadership and persuasion, whilst paying due consideration to consultation with one's community. Successive elected bodies have charted a course that in hindsight has been well founded, including:

- Accepting the responsibility to take on long term borrowing to funding capital improvements thereby spreading out the benefits and burdens associated across several generations.
- Special Rate Variations never popular but sorely needed.
- Ensuring local medical services were not compromised, by building suitable commercial space to attract doctors and allied health professionals in accordance with community expectations.
- Accepting the challenges facing all levels of government to find ways and means to provide service delivery at the local level.
- Providing community infrastructure amenities, like the JJRAC, to assist in improving the health and well-being of the community.

The current elected body has a broad range of experience and skills, most notably:

- Mayor With over 15 years experience in providing professional service to Local Governments and State Agencies across NSW, ACT & QLD.
- Councillor Deputy Chairperson REROC 14 years.
- Councillor Goldenfields Water County Council Board Member 2.5 years.
- Councillor Two recently elected Councillors have undertaken the Executive Certificate for Elected Members.
- Councillors Have a training budget and actively share the opportunities where they can.
- Seven of the Councillors hold tertiary qualifications.

Executive management experience and qualifications include tertiary qualification across, accounting, engineering and planning disciplines. Post Graduate qualifications are held in local government, finance, Masters in Planning with an employee to complete a Masters in Business Administration this year.

More broadly, staff are encouraged to be active in their professional affiliate bodies; one staff member has been appointed to the NSW Division's board of the Institute of Public Works Engineering Australasia (IPWEA) and elected to the role of Australasian Chair of Young IPWEA.

Complementing people's qualifications is the standing nature of our staff who are committed to providing quality services to the community they serve as well as being active in committees that support regional initiatives and activity.

The Council commits resources to an annual training plan with both professional development and mandatory training allowed for. In addition to this, Code of Conduct, Bullying and Harassment and Work Health Safety training are routine.



JUNEE SHIRE COUNCIL

FIT FOR THE FUTURE SUBMISSION

APPENDIX "D"

A Partner In The Broader System of Government – Junee Shire Council

Appendix D Junee Shire Council - A partner in the broader system of Government

Alliance/Partnership/Coalition/committee member organisation		Regional Capacity Building	Delivery of State Agency strategic services or outcomes	Advocacy Role	Skills developm ent
Australian Business Chamber	Community membership	1	1	~	
Build a Bridge Program	REROC	~		~	~
Civica User Group	NSW southern councils	~		1	~
Community Services Group	REROC	~		~	~
Country and Regional Living Expo	State wide	1		~	~
Country Mayors Association	State wide			1	1
Eastern Riverina Destination Marketing Organisation	Junee, Temora, Wagga Wagga, Coolamon, Lockhart	~		~	~
Ewaste Agreement	REROC	~			1
Goldenfields Water County Council	Bland, Coolamon, Cootamundra, Harden, Junee, Temora, Young and part of Narrandera. Bulk water supply to Cootamundra, Young and Harden.	~	~		
Infrastructure Committee	REROC	~	~		1
IPWEA SW Engineering Group	Albury, Balranald, Berrigan, Bland, Carrathool, Conargo, Coolamon, Cootamundra, Corowa, Deniliquin, Greater Hume, Griffith, Gundagai, Harden, Hay, Jerilderie, Junee, Leeton, Lockhart, Murray, Murrumbidgee, Narrandera, Temora, Tumbarumba, Tumut, Urana, Wagga Wagga, Wakool, Wentworth	~		~	~
Local Government NSW	All NSW Councils			1	
NSW Health Murrumbidgee Environmental Health Liaison Group	Riverina	~		~	✓
NSW Road and Maritime Service RMCC Contract. Eastern Peer	Temora, Tumut, Junee, Cootamundra, Yass,	1	1		1
exchange Group.	Harden, Bland, Gundagai, Boorowa, Tumbarumba, Young, NSW Road and Maritime Services				
Southeast Weight of Loads Group	Queanbeyan, Cooma-Monaro, Cootamundra, Goulburn Mulwaree, Harden, Junee, Palarang, Shoalhaven, Snowy River, Wollondilly, Yass.	~			
Regional Development Australia	Riverina	~	1	1	
Resource Sharing Committee	REROC	~		1	1
Riverina Eastern Noxious Weeds Authority	Junee, Coolamon, Temora	1	~	1	
Riverina Eastern Regional Organisation of Councils (REROC)	Bland, Coolamon, Greater Hume, Gundagai, Junee, Lockhart, Temora, Tumbarumba, Tumut, Urana, Wagga Wagga, Goldenfield Water County Council, Riverina Water County Council.		~	~	
Riverina Economic Development Forum	Riverina councils	~	~	~	1
Riverina Emergency Management Committee	Riverina	~	~		~
Riverina Environmental Health and Building Professionals Group	Riverina councils	~		~	~
Riverina First Community Fund	Riverina councils	~		1	
Riverina Internal Audit Group	Coolamon, Junee, Gundagai, Temora	~	~		1
Riverina Leaders Network	Riverina councils	~		1	~
Riverina Pilot Joint Organisation	Bland, Coolamon, Greater Hume, Gundagai, Junee, Lockhart, Temora, Tumbarumba, Tumut, Urana, Wagga Wagga,	~	~	~	~
Riverina Pilot Joint Organisation	Bland, Coolamon, Cootamundra, Greater Hume, Gundagai, Junee, Lockhart, Temora, Tumbarumba, Tumut, Urana, Wagga Wagga, Goldenfields Water County Council, Riverina Water County Council	~	~	~	
Riverina Pilot Joint Organisation - Regional Transport Planning Group - Riverina Pilot JO and State Agencies work collaboratively to develop a vision for effective and efficient freight transport in the region	Bland, Coolamon, Cootamundra, Greater Hume, Gundagai, Junee, Lockhart, Temora, Tumbarumba, Tumut, Urana, Wagga Wagga, Goldenfields Water County Council, Riverina Water County Council	~		~	

Appendix D Junee Shire Council - A partner in the broader system of Government

Alliance/Partnership/Coalition/committee member organisation	Partners Involved	Regional Capacity Building	Delivery of State Agency strategic services or outcomes	Advocacy Role	Skills developm ent
Riverina Pilot Joint Organisation - Water and Wastewater - Riverina Pilot JO and NoW work collaboratively to implement IWCM principles in the JO Pilot region.	Bland, Coolamon, Cootamundra, Greater Hume, Gundagai, Junee, Lockhart, Temora, Tumbarumba, Tumut, Urana, Wagga Wagga, Goldenfields Water County Council, Riverina Water County Council	~	~	~	~
Riverina Pilot Joint Organisation - Regional Approach to Planning - Riverina Pilot JO, member councils provide genuine input to the development of the Regional Growth Strategy.	Bland, Coolamon, Cootamundra, Greater Hume, Gundagai, Junee, Lockhart, Temora, Tumbarumba, Tumut, Urana, Wagga Wagga, Goldenfields Water County Council, Riverina Water County Council	~	~	~	~
Riverina Pilot Joint Organisation - Other Intergovernmental Collaboration Projects 1. Riverina Pilot JO and RMS work collaboratively to reach an agreed service delivery methodology for RMCC contracting	Bland, Coolamon, Cootamundra, Greater Hume, Gundagai, Junee, Lockhart, Temora, Tumbarumba, Tumut, Urana, Wagga Wagga, Goldenfields Water County Council, Riverina Water County Council	~	~	~	~
Riverina Regional Library	Bland, Coolamon, Cootamundra, Corowa, Greater Hume, Gundagai, Junee, Lockhart, Temora, Tumbarumba, Tumut, Urana and the City of Wagga Wagga	~	~	~	~
Riverina Regional Tourism	Riverina councils and business leaders	~	1	1	1
Riverina Rural Fire Service Zone	Junee, Coolamon, Lockhart, Wagga Wagga Urana	1	1		-
Riverina Spatial Information Group	Riverina councils	1		1	1
Small Business Friendly Council Program	State wide		~	1	
Southwest Family Day Care service	Junee, Young, Tumut, Coolamon, Gundagai, Wagga Wagga	~		~	~
Start Your Business Here Program	REROC	~	~	1	
Waste Forum	REROC	1	1	1	1
Women in Local Government	REROC	1	1	1	1
Wood Smoke Reduction Program	REROC	1	1	1	
Workforce Planning Group	REROC	~	~	1	~
Yours to Take	REROC	~	~	1	
Youth in Action	REROC	~		1	~
Services NSW Agency (Inclusive of RMS agency)	NSW Government Department, Junee	~	~	1	~
Centrelink agency (Federal Government)	Federal Government Department		~	~	~
Community Transport (Murrumbidgee Health District patients and Department of Veteran Affairs clients)	Government Departments, Junee		~	~	~
Community Building Program (DoCS)	NSW Government Department, Junee		1	1	~



JUNEE SHIRE COUNCIL

FIT FOR THE FUTURE SUBMISSION

APPENDIX "E"

Councils Working Together – Achieving Strategic Capacity Through Regional Collaboration



councils working together

Achieving Strategic Capacity THROUGH REGIONAL COLLABORATION

June 2015

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Executive Summary

This document has been prepared in response to the NSW Government's Fit for the Future program and to IPART's Assessment Methodology for Fit for the Future. In particular it responds to IPART's advice that where a council elects to operate as a council within a JO that the council must provide robust evidence that regional collaboration will deliver strategic capacity.

This document reviews the over 15 years of REROC's operations to showcase the work it has undertaken in order to provide evidence about the ways in which the REROC member councils have achieved strategic capacity through regional collaboration.

REROC is part of the fabric of the way in which councils in the eastern Riverina do business. The REROC member councils established the organisation in order to create the strategic capacities that could be achieved through regional collaboration. REROC has for 20 years, worked with member councils to create the economies of scale and scope that assists councils to operate more efficiently and effectively.



Premier of NSW, Hon Mike Baird meets REROC members in Wagga Wagga, April 2014

This document showcases just some of the activities and projects REROC has undertaken in each of the key elements of strategic capacity as identified by the Independent Panel. It summarises the many ways that the REROC member councils have worked collaboratively to achieve outcomes that have resulted in the organisation being recognised as a leader in its field and which lead to REROC being chosen by the Office of Local Government as one of five Joint Organisation Pilot regions.

It is anticipated that REROC will make the conversion to a Joint Organisation in September 2016 and it is expected that the ROC's history of achievement will continue and expand under the new JO structure. Therefore the REROC members contend that there is ample evidence to demonstrate that by choosing to become a council in a JO, councils will achieve strategic capacity.

1. More robust revenue base and increased discretionary spending

REROC's primary purpose on establishment was to create financial savings for councils. The decision to invest in the ROC via the provision of membership fees required a return on investment. Councils recognised that their revenues and spending could be improved if they were able to generate savings through working together.

The activities undertaken have been varied and all have used the combined demands of the member councils to create economies of scale and scope that generate savings for councils, thus improving financial outcomes and facilitating increased discretionary spending. Projects as diverse as the purchase of retail electricity to the purchase of shared GPS equipment have delivered savings for member councils which has released additional funds for discretionary spending.

REROC has also accessed significant grant funding which has permitted councils to undertake discretionary works. In the last 5 years REROC has attracted almost \$4 million which member councils have supplemented with their own funds in order to undertake infrastructure projects in their LGAs.

2. Scope to undertake new functions and major projects

REROC member councils look to regional collaboration to underpin their capacity to undertake new functions and major projects. New functions can be driven by the implementation of new legislation which demands that councils take on new roles, or by a recognition that by working together major projects that would be outside the scope of a single council can be achieved as a region.

Economies of scale and scope are achieved when member councils work in collaboration with REROC to deliver new functions and major projects. The diversity of the projects undertaken is pronounced and ranges from activities that cost just a few thousand dollars to those that generated funding in the millions. Examples of the types of projects that have been delivered through collaboration include the GST Implementation Project, the WaterSmart Urban Water Sustainability Project and the establishment of Community Recycling Centres and e-waste collections in every REROC LGA.

3. Ability to employ a wider range of skilled staff

For many councils the issue is not being able to employ a wider range of skilled staff but to be able to support their current staff to broaden and enhance their skill base and to be in a position to access the skills that are required when they are required.

REROC assists councils to do this by providing opportunities for skilled staff to improve and enhance their skills, by promoting careers in local government and by assisting councils to address the skills shortages that impact on the operations of virtually every business and organisation operating in a rural area.

The *No Time to Waste* and *Mapped Out* Conferences provide member council staff working in waste management and spatial data the opportunity to meet with their peers from across southern NSW

while hearing from expert speakers. Special interest groups provide staff with the ability to network with staff from other councils and share information.

REROC's Build a Bridge project demonstrates the innovative approaches member councils have adopted to address skills shortages, while the recently introduced Work Inspirations Days aim to increase interest in careers in local government.

4. Knowledge, creativity and innovation

REROC and its member councils have embraced innovation and creativity. The organisation is constantly seeking ways in which services to residents and member councils can be enhanced through innovation, in many cases REROC has turned to the Internet for solutions that will work in the largest inland city in NSW, Wagga Wagga and for the smallest shire in the State, Urana.

More recently, Smart Phone technologies such a mobile web and app interfaces have been utilised to extend service reach, while social media such as Facebook and Twitter have been engaged to promote ROC and member council activities.

REROC's <u>Safe Sharps</u> project has been adopted by the ACT Government, Melbourne, Geelong and Sydney councils as well as councils throughout NSW, Queensland and Western Australia. <u>Yours2Take</u> has over 7,000 registered users and has actively diverted substantial amounts of waste from municipal landfills. While the <u>Take Charge and Volunteer</u> project is changing the way young people and volunteer organisations in the region connect with each other.

REROC's achievements have been recognised by numerous awards as well as the Organisation's projects being written up as case studies.

5. Advanced skills in strategic planning and policy development

REROC members recognise the advantages that regional planning can provide. Time and again members have embraced the opportunity to work collaboratively in order to prepare generic policy documents which can be customised for use by individual members.

Sharing IP makes good economic sense but also enhances professional development for staff as they are forced to consider how policies can be effectively implemented in council areas other than their own. The success of the approach is evidenced not just in the plans and policies member councils have adopted but also by the fact that other councils across NSW have also elected to adopt the same policies for their own use.

The <u>REROC Regional Freight Transport Plan</u> is the most recent example of the way in which member councils collaborate to achieve advanced outcomes in strategic planning. The Plan is supported by an <u>interactive mapping tool</u> created by Coolamon Shire Council. The World with Less Water: Climate Change Impact on Councils in the South Eastern Riverina project focused on the impacts of climate change on member councils. Funded by a Strengthening Basin Communities grant the project developed extensive resources to assist councils with future land use and asset management planning.

6. Effective regional collaboration

Regional collaboration is at the heart of what REROC does. Since its establishment in 1994 the member councils have embraced regional collaboration and the benefits it provides in assisting them to operate more efficiently and effectively, to expand their services and to work more closely with each other.

The finalisation of Rail Interface Agreements with both the ARTC and James Holland Rail demonstrated the strength of regional collaboration when councils were able to work together with both organisations to agree on the terms of the Interface Agreements, the first councils in the State to do so.

A commitment to work collaboratively also resulted in the establishment of a Regional Code of Conduct Panel where members obtain information on Panel members by accessing the Members' Section of the REROC website.

7. Credibility for more effective advocacy

Advocacy is a core activity undertaken by REROC. Member councils recognise that the combined voice of the entire membership carries far more weight than the voice of a single council. REROC submissions are informed by the opinions of the entire membership and consequently we are able to provide robust commentary in relation to most issues.

REROC has spoken on behalf of the members at State and Federal Parliamentary Hearings, responded to numerous inquiries, review and legislative changes. REROC has actively lobbied for change where it is to the benefit of the majority of member councils.

REROC has represented its members on a diverse range of topics from health services to skills shortages in regional areas, from regional slots at Sydney Airport to National Competition Policy.

8. Capable partner for State and Federal agencies

REROC has consistently sought opportunities to partner with State and Federal agencies in the delivery of services to the communities our members represent. We were approached and contracted by the Federal Government to deliver the Digital Switchover Liaison Officer Project and as a Voluntary Regional Waste Group we have over a decade of successful projects delivered through a close working relationship with the EPA and its predecessor organisations.

REROC has contracted with the Office of Local Government (OLG) to pilot the Riverina Joint Organisation. Work on the JO pilot commenced in November 2014 and will end in December 2015. The work will inform the content of the enabling legislation for the creation Joint Organisations which is scheduled to be introduced to the NSW Parliament in early 2016.

The Riverina JO pilot is currently undertaking projects in the OLG's three core areas of regional planning, intergovernmental collaboration and advocacy and lobbying. The JO pilot has produced a Pilot Charter, an Action Plan which dictates the time line for activities and a Statement of Regional Priorities which details the projects and activities that will be undertaken over the Pilot period and beyond.

9. Resources to cope with complex and unexpected change

REROC and its member councils have always walked towards change rather than shy away from it. This is amply evidenced in the decision made by the member councils in 1994 to establish a ROC and again by the decision in 1997 that the councils would fund full time staff for the ROC – a first in country NSW.

REROC is known for its willingness to seek out challenges and to embrace change and this is shown by the members' willingness to see the work of the Independent Local Government Review Panel as an opportunity for growth and development. REROC's response to the *Twenty Essential Steps* Report was to develop its own regional collaboration model and then to lobby the Panel to consider the REROC Models merits against the County Council model that the Panel originally proposed. REROC and its members note that the final Joint Organisation Model proposed by the Panel is very similar to the Strategic Regional Council Model proposed by REROC in August 2013.

REROC is currently a Joint Organisation Pilot, and again our members believe this demonstrates that working collaboratively provides the resources to cope with complex and unexpected change.

10. High Quality Political and Managerial Leadership

REROC aims to assist its member councils to deliver high quality political and managerial leadership by undertaking activities that support councillors and governance generally.

In early 2014 we were the first ROC to arrange for the delivery of the Executive Certificate for Elected members to be delivered locally. The course was booked out by REROC member councils who provided very positive feedback about the experience.

As can be seen by the above, REROC's operations over an extended period of time clearly demonstrate the willingness of the member councils to work collaboratively to achieve strategic capacity. A willingness that will carried forward into the formation of the Riverina Joint Organisation ensuring that the strategic capacity built through REROC regional collaboration will continue into the future.

Introduction

The Independent Local Government Review Panel (ILGRP) in its Final Report identified the central challenge of structural reforms to be balancing seemingly opposed agendas:

- The need for increased scale and capacity that will enable councils to remain sustainable, provide adequate services and be valued partners in the system of government
- 'Keeping the local' in local government so that community identity and local democracy are maintained."¹

This report which reviews over 15 years of work by the Riverina Eastern Regional Organisation of Councils (REROC) demonstrates how councils have met and continue to meet the above challenge by achieving strategic capacity through regional collaboration. It responds to the NSW Government's Fit for the Future program and to IPART's Assessment Methodology for Fit for the Future. In particular it responds to IPART's advice that where a council elects to operate as a council within a JO that the council must provide robust evidence that regional collaboration will deliver strategic capacity.

REROC's achievements clearly demonstrate that regional collaboration does provide a platform upon which councils can meet the key elements of strategic capacity:

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

However in judging the achievements of REROC it is important to remember that REROC is the sum of its parts and those parts are its member councils. The ROC is the servant of its member councils; it does not



Tony Donoghue, REROC Treasurer, Daryl Maguire, Member for Wagga Wagga, Hon Paul Toole, Minister for Local Government. Cr Paul Braybrooks OAM, REROC Chair and Cr Lola Cummins, REROC Deputy Chair. The Minister met with REROC members at their AGM in November 2014.

operate as a lone entity imposing collaborations upon councils but rather responds to the member councils' common vision that a co-operative approach will yield benefits for all those involved.

Therefore in a Fit for the Future context, assessors must embrace a new paradigm that recognises that councils sometimes operate as individuals but more often operate within a complex web of

¹ Independent Local Government Review Panel, *Final Report*, 2014, pgs 71 and 92

formal and informal partnerships, alliances and collaborations with other councils, state agencies and the communities they service. The ILGRP recognised the ability of regional organisations to achieve strategic capacity through effective council collaborations by introducing the concept of Joint Organisations in their Final Report.

Councils operating in rural and regional NSW have embraced this new paradigm as they seek more effective and efficient ways to deliver services and facilities in sparsely populated Local Government Areas (LGAs) that are located hundreds of kilometres away from Sydney.

Covering an area of some 40,000 sq kms, the REROC region is about the same size as Switzerland, with a population base of 140,000 people. The operation of local government in the REROC region is characterised by the following key factors:

- Population density of 3.5 people per sq km
- Multiple population centres in each LGA from towns to small villages
- Virtually no public transport meaning that councils cannot consolidate pubic infrastructure e.g. swimming pools, public halls, recreation and sporting facilities, in one population centre and often need multiple delivery points for services and infrastructure to ensure reasonable access for the majority of residents
- 14,612kms of local roads² maintained directly by councils
- 1,500kms of regional roads owned and maintained by councils
- Rate bases that are for the most part stagnant because of low growth in population and land values
- Aging populations

REROC member councils recognised that these characteristics required a new way of doing business; the result was the establishment of REROC in 1994. In the 21 years since it was formed the ROC has had an extremely stable membership with all the foundation member councils still members of the organisation.

Foundation Members as 1994	Current Members
1. Bland	1. Bland
2. Coolamon	2. Coolamon
3. Cootamundra	3. Cootamundra
4. Holbrook	4. Greater Hume (the result of an
	amalgamation of Holbrook, Culcairn and
	parts of Hume Shires)
5. Gundagai	5. Gundagai
6. Junee	6. Junee
7. Lockhart	7. Lockhart
8. Temora	8. Temora
9. Tumbarumba	9. Tumbarumba
10. Tumut	10. Tumut
11. Urana	11. Urana
12. Wagga Wagga	12. Wagga Wagga
	13. Goldenfields Water
	14. Riverina Water

² NSW Local Government Grants Commission, Data as at June 2013 for 2014-15 FAGs



Initially established with a focus on resource sharing activities which would save money for member councils, REROC's activities have grown to encompass regional planning, intergovernmental collaborations and advocacy and lobbying. Virtually every operational area of local government has been touched by the activities of the ROC with the purpose of delivering more efficient and effective outcomes by utilising both the number of members and their combined demands and resources to create scale and capacity.

This publication showcases the depth and breadth of the regional collaboration that has occurred over the last 15 years through councils' membership of REROC. The REROC member councils believe that REROC's activities demonstrate that councils in rural and regional areas can achieve strategic capacity through effective regional collaboration.

It is anticipated that REROC will make the conversion to a Joint Organisation in September 2016 and it is expected that the ROC's history of achievement will continue and expand under the new JO structure. Therefore the REROC members contend that there is ample evidence to demonstrate that by choosing to become a council in a JO, councils will achieve strategic capacity.

1. More robust revenue base and increased discretionary spending

REROC's primary purpose on establishment was to create financial savings for councils. The decision to invest in the ROC via the provision of membership fees required a return on investment. Councils recognised that their revenues and spending could be improved if they were able to generate savings through working together.

The activities undertaken have been varied and all have used the combined demands of the member councils to create economies of scale and scope that generate savings for councils, thus improving financial outcomes and facilitating increased discretionary spending. Appendix One aggregates the estimated savings for councils generated by collaborative activities, below is a sample of the types of activities undertaken.

Group Purchasing Activities

REROC has regularly aggregated the purchasing needs of the member councils in order to generate economies of scale and therefore deliver direct financial benefits to the member councils. An example of some of the activities that have been undertaken are listed below:

Electricity – the purchase of retail electricity for member councils was the first group purchasing activity undertaken by REROC. The opening up of the market to contestability allowed REROC to aggregate the electricity needs for those councils that had contestable sites which created significant savings.

REROC continued to tender out retail electricity every 2 -3 years until 2014 when changes in the retail energy market meant that we no longer believed that we could achieve the best possible price for the member councils.

Estimated Savings: \$4,800,000

Bitumen Emulsion – this tender which aggregates the purchasing needs of member councils has been running is 1998. REROC goes to tender to purchase this product every 2-3 years, it has also encouraged suppliers to value-add to their service provision by including tank maintenance and tank cleaning. The tender is for between 500,000 – 1,000,000 litres of product annually and through group purchasing the cost of the product was significantly reduced. *Estimated Savings: \$1,820,000*

Bulk Supply of Liquid Alum – this water chemical is used by the two member County Councils and three other councils that also supply potable water to their residents. Since 2001 the tender has been let every 2-3 years. It is estimated that over the life of the arrangement the average saving generated is \$90.00 per tonne. *Estimated Savings: \$ 1,512,000*

Group Purchase of GIS Software – REROC facilitated the bulk purchase of spatial mapping software as well as training on the use of the product. The bulk purchase and training enabled councils to

introduce mapping to their council processes in early 2000, well before many other local governments had incorporated it into their operations. *Estimated Savings: \$24,000*

Metal Waste Collection – the first collection organised by REROC was undertaken in 2000. Prior to REROC's involvement in the process a number of the member councils were paying providers to collect the waste material. However, by aggregating the materials across REROC was able to attract a number of providers willing to pay to take the waste away.

REROC continues to aggregate the metal waste contract and since 2000 over \$1 million in revenue has been generated for the participating councils, of which 10% has been rebated to REROC to be expended on regional waste projects and infrastructure. In addition to creating revenue for the participating councils, the activity diverted 13,815 tonnes of waste from landfill at an average cost of \$70 per tonne.

Estimated Revenue: \$1,436,760 Estimated Savings: \$967,050

Electronic Document Management Software – REROC negotiated a group purchase of this software for the five participating councils Cost savings to these Councils from committing to one supplier in a "group" arrangement resulted in a combined saving over an individual purchase of between \$5-\$8,000 per Council.

Estimated Savings: \$30,000

Valuation of Buildings and Plant – REROC facilitated tenders for the provision of asset valuation services in compliance with the Department of Local Government's financial reporting requirements on behalf of ten member councils. *Estimated Savings: \$45,000*

Microsoft Licensing - REROC became aware that the NSW Agreement for Microsoft Software (NAMS) were due to expire in June/July 2008 and that Local Government Procurement had negotiated an arrangement with Microsoft and associated resellers on behalf of NSW Councils.

Cootamundra, Greater Hume, Junee and Tumut Councils expressed an interest in participating. As a result, a quotation based on 292 "seats" was obtained. It should be noted that quotations for in excess of 250 "seats" results in typical savings of between 35-40% over Councils with under 250 "seats" who purchase Microsoft software independently under the Government Open Value option and upwards of 65% under the Open Government Pricing option.

The quotation for participating Councils is \$97,975. Without the group arrangement it would be anticipated that the gross cost to Councils obtaining individual quotations would have been in the vicinity of \$132-\$140,000. Therefore, this project resulted in overall cost savings of around \$35-40,000 per council.

Estimated Savings: \$1,200,000

Green Waste Processing – REROC has regularly tendered out the processing of green waste which requires specialised equipment. The tender is let on the basis of a milk run to all participating councils which generates significant savings for councils. *Estimated Savings: \$15,000*

Water and Sewer Valuations – In 2011 REROC invited quotations from suitably qualified firms to undertake CCTV-based condition assessments of sewer assets in Bland, Cootamundra, Greater Hume and Tumbarumba Councils. The work was undertaken in April 2012 enabling the councils to comply with the "fair value principles for valuations. *Estimated Savings: \$15,000-\$20,000*

Energy Efficiency Program – SEDA

REROC commenced implementation of an Energy Efficiency Program through the State's SEDA initiative in 2000. The project was a long term one which aimed to reduce expenditure on energy through the introduction of new technologies and the smarter use of existing technologies. The Program funded an energy expert to work with REROC and the member councils to identify and implement energy saving projects.

Projects that were implemented included simple things like councils enabling the energy saving devices on PCs which shut down monitors when not in use, generating estimated savings of \$30 per year for every council PC. A lighting project that installed tri-phosphor, energy savings lights in council offices was undertaken; the lights were bulk purchased through REROC which further increased the savings achieved. A number of councils introduced voltage reduction metres to further reduce energy consumption.

The final project undertaken was looking at council Sewage Treatment Works and ways in which energy consumption could be reduced by changing practices, reducing pump sizes and matching pump sizes to the task.

Estimated Savings: \$36,000

Street Lighting Pricing

REROC initiated a Street Lighting Improvement Project in 2007 which aimed to progress the installation of energy efficient street lighting across the REROC region with the goal of reducing the cost of street lighting for member councils. The project was modelled on a similar project undertaken by South Sydney ROC.

As part of the project a consultant was engaged to undertake an audit of street lighting in the region which highlighted a number of issues in relation to service provision and cost. The work identified that some councils were being charged the wrong tariff for their lighting and this resulted in significant savings being generated for those members.

In mid-2007 REROC responded to IPART who had sought feedback on a proposed increase by Country Energy to street lighting. With assistance from our consultant, REROC prepared a response which amongst other things demonstrated that Country Energy's prices were higher than those of comparable operations in other states. While IPART approved the increase, a condition was imposed that no further increases would be considered unless Country Energy provided independently validated costings.

Following the regulation of street lighting moving from IPART to the Australian Energy Regulator, REROC again provided a comprehensive response to the price increase proposals for the 2009-2014 AER Determination. REROC also met with the AER and Country Energy to express strong concerns about the proposed increases.

As a direct result of our work in this area the price increases proposed for street lighting were reduced by 60% and again conditions were put into place, one of which required Country Energy/Essential Energy to place energy efficient luminaires on their standard list of luminaires. Another condition recognised that member councils had purchased the original lighting asset and then gifted it to Country Energy as a consequence tariffs were adjusted to reflect this.

In 2013, in preparation for the new AER Determination, REROC again lodged responses to proposed energy increases for street lighting proposed by Essential Energy. Submissions continued throughout 2014 and into 2015 until the AER released the Final Determination in late April 2015. Essential Energy's proposed increases for the REROC region were between 89% and 118%, the Final Determination has introduced a stepped approach to the rise in rates which will slow the introduction of the rises, generating savings for councils.

Estimated Savings over the 2009-2014 Determination Period: 60% drop in pricing.

Audits of Non-Contestable Energy Sites

REROC embarked on this project in mid-2012. Working with Country Energy the project aimed to identify opportunities to improve energy use for council sites that were non-contestable – sites that had not been included in REROC's previous electricity tendering activities because they were too small.

The project included a free tariff audit of all sites, identification of sites with zero consumption to determine if metering should remain and identification of sites that would benefit from a change of metering technology.

The project was very productive with a significant number of sites identified as eligible for a tariff reduction and a number of sites that had zero consumption identified and removed from the distribution network making substantial savings for the participating councils. *Estimated Savings: \$75,000*

Energy Management Workshops

These workshops were organised in conjunction with the Office of Environment and Heritage in 2013. The aim of the workshops which ran over a six month period was to increase councils' understanding of their energy bills in order to develop strategies that would reduce usage and increase efficiency.

2. Scope to undertake new functions and major projects

REROC member councils look to regional collaboration to underpin their capacity to undertake new functions and major projects. New functions can be driven by the implementation of new legislation which demands that councils take on new roles, or by a recognition that by working together major projects that would be outside the scope of a single council can be achieved as a region.

Economies of scale and scope are achieved when member councils work in collaboration with REROC to deliver new functions and major projects. The diversity of the projects undertaken is pronounced and ranges from activities that cost just a few thousand dollars to those that generated funding in the millions.

Implementation of GST Legislation

This was one of the first intellectual property projects undertaken by REROC. Member councils recognised that the introduction of the Federal legislation would impact on all of them and therefore the opportunity existed to minimise individual workload and improve outputs through collaboration.

Staff from all the member councils formed a Working Group led by the REROC Executive Officer. Meeting over many months the Group produced an implementation schedule, GST Reference Manual, training materials and training for different sectors and levels of staff. In addition 40,000 generic information brochures *GST and Local Government* were prepared and printed for distribution to ratepayers by the member councils.

The project also provided a high quality professional development opportunity for staff working in the finance sectors of councils as the project required that they build their capacity and knowledge about GST. The total cost for the entire project, including all the printed materials and training (excluding staff time) was \$481 per council. *Estimated Savings: \$450,000*

On-site Sewage Management Kit

The introduction by the NSW State Government of legislation that required councils to introduce an inspection regime for septic systems that were not part of council's sewage system presented challenges for member councils. Again the members recognised that the challenges they faced were common across the sector and that they could be best met through collaboration.

A Working Group of council staff was formed which resulted in the development On-site Sewage Management Kit. The Kit included generic policy documents, letters to ratepayers, an inspection regime and standards and a supporting database that councils could utilise to hold information on their site inspections.

Not only did the project assist member councils. REROC sold 60 kits to non-member organisations generating \$10,750 in revenue. The Kit won a State Award for Innovation from the NSW Environmental Health Institute. *Estimated Savings: \$70,000*

Resources to assist with the Implementation of NSW Privacy Protection Legislation

Introduced over a decade ago this legislation required councils to undertake new functions in relation to the way in which personal information could be handled.

A small Working Party was formed which developed and printed a generic brochure for distribution to ratepayers by councils, a quick guide for counter staff (an FAQs), a set of guidelines for councils and training materials for councils staff.

Training on the new legislation was provided to all councils as part of the process. All materials prepared through the projects were reviewed and approved by the NSW Privacy Commissioner prior to implementation.

Estimated Savings: \$65,000

Purchase of Shared GPS Equipment

The purchase of this equipment in 1999 enabled member councils to embark on a major program of asset mapping. After extensive trials two mobile GPS units were purchased which had sub-metre accuracy. Member councils were able to borrow the equipment to capture asset information which they could then download into their systems using software that had been bought through a group purchasing arrangement organised by REROC.

The sub-metre accuracy was supported through an arrangement REROC entered into to purchase satellite data to enable post-processing to occur. Training was also arranged for council staff on how to use of the equipment. The arrangement allowed councils to introduce and enhance their mapping and spatial data capabilities, introducing new and more efficient methods for asset management and information tracking. The equipment was consistently used for approximately 6 years. *Funding Received: \$50,000 Estimated Savings Generated: \$280,000*

Estimated Savings Generated. \$200,00

Urban Stormwater Planning

In 1999 REROC became the first group of councils to undertake a joint approach to the preparation of Urban Stormwater Plans. While all the plans were required to reflect individual circumstances for each member council the regional approach enabled REROC to write the basic catchment description for each LGA, provide general information and develop a standard template *Estimated Savings: \$80,000*

Stormwater Extension Officer

The Urban Stormwater Project was followed with funding from the EPA in 2002 which enabled REROC to employ a Stormwater Extension Officer to further assist councils to prepare and implement their Urban Stormwater Plans. The Project Officer worked across all the Riverina-Murray councils preparing generic education materials, running training sessions on issues such as sediment control and finalising stormwater plans. The project ran until 2004 providing the Riverina-Murray region councils with access to much needed resources in the area. *Funding received for the project: \$321,300*

Road Safety Officer Project

In 2001 REROC became the first regional grouping of councils to engage Road Safety Officers (RSOs) through the RTA's Road Safety program. REROC member councils were placed in four clusters of three councils each and each cluster shared an RSO. All four RSOs came together on every second month at the REROC office in order to identify ways in which they could work together to achieve better outcomes.

One council in each cluster employed the RSO for their cluster with councils contributing 50%



RSO project aimed at reducing speed around roadworks

of the cost of the program and the RTA contributing the balance. In addition to meeting 50% of the cost of the RSO, the RTA also provided funding for the RSOs to deliver projects in their clusters. In the five years that REROC was involved in the project almost \$1.2 million in funding was received from the RTA to support the employment of the RSOs and the delivery of road safety projects across the region.

Funding Received: RTA: \$1,272,214 IPWEA: \$15,300 Estimated Saving to Councils of Shared staff Member: \$2,880,000

YouthROC Camp

The Camp was established in response to REROC's Regional Youth Council Strategic Plan under the "Active Youth" banner and the need recognised by councils for more engagement with young people in their LGAs.

The Camp provided the opportunity for young people from all member LGAs to come together, have fun and develop leadership skills. Originally run as a Summer Camp it was moved to April in 2006. The Camp ran for 4 years before being replaced with a new Active Youth initiative – the Regional Skate, BMX and Scooter competition.

The Riverina It's A Living Thing Project

This project allowed councils to promote sustainable living options to their residents through the sale of Kits that contained samples of environmentally friendly products and technologies that could be easily introduced into households. Promotional launches were held by each council in their own LGAs. 1,500 Kits were purchased by residents. The post-project evaluation showed that 85% of participants believed they were more likely to purchase products like those in the Kit and 94% thought the project was worthwhile or extremely worthwhile.



Cr Braybrooks OAM, REROC Chair, Launches the Riverina It's a Living Thing Project

Funding Received: \$60,000 Estimated Savings by Regional Delivery: \$104,000

WaterSmart – Urban Water Sustainability Project

This project was undertaken with a grant of almost \$2 million from the NSW Environmental Trust. Councils participating in the project committed to \$1 for \$1 funding which resulted in almost \$4 million being spent in the region on water enhancement and education projects.

The project ran for three years and aggregated 22 smaller project delivered across all of the 13 REROC LGAs addressing five main areas of activity:

- Water Harvesting
- Water Conservation
- Water Quality
- Salinity
- Environmental Flows

Councils identified projects within their LGA that would contribute positive outcomes to the management of urban water. A series of on-ground work were undertaken by member councils including:

- Construction of Concrete "V" Drains at Junee
- Recycled Waste Water Storage at Coolamon
- Installation of Gross Pollutant Traps on Muttama Creek at Cootamundra
- Effluent RE-Use Containment Upgrade at Gundagai
- Water Reuse at the Tumut Water Plant
- Stormwater Management Plan for Urana and Oaklands
- Stormwater Capture and Harvesting at Bland
- Installation of Gross Pollutant Traps and Revegetation at Lake Albert in Wagga Wagga
- Murrumbidgee Riverbank Restoration in Wagga Wagga
- Willow Removal Program from Tumbarumba Creek

Funding Received: \$1,960,000

Estimated Savings by Regional Delivery: \$390,000

Creating and Enhancing Meeting Places: the Regional and Local Community Infrastructure Project

In late 2009 REROC was successful in its application to the Federal Government for funding under the Regional and Local Community Infrastructure Program (RLCIP) to fund a regional project titled *Creating and Enhancing Meeting Places.*

The project was unique because it aggregated 12 different projects in six REROC member councils under a single regional funding application. REROC managed the grant, while the individual councils were responsible for the on-ground works. It is our understanding that we were the only multiple facility grant awarded.

The funding of \$2.6 million was received and the participating councils also contributed substantial funds to their projects. The projects undertaken were as follows:

- Construction of a Village Green at Jindera
- Construction of an Outdoor Auditorium at Coolamon
- Re-roofing the Urana Hall
- Construction of a new Community Hall at Yerong Creek
- Upgrade of the Community Hall at The Rock
- Upgrade of the Town Hall at Lockhart
- Construction of a new community hall at Brookdale



The completed Temora Rural Museum which underwent a major refurbishment and expansion

- Construction of the Ashmont Community Hub in Wagga Wagga
- Upgrade of the rural hall at Mangoplah
- Upgrade of the rural hall at Tarcutta
- Upgrade of the rural hall at Galore
- Construction of a new Visitor Reception, Customer Service and Exhibition Space at Temora Rural Museum

The project demonstrated the value of a collaborative approach to funding applications. RLCIP had a minimum funding benchmark of \$2million for a single application however by aggregating member council projects REROC was able to reach the funding benchmark and qualify for funds. *Funding Received: \$2,600,000*

Savings by Regional Delivery: \$180,000

Waste Oil Collection Facilities

This project introduced a new service for residents of member councils, waste oil collection. REROC applied for an Environment Australia grant in 2003 and then a second grant in 2006 which resulted in the establishment of waste oil collection facilities in 20 locations across the region. This enabled the capture of waste oil which led to a tender for the collection of the all from the sites. *Funding Received: \$244,266*

Additional Savings through group purchase and training: \$85,000

Community Recycling Centres

REROC made application to the Environment Trust to establish Community Recycling Centres (CRCs) in 11 of the member LGAs. CRCs collect low toxic hazardous household waste such as batteries, fluorescent tubes, paint, gas cylinders, lead acid batteries and e-waste.

The funding had an upper ceiling of \$300,000 per application and therefore REROC developed a cluster approach to the project which meant that four applications were submitted as follows:

- 1. Northern Cluster: Bland, Temora, Cootamundra
- 2. Central Cluster: Coolamon, Junee and the Regional Mobile Service
- 3. Eastern Cluster: Gundagai, Tumut, Tumbarumba

4. Western Cluster: Lockhart, Urana, Greater Hume

Originally the proposal was that each cluster would run on a "hub and spoke" basis with waste being transported from the spokes into the hubs for collection by a specialist hazardous waste collector engaged and paid for by the EPA, therefore our submissions included provision for transport. However the Environment Trust advised that it would not fund the transport and as a result the EPA contractor will now pick up from all eleven sites.

A CRC is basically a large, four sided shed with a verandah where bins for the waste will be placed. Residents will drive under cover to dispose of the waste free of charge. As the bins fill they will be placed in storage in the shed awaiting pick up by the EPA's contractor. In addition to the shed, a forklift will also be purchased to allow councils to move the waste bins around easily and to load the EPA contractor's truck.

The REROC project which received funding of \$705,720, is the largest, single roll out of CRCs in the State. It is expected that all the sites will be completed by the end of December. Councils are currently finalising their site plans for the CRCs while REROC is finalising specifications to put out a quotation to supply for the design and construction of the sheds. *Grant Funding: \$705,720 Estimated Savings by Regional Delivery: \$110,000*

Household Hazardous Waste Collections

As a result of the work of the REROC Waste Forum, member councils have been able to offer their residents free household hazardous waste collections. The collections which commenced in 2003 and run on average every two years provide an opportunity for residents to appropriately dispose of up to 20 litres of toxic waste free of charge.

Almost all councils in the REROC region participate in the Collections and since its inception approximately 34,000 kilograms of toxic waste has been diverted from municipal landfills in the region.

Funding Received: \$556,149 Estimated Savings by Regional Delivery: \$210,000

Regional E-waste Collections

In response to the Federal Governments introduction of National Television and Computer Recycling Scheme REROC and its member councils decided to negotiate with providers for the establishment of free e-waste collections in each of the REROC LGAs.

REROC was the first group of councils to achieve an outcome that meant there was a free e-waste collection in every LGA in our region regardless of size. Since July 2013 the regional service has collected 198 tonnes of e-waste. Savings are based on an estimated cost of .70cents a kilo for disposal and the transport costs.

Estimated Savings: \$139,107.50 Transport & logistics savings: \$55,217



3. Ability to employ a wider range of skilled staff

For many councils the issue is not being able to employ a wider range of skilled staff but to be able to support their staff to broaden and enhance their skill base and to be in a position to access the skills that are required when they are required.

REROC assists councils to do this by providing opportunities for skilled staff to improve and enhance their skills, by promoting careers in local government and by assisting councils to address the skills shortages that impact on the operations of virtually every business and organisation operating in a rural area.

Shared Staff

Regional Waste Officer

REROC's Regional Waste Officer position has been in place since 2001, funded through the REROC member councils and grants from the EPA and its predecessor organisations. The role supports, coordinates and delivers waste management and resource recovery projects that are delivered at a regional level.

Examples of activities that are undertaken include the preparation of regional waste management and resource recovery strategies, organisation of the *No Time to Waste* Conference, lodging funding applications to deliver joint projects and implementation of those projects and preparation of the merchandise, intellectual property and promotional materials that are used in regional projects. The Waste Officer also informs member councils about changes in policy and legislation that impacts on their operations, undertakes lobbying and advocacy on waste management and resource recovery, liaises with the EPA and provides regional reporting to the EPA and participates in RENEW NSW.

Road Safety Officers

In 2004 REROC established a cluster approach to the delivery of the RTA's Road Safety Officer program. The cluster approach resulted in the 12 member councils being divided into four groups, with each cluster sharing one Road Safety Officer (RSO).

The RSO's work was co-ordinated by REROC which ensured that where economies of scale and scope could be achieved by delivering some RSO projects regionally, but with locally customised content. Radio and television advertising was booked regionally, printing was undertaken regionally, safety messages were created for regional application and then used at a local level.

RSOs worked on diverse projects including speeding child safety restraints, safe driving in the snow, driving in road works, driving in roundabout, older drivers, scooter use and projects for young children about crossing roads safely.

Stormwater Extension Officer

Between 2003 and 2005 REROC received funding from the Office of Environment and Heritage to employ a Stormwater Extension Officer (SEO).

The SEO was shared across the entire Riverina-Murray region; their role was to work with councils to on the issue of the management of stormwater including issues such as sediment control, practices on building sites, the completion and the implementation of stormwater management plans.

Contaminated Land Management Project Officer

In late 2014 REROC and RAMROC were successful in obtaining 3 year of funding to employ a Project Officer to work with councils across the Riverina-Murray to address a wide variety of issues in relation to the policies and procedures that councils have in place to deal with contaminated land.

Regional Youth Projects and Social Media Co-ordinator

REROC has engaged a person to support the work of the Youth and Communities Network and to conduct the ROC's social media campaigns. A major part of the work undertaken is the organisation of the annual *Take Charge* Youth Leadership Forum and the operation of the *Take Charge and Volunteer* project, including training volunteer organisation in the use of the website and in how to work with young volunteers.

Improving and Enhancing Staff Skills through Special Interest Groups

REROC Waste Forum

The Waste Forum was the first special interest group formed by REROC and it has been in continuous operation since 1997. Membership is drawn from the REROC member councils and it is part of the EPA's Voluntary Regional Waste Group (VRWG) network.

The Forum deals with waste management and resource recovery issues and is responsible for the development of REROC's Regional Waste Management and Resource Recovery Strategies. The Group meets on a quarterly basis; many of its projects are highlighted in this report. *Grant Funding Received*: \$1,969,163

Workforce Development Group

The Workforce Development Sub-committee meets on a quarterly basis to address issues relating to the member councils' workforce.

The Committee has considered and implemented projects in staff recruitment, staff training, induction and work health and safety. Given the continuing difficulties councils encounter in recruiting staff the Committee's work is extremely important in building member councils' capacity at both strategic and operational levels.

Development of GIS Group - RivSIG

In 1999 REROC received a \$100,000 grant from the Federal Government to undertake a project aimed at introducing and expanding the use of GIS and GPS technologies in member councils. The project responded to a need that the REROC Planners had expressed regarding the implementation of the technologies in their councils and the major cost of obtaining source data from what was then Land Information.

Today the Group continues under the banner of RivSIG (Riverina Spatial Information Group), providing a professional development platform for not only local government staff but staff in state agencies, Charles Sturt University and private enterprise working in spatial data to learn from each other and support each other's work.

Professionals working in the spatial data field often find they are working alone or part of a very small team. RivSIG offers those professionals the opportunity to interact regularly with others working in the field. The Group meets quarterly and together with REROC organises the annual *Mapped Out* Conference.

Engineers Group/REROC Infrastructure Group

This Group meets on a quarterly basis to discuss issues that relate to engineering, asset management, transport and infrastructure. The meetings are a platform for identifying common problems and opportunities to undertake regional projects.

The Group has transformed to take a larger role in infrastructure development as the REROC Infrastructure Group. The Group is responsible for the development of the REROC Freight Transport Plan and is currently working on an update to the Transport Plan and a Mobile Phone blackspot project.

Youth and Community Network

The REROC Youth & Community Development Network brings together all the council staff working with youth and community development in the REROC region. The Network meets bi-monthly and aims to assist member councils by working together to enhance youth and community development services in the region.

The Network invites service providers as guest speakers to the meetings as this allows both the providers and the member councils to work together to provide improved and more efficient servicing.

Professional Development Opportunities

Mapped Out Conference

Mapped out is organised by RivSIG and REROC and has been held annually since 2005. The Conference showcases the use of spatial data to enhance the operation and delivery of government services. Mapped Out is supported as a professional development activity by the SSSI.

Speakers have been drawn from across Australia to demonstrate the diversity of applications for spatial data. Trade Stands are also a feature of the event where the latest in technology and services is demonstrated for attendees. Recent speakers and topics have included:



Gail Fuller from CSU and Narelle Hobson from Junee Shire at 2014 Mapped Out

SES – NSW Flood Database

- ABS Mapping Census Data
- Bureau of Meteorology Mapping Weather Information
- Junee Shire Council Using Spatial Data for Executive Decision Making
- National Parks and Wildlife Using GIS in Wild Dog Management

The Conference attracts about 90 people from across southern NSW and northern Victoria and while the Conference is focused on government applications for spatial data, attendees come from state agencies and private enterprise as well as councils.

Mapped Out is an important professional development activity for REROC member council staff working in the spatial data area.

No Time to Waste Conference

The challenges facing the rural and regional waste management and resource recovery sector are

the focus of the *No Time to Waste* Conference. The conference has been held annually since 2009.

Attendees at the Conference come from across NSW and Victoria and include waste managers, landfill operators, council staff and councillors, contractors and recycling operators. Conference speakers come from across NSW and interstate and showcase the innovative responses that have been implemented to create sustainable solutions to waste management and resource recovery that particularly apply to operations of regional areas. Recent speakers and topics have included:

- Office of Environment and Heritage A vision for Resource Recovery in NSW
- Albury City Council the Halve Waste Campaign
- Veolia the Woodlawn Bioreactor
- EPA Infrastructure used to Address Illegal Dumping
- Bob Bailey Consulting Managing Risk in Landfill Operations
- Clean Energy Regulator Carbon pricing

Regularly drawing over 100 people the Conference offers a targeted professional development activity for REROC member councils and a unique opportunity to focus on the practical issues that are faced by rural and regional communities in the management of waste. The Conference is also supported by an array of Trade Stands that highlight the latest in services and facilities available in waste management and resource recovery.

Workforce Development Forums

Initiated by the Workforce Development Committee, the Forum is held annually and focuses on a specific issue within human resource management. Guest speakers from within the REROC membership as well as external councils are invited to address attendees about specific projects that have been implemented to address the issues being considered. Two Forums have been held to



Alice Kent from Wagga Wagga City Council visits a trade stand at the No Time to Waste Conference

date, in 2013 the Forum focused on recruitment and development of trainees, apprentices and cadets while the 2014 Forum addressed the issue of staff inductions.

The Forums are attended by council staff working in the HR area and feedback on the intensive format of the Forums has been very positive. The 2015 Forum will be held in late October.

Off the Grid Conference

The Conference, an initiative of REROC's Economic Development sub-committee, aimed to clarify some of the confusion around the energy market and energy alternatives.

In 2013 a survey of businesses undertaken by the committee found that the greatest concern for most was rising energy costs. In addition many of REROCs member councils were expressing frustration at rising prices and looking for ways in which the problem could be addressed. Off the Grid aimed to clear away some of the confusion by addressing a number of the basic concerns that consumers held about energy management, what tariff they were on, choosing an energy provider, improving energy management and alternative energy sources.



Greg Ewings, Cootamundra Shire speaks about the Shire's photovoltaic project for small halls

The Conference held at Charles Sturt University was open to

business and government and was attended by almost 80 people. It received sponsorship from RDA Riverina.

Women in Local Government Forum

Held as part of the Year of Women in Local Government the Forum attracted 90 participants. The Forum included addresses from women who were leaders in their fields, professional development workshops for councillors and staff and a Panel Discussion on the Future Directions of Local Government.

Training

REROC organises training activities for council staff on an as required basis. The benefit of joint training provision is that it reduces costs for participating councils and increases the opportunities of providing training locally. Some of the training that has been facilitated by REROC includes:

- ABS TableBuilder Training
- Executive Certificate for Elected Members
- Work Health and Safety Understanding Council Obligations under the new legislation
- Contaminated Land Management
- Pavement Construction
- GIS Software Training
- GPS Training

Addressing Skills Shortages

Build a Bridge...and Get Over it!

Build a Bridge...and get over it! is a 3 day Camp that aims to address skills shortage in civil engineering by encouraging high school students in Years 9 -12 to consider a career in this field.

REROC partners with the Compact, a careers education link organisation which services a similar region to REROC's. The Compact provides the interface with schools while REROC interfaces with industry. Since 2010 the program has been sponsored by the IPWEA (NSW) and NSW RMS and prior to this it was supported with funding from the Federal Government's Business Partnerships program.



Students construct their Bridge at the 2012 Build a Bridge

Admission to the Camp is competitive with

a maximum of 24 students admitted each year. Students are divided into four teams and tasked with designing a bridge to span a creek at the Camp's venue. Models of the designs are constructed on the second day of the Camp and then on the third day the winning design is constructed over the creek and the students walk across the bridge to receive their participation certificates. Engineers from REROC member councils, the RMS, IPWEA and Engineers Australia mentor the students.

Commenced in 2005, the Camp has run every year since then with the 10th anniversary to be celebrated in August 2015. Over 200 students have participated in the Camp with approximately a third choosing a career in engineering.

The Work Inspirations Project

This new project initiated by the Workforce Development Sub-committee is delivered in partnership with the Compact.

The Work Inspirations' project aims to engage and inspire young people to work in local government. The program is a four phase approach; the first stage being a day-long, group activity introducing students to the work of councils, the second stage is work experience, the third stage is work placements and then finally school-based apprenticeships or traineeships. It is based on successful Work Inspirations projects carried out in other parts of Australia. View the Greater Hume Shire Work Inspirations Day on <u>YouTube</u> and view the Junee Shire Council Day <u>here</u>.

Professional Placement Program

This program was introduced in partnership with Charles Sturt University; its goal was to address skill shortages in local government by encouraging local University students to undertake short work placements in member councils. Introduced in 2003 the program ran for 6 years until the

introduction of the new Fair Work Act required that all student placements be part of an accredited course requirement.

Over 60 students undertook placements that ranged from 3 to 22 weeks in areas that included accounting, human resources, administration, social planning, information technology, GIS and events management. In 2005 eight social welfare students worked on the development of a Regional Aged Care Profile. The work was undertaken as part of the students' requirements to undertake a 22 week work placement. As a result of the project profiles were

developed for each LGA in REROC and a booklet on *Aged Care for You and Your Loved One* was also produced, printed and distributed through member councils.



Students receive their certificates for participating in the PPP

UTS Student Engineer Program



Promoting engineering placements with REROC councils at UTS

This program ran for four years and aimed to attract students from UTS' School of Engineering to undertake work placements in REROC member councils. The ultimate goal was to demonstrate to students the diversity of work available in country councils and to have them experience a country lifestyle. The placements were for 6 months.

Over the four years approximately 20 students participated in the Program, one of the first students to participate is now the

Manager of Engineering and Planning at Junee Shire Council.

Careers Expos and Flyers

REROC has developed a series of flyers on careers in local government to assist councils to promote the industry as a whole and engage with potential employees at events like careers expos. The flyers can also be downloaded from the REROC website.

4. Knowledge, creativity and innovation

REROC and its member councils have embraced innovation and creativity. The organisation is constantly seeking ways in which services to residents and member councils can be enhanced through innovation, in many cases REROC has turned to the Internet for solutions that will work in the largest inland city in NSW, Wagga Wagga and for the smallest shire in the State, Urana. More recently, Smart Phone technologies such a mobile web and app interfaces have been utilised to extend service reach, while social media such as Facebook and Twitter have been engaged to promote ROC and member council activities.

REROC Websites

REROC has embraced the web as a platform for disseminating information, including intellectual property, to its members and raising awareness about its activities to the general public.

REROC's first website was published in 1999, it was considered so innovative at the time that REROC won a 1999 National Innovation in Local Government Award for its development. Numerous iterations have followed, the website today <u>www.reroc.com.au</u> contains information about all REROC's operations, projects and activities. It also includes a "members section" that contains minutes, board papers, information on the current JO Pilot as well as resources such as a generic policy documents and the Regional Code of Conduct Panel.

REROC also maintains a website dedicated to its work in waste management and resource recovery <u>www.waste.reroc.com.au</u>. Here information on all the projects and activities undertaken by the REROC Waste Forum is provided.

Safe Sharps

The aim of the Safe Sharps' project is to assist sharps' users to easily find approved sharps' disposal locations so that used sharps can be properly and safely disposed of. It was developed in response to member councils concerns that used sharps were being found in parks, gardens and municipal recycling collections. Funding for the project came from the NSW Community Sharps grants.



Hon Jillian Skinner, Minister for Health, launches the Safe Sharps project at Parliament House The website, <u>www.safesharps.org.au</u> which was launched in July 2011, was developed in consultation with Diabetes NSW who continue to support the program. Currently there are almost 2,000 locations listed on Safe Sharps, ranging from hospitals and community health centres to pharmacies and public toilets. The majority of the sites are in NSW however sites from Victoria, WA, Queensland and ACT are also included. Melbourne City Council, the ACT Government, Sydney City

Council and Geelong City Council all have their own log-ins to help them maintain their own information.

The primary interface for users of Safe Sharps information is via Smart Phones and Tablets, the apps are free to download from iTunes and the GooglePlay store. The roll out of the program has been supported by the distribution of flyers and brochures and a television advertising campaign. Safe Sharps has taken out two NSW Excellence in the Environment Awards for Community Sharps. *Funding Received: \$98,500*

Yours 2 Take Project

<u>www.yours2take.com.au</u> was launched in March 2008 and now has over 7,500 registered users. The website is an on-line resource exchange program which aims to reduce the amount of waste entering council landfill sites. The site allows users to give items away that they no longer want to someone who has a use for them. Yours2Take makes it easier for people to link with others who can put those unwanted items to good use.

As a result of the development of the latest regional waste management strategy it was agreed that if REROC wished the site to be more relevant for Business2Business applications then we should permit the sale of items, should be permitted in addition to giving them away. Changes were made to the site and a relaunch is to take place.



Start Your Business Here Project

Start Your Business Here <u>www.startyourbusinesshere.com.au</u> was funded by AusIndustry and is an on-line, self-guided computer program that allows start-up business to determine what regulations and planning controls they must comply with in each of the LGAs that comprise REROC. It includes information on local planning rules as well as State planning and licensing requirements.

The project aims to make it easier for home-based and small business operators to establish a business in the REROC region by allowing them to identify the local and State rules and regulations that would impact on their business operations.

Funding Received: \$200,000 Estimated Savings: \$360,000

Small Communities Closed Loop Organics Recycling Pilot Project

The Small Communities Closed Loop Organics Recycling Pilot Project trialled low tech, low cost organics recycling and was undertaken in partnership with Charles Sturt University (CSU)

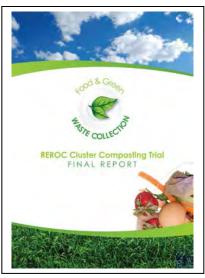
The project was co-ordinated by the outdoor staff at CSU's Wagga Wagga Campus. The REROC Waste Forum goal was to develop and test an organics recycling system that could be operated in small communities. REROC



engaged an agricultural economist to prepare a report on the success of the project which ran for over 2 years.

The lessons learned from this project enabled the Waste Forum to undertake the Cluster Composting Trial in 2013 which resulted in Coolamon and Cootamundra Shires implementing full organic waste collections and processing in each of their shires.

Cluster Composting Trial



Following the success of the Small Communities Close Loop Organics Pilot, four councils agreed to trial kerbside organics collections in each of their LGAs. Coolamon, Cootamundra, Gundagai and Junee Shire councils commenced the six month trial in August 2011.

The aim of the Trial was to test the feasibility of a cluster approach to composting, where the organic material collected would be taken to a single, central location for processing. The Trial introduced an organics and green waste kerbside collection for 200 households in each of the four participating shires. The timing of the project was to ensure that it ran during Spring and Summer when there were concerns about odour.

Each of the 800 households that participated in the Trial were provided with a benchtop organics collection bin and bin liners, a 240 litre organics/greenwaste bin that was collected on a fortnightly basis and education materials including a Frequently Asked Questions flyer and calendar showing collection dates for each LGA. The bins and education materials were delivered to all householders by council's staff in the weeks leading up to the Trial. REROC prepared and printed all the education materials, the bench top bins and 240 litre bins were bulk purchased by REROC and paid for by the councils.

During the Trial a total of 139 tonnes of organic waste was received and processed. Following completion Trial, Coolamon surveyed their residents to determine their levels of satisfaction with the service and to determine if it should continue. The new service was so well received in Coolamon that residents agreed to pay an additional waste service fee to allow the kerbside organics/greenwaste collections to continue. Cootamundra has also introduced a full organics and greenwaste collection for their residents.

The project received some funding support from the EPA but the majority of the cost was met by the participating councils. *Funding Received: \$30,000*

Take Charge and Volunteer Project

Take Charge and Volunteer <u>www.takecharge.org.au</u> aims to support young people to take on volunteering roles in their communities. It was an outcome of REROC's <u>Take Charge Youth Forum</u>

where young people sent a clear message that they were keen to take on volunteering roles but were unsure about how to make connections with organisation that wanted young volunteers.

Take Charge and Volunteer <u>www.takecharge.org.au</u> is a website which encourages young people to volunteer by providing a portal to the organisations that want to work with young volunteers. The website launched at the 2014 Take Charge Dinner, links community organisations that have



volunteer opportunities with young people who are looking to volunteer.

The website lists volunteering opportunities categorised by industry and career rather than by organisation. This approach accords with research that shows young people prefer to volunteer in areas that reflect their career choices. REROC worked with volunteer organisations to train

them in the use of the website but to also provide them with specialised training to assist them to identify their opportunity in terms of career types and to design experiences that young people would find rewarding.

A number of the volunteer opportunities that have been listed come from member councils' section 355 committees as well as from council activities themselves, such as libraries. REROC and the member councils believe that this is a practical way of encouraging young people to take on leadership roles in their communities.

Paw Pals Education Materials

In 2004, after being approached by one of the member council's rangers, REROC applied for and received funding from the Department of Local Government to address the need for resources to assist rangers to deliver the message of responsible pet ownership to primary school children.

A small working party comprising rangers, a local school primary school teacher and the REROC Executive Officer was formed to produce teaching materials and resources for children from K-6.

The resources developed included a pet passport, where children could record details about their pet including vaccination and registration, bookmarks, stamps, stickers and an A2 poster as well as comprehensive teaching materials and lesson plans for both school teachers and rangers. The Lesson Plans and Materials were designed for specific age groups:

Unit One, Kindergarten - Year 2: My Pet, My Friend Unit Two, Years 3 and 4: My Pet, My Friend, My Responsibility Unit Three, Years 5 and 6: Responsible Pets, Responsible Owners Funding Received: \$20,000 Savings for Councils by Regional Delivery: \$65,000

Awards

REROC has been recognised for its creative and innovative approaches to delivery of local government services both nationally and at a State level:

- Winner of the Technology Division of the National Awards in Innovation for Local Government for the *Riverina Eastern Regional Organisation of Council's Integrated Database website* – 1999
- Winner Australian Institute of Environmental Health (NSW) Innovative Environmental Awards, Delegate's Choice for REROC's Onsite Sewage Management Project – 1999
- Highly Commended in the IPWEA's Engineering Excellence Awards for REROC's *Rural School Bus Stops* Project– 2004



Federal Minister for Local Government, Hon Ian McDonald with REROC CEO, Julie Briggs and REROC Chair, Cr Peter Dale receiving the 1999 National Award for Innovation

- Winner Local Government category of the Keep Australia Beautiful (NSW) Plastic Bag Reduction Initiatives Awards for REROC Waste Forum – 2004
- Winner Overall State of the Keep Australia Beautiful (NSW) Plastic Bag Reduction Initiatives Awards for REROC Waste Forum 2004
- Highly Commended NSW Local Government Environmental Awards *Riverina it's a Living Thing* 2005
- 2006 National Best Practice for the Federal Government's Local Community Partnership initiative for *Build a Bridge...& get over it!*
- One of three finalists in the 2007 National Awards for Economic Development Excellence for *Start Your Business Here*
- Highly commended NSW IPWEA Engineering Excellence Awards for *Build a Bridge...& get* over it! 2008
- Highly commended NSW Local Government Excellence in the Environment Awards 2010 for *Yours2Take.com.au*
- Third Place, Local Government Innovation in Waste Awards, 2010, for *Yours2Take.com.au*
- Winner NSW Local Government Excellence in the Environment Awards 2011, Community Sharps Management for *Safesharps.org.au*
- Runner-up, Local Government Innovation in Waste Awards, 2011, for Safesharps.org.au

- Winner Division B Waste Avoidance Award, NSW Local Government Excellence in the Environment Awards 2012, *Cluster Composting Trial*
- Winner NSW Local Government Excellence in the Environment Awards 2013, Community Sharps Management for *Safesharps.org.au*, *Version 2*.
- Highly Commended, NSW Local Government Excellence in the Environment Awards 2014, Resource Recovery, *REROC Regional E-waste Collection Project*



REROC CEO, Julie Briggs receives State Award for Excellence in the Environment

Papers and Reports

In addition REROC's knowledge, creativity and innovation has been recognised in a number of publications that have showcased REROC projects:

- The Cluster Composting Trial was a Case study in the Federal Department of Environment's Report *Food and Garden Organics Best Practice Collection Manual* which was developed for the Commonwealth Department of Sustainability, Environment, Water, Population and Communities, released 2012.
- REROC was a Case Study in the ACLEG Report, <u>Consolidation in Local Government: A Fresh</u> <u>Look</u>, released May 2011.
- *Build a Bridge and Get Over It!* was included as a Case Study in the NSW Legislative Assembly's Economic Development Committee's <u>Report into Skills Shortages in NSW</u>, March 2014.
- *Build a Bridge and Get Over It!* was included as a Case Study in the Federal Department of Education, Science and Training's publication Adopt a School Information Kit, 2007
- REROC Waste Forum's Yours2Take and Safe Sharps projects were written up in the National Environment Protection Council's Regional and Remote Australia Working Group's publication <u>Solutions for Waste Management in Regional and Remote Australia: A</u> <u>Compilation of Case Studies</u> released in 2013.

5. Advanced skills in strategic planning and policy development

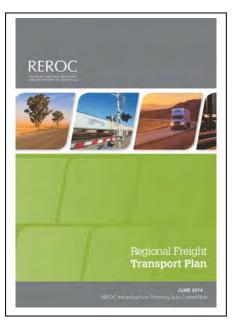
REROC members recognise the advantages that regional planning can provide. Time and again members have embraced the opportunity to work collaboratively in order to prepare generic policy documents which can be customised for use by individual members.

Sharing IP makes good economic sense but also enhances professional development for staff as they are forced to consider how policies can be effectively implemented in council areas other than their own. The success of the approach is evidenced not just in the plans and policies member councils have adopted but also by the fact that other councils across NSW have also elected to adopt the same policies for their own use.

REROC Regional Freight Transport Plan

An initiative of the Infrastructure Sub-committee the Plan demonstrates how effectively councils can collaborate to undertake regional planning. The Plan identifies all the major road and rail corridors in the region, the major modal points for grain, livestock and timber and identifies the obstacles to efficient and effective transport. The Plan is supported by an <u>interactive mapping tool</u>, developed by at Coolamon Shire Council, which enables users to turn layers on and off to observe specific transport corridors and their respective uses and issues.

The Plan identifies the works that need to be undertaken to address impediments and utilises a matrix tool to prioritise road corridors. REROC believes that the Plan lays a strong foundation upon which all transport planning for the region can build. The



Plan has also identified a number of collaborative procurement projects such as bridge assessments that could be implemented in the future, subject to the availability of funding.

The Plan has been well received by industry and State agencies. As part of REROC's JO Trial the Plan will be enhanced with the addition of more detailed information for grain, livestock, timber and general freight transport corridors that address issues such as source points and volume and value issues.

REROC Regional Action Plan

In February 2012, over 50 councillors and senior staff came together at Charles Sturt University to consider regional projects that members wanted to address over the next three years.

The aim of the day was to produce an Action Plan that identified projects of regional significant that REROC would pursue over 3 years. The overall theme of the Action Plan is Local Government with Borders, the goal being to identify those services that could be delivered by the ROC in a borderless environment – that is the services and activities best suited to regional delivery.

The resulting Action Plan identified projects under seven broad themes:

- Infrastructure
- Resource Sharing
- Workforce Development
- Community Planning and Culture
- Economic Development
- Environment: and
- Advocacy and Lobbying.

The Action Plan was adopted by the REROC Board in April 2012 and work has continued on it since then. Significant achievements to date as a result of the Action Plan are the REROC Regional Freight Transport Plan, Gravel Resources Mapping, Mentoring and Staff Information Exchange and the Review of Workforce Plans and a Skill Shortage Survey.

Regional Waste Management and Resource Recovery Strategies

The first REROC Waste Forum Waste Management Strategy was developed in 1999. The Strategy has been updated every 3 years with the most recent Strategy released in July 2014.

The Strategy sets the directions for waste management and resource recovery activities for the REROC region and is the basis for the funding that the Waste Forum receives as a Voluntary Regional Waste Group from the EPA.

Funding Received for Strategy Development and Implementation since 1999: \$2,114,163

Rural and Regional Landfill Strategy

The members of the REROC Waste Forum developed this Strategy with the aim of delivering cost effective, environmentally sound, sustainable waste management to rural areas. The key areas of operation covered in the strategy include: Finance, Service Delivery, Regulatory Requirements, Environment, Risk Management, Resource Recovery, Legacy, Education and Skills.

The Strategy has been adopted by the Waste Forum and the REROC Board.

Regional Asset Management Plan

This project aimed to build a profile of assets in the region. REROC engaged a consultant to facilitate the project who worked with councils to bring their individual asset management records up to date. It was imperative that individual council records were up to date for REROC to build a regional picture.

Considerable time was spent achieving this due to the level of complexity and the number of councils involved. As a result of the project all the participating councils developed a spreadsheet for their road network with common values for terms such as condition, remaining life, economic life, renewal cost and replacement cost. Councils also worked on an Asset Management Planning Policy template. The final outcome of the project was a regional Asset Management Strategy for REROC. *Estimated Savings: S390,000*

A World with Less Water: Climate Change Impact on Councils in South Eastern Riverina Project

Funded through the Federal Governments Strengthening Basin Communities program this project was delivered in three stages:

- Identifying and mapping the water security impacts of climate change;
- 2. Identifying and mapping water dependent industries to build a regional resource; and
- 3. Preparation of plans and policies that were specific to each REROC LGA in the following operational areas:
 - a. Infrastructure and asset management planning; and

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b. Development strategies and land use planning. The project delivered a number of reports and discussion papers on climate change, weather, water resources and consumption, industry water use and vulnerability, the potential impacts of reduced water availability, water saving initiatives discussion paper as well as individual plans for each council. *Funding received: \$1.6million*

Regional Organics Management Plan

Prepared in 2005, the Regional Organics Management Plan (ROMP) responded to an identified need to better understand the supply and demand for organic waste in the region in order to determine whether efficiencies could be achieved in the management of the waste stream.

The ROMP looked at the organic waste stream on an industry by industry basis and also on an LGA by LGA basis estimating the total volume of waste generated and identifying how and where the waste was disposed. It also considered the organic waste processors already operating in the region and their capacity to increase processing.

Ultimately the Plan found that the cost of transport undermined the viability of processing the waste in a central location and it concluded that REROC and its member councils needed to identify ways in which the waste stream could be processed locally. This lead directly to REROC's involvement in the Closed Loop Composting project and ultimately the Cluster Composting Trial.

Regional Youth Strategy

The Strategy, developed following the Regional Youth Summit held in 2002, aimed to provide direction for activities involving and engaging young people in the REROC region. It also resulted in the formation of a Regional Youth Council.

Rural School Bus Stop Guidelines

One of the outcomes of the RSO project was the development of these Guidelines. It responded to safety concerns on Gocup Road in Tumut Shire where there was a continuing interface between

logging trucks and school buses. However, members recognised that the issue went much further than Tumut Shire.

A Working Party that included REROC Engineers, the Tumut Shire RSO, REROC Executive Officer and the RTA was formed to develop the Guidelines. Once completed, they were reviewed by all REROC councils and then following some amendments adopted by all member councils. Subsequently, the Guidelines were "publicised" by the RTA and as a consequence adopted by other councils in the State. Although they were developed in 2003, REROC continues to receive calls from councils in NSW for a copy of the Guidelines.

Telecommunications

REROC was a long term member of the Riverina Telecommunications Working Party which developed *linked- A telecommunications Strategy for Riverina Communities.* The Study identified the current telecommunications infrastructure and the telecommunications needs of the Riverina community and proposed future strategies for developing telecommunications' infrastructure and services. The Strategy was the catalyst for the establishment of Riverina FIRST in 2005.



Local Federal Member, Kay Hull, launches the linked telecommunications strategy in 2003

Generic Policies and Plans

REROC members have long recognised the value in working collaboratively to develop policies and plans that they are all required to have in place to meet legislative obligations. Over the years the staff of member councils have come together on numerous occasions to develop generic policies and plans which are then provided to members to customise for their own use. Examples of some of this work are:

Protective Clothing Policy – member councils recognised the benefits of a consistent approach to the issue of protective clothing. A small working group develop a generic policy document which incorporated the key elements; the policy could then be customised to accommodate individual member council workplaces. The policy formed the basis of a group purchasing activity for protective clothing.

Estimated Savings: \$108,000

Occupational Health, Safety and Rehabilitation Plan – REROC prepared this generic document for use by members that were seeking accreditation by the RTA for Single Invitation Contracting. The three parts of the accreditation process, OHS & R Corporate Planning, QA and Environmental planning posed real resourcing issues for members. REROC was able to assist by producing generic, baseline documentation which members councils were able to customise for their own use. REROC was also able to sell copies of the generic materials to non-member councils for \$500 each, generating an income \$10,000 for the organisation. *Estimated Savings: \$70,000*

Depreciation Strategies for Roads – the Finance Officers Group worked over a number of meetings to identify more constructive ways of dealing with depreciation on roads. A number of strategies were implemented (after consultation with council auditors) that provided a more satisfactory result.

6. Effective regional collaboration

Regional collaboration is at the heart of what REROC does. Since its establishment in 1994 the member councils have embraced regional collaboration and the benefits it provides in assisting them to operate more efficiently and effectively, to expand their services and to work more closely with each other.

Review of Workforce Plan and Skills Shortage Survey

This project was initiated by the Workforce Development Group. The aim was to find commonalities in the member councils' workforce plans with a view to identifying strategies that could be implemented on a regional basis.

The skills shortage surveys showed an aging workforce and identified a number of gaps and potential skills' gaps that need to be addressed. One of the ways that was identified to address this issue was the development of the Mentoring and Staff Information Exchange. The results of the Review and Survey are available in the Members' section of the REROC website.

Mentoring and Staff information Exchange

This project was the result of the Skills Shortage survey that the Workforce Development Group undertook. The aim of the exchange is to provide mentoring and support, staff placements and exchange for member councils staff from within the REROC group of councils.

The Information exchange details can be found in the Members section of the REROC website. It contains the contact details for staff across the region that have a particular expertise which they are prepared to share with staff from other councils. The project is designed to provide REROC member councils' staff with easy access to professional support and advice at no cost.

Take Charge Youth Leadership Forum and Leadership Dinner

Member councils recognise the importance of engaging with young people in their LGAs. The Take Charge Youth Leadership Forum is an initiative of REROC's Youth and Community Network who worked together to bring this highly successful activity to fruition.

REROC received funding through the NSW Office of Communities to run a project that was designed to encourage young people to take



Take Charge Youth Leadership Forum, 2014

leadership roles in their community. The purpose of the Forum was to inspire attendees to "take charge" by showcasing the ways in which young people had successfully taken the lead, to build

participants' capacity and willingness to take on leadership roles in their own communities and to show them that they are part of a region not just their LGA.



Take Charge Youth Leadership Dinner, 2014

Two Forums have been held in 2013 and 2014 with a third Forum planned for August 2015. In the first year 120 students attended and in the second 152 attended. Students have come from virtually every LGA in the REROC region and range in age from Year 6 to Year 12. A video of the first event was uploaded to the Home Page of the Office of Communities and REROC's YouTube.

The Leadership Dinner targeted young people aged 18-30 who had already taken on leadership roles in their community. The aim

of the dinner was to recognise and reward attendees for their efforts and also to inspire them to continue to take charge in their communities.

The participating councils pay for their young leaders, council staff and elected members to attend the dinner. By mixing young people with civic leaders it is intended to demonstrate how young people can have influence in their communities. Two dinners have been held with over 100 people at each.

The Take Charge Forum and Dinner demonstrates how councils can deliver high quality regional projects for young people through collaboration. *Funding Received: \$137,000*

Finalisation of Rail Interface Agreements with John Holland Rail and the ARTC

Councils are required by legislation to enter into Rail Interface Agreement with the Rail Infrastructure Managers operating in their LGAs. This required that a number of the REROC member councils enter into agreements with both John Holland Rail (who operate country rail lines) and the ARTC (who operate the Main South Rail Line).

In late 2012 after extensive negotiations with John Holland Rail, REROC acting on behalf of its members was able to finalise an Agreement that met the needs of the councils and John Holland Rail. As a result the REROC member councils were the first in the State to sign Rail Interface Agreements with a Rail Infrastructure Manager.

Following the success of the John Holland Rail negotiations, REROC entered into similar negotiations with the ARTC. An extended period of discussion followed and REROC was again able to settle on an Agreement that both the councils and the ARTC were happy with at the end of 2014. Again we were the first group of councils in the State to finalise agreements with the ARTC.

Working collaboratively resulted in the councils saving considerable time and energy on reaching agreement and allowed for the development of common contracts that met the needs of all the parties.

Estimated Savings by a Regional Approach: \$32,000

Regional Code of Conduct Panel Established

A new Model Code of Conduct for Local Government came into effect in early 2013. In response to the new requirements REROC prepared a tender to establish a regional panel from which members could draw. REROC advertised nationally and locally and also contacted people who had previously served on a member council's panel. Over 20 responses were received and a small working party brought this down to 10 people who had the requisite experience and skill base to undertake the required tasks. Information on the Regional Panel can be accessed by members through the Members Portal on the REROC website.

A collaborative approach proved to be a very efficient and effective way of dealing with the establishment of the Code of Conduct Panel saving both time and money for the member councils. *Estimated Savings by Regional Approach: \$35,100*

Regional State of the Environment Report

In late 2012 REROC prepared a regional State of the Environment Report for the Level 3 IP&R councils: Bland, Gundagai, Tumut and Tumbarumba.

All four councils worked collaboratively to pull the base line information together that was required for the LGA. In addition REROC obtained State and Federal information that was pertinent for the project and contracted a writer to help bring the information together in a single SOE Report that covered all four LGAs.

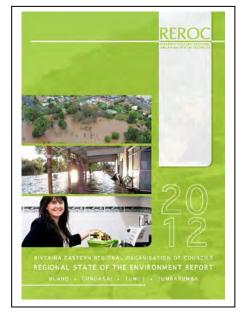
The project was very successful and reduced the workload on councils significantly, while producing a high quality document.

Estimated Savings: \$20,000

Financial Software Project

In late 2010 a number of the REROC councils that utilised the Practical Software system were advised that the company had been taken over by Civica (a competitor) and that there was a question over whether or not the councils would be able to continue to use Practical.

Shortly thereafter, the affected councils contacted REROC and requested that the Organisation put into place a solution that could be implemented across the region. A working party comprising representatives from each affected council was formed to prepare an EOI for a software solution. The councils involved were Bland, Coolamon, Cootamundra, Corowa, Greater Hume, Lockhart,



Tumut and Urana as well as Goldenfields Water. Wentworth Shire and Deniliquin Shire Council were also affected by the change, heard what REROC was doing and asked to join the Group.

Following an Eol process for the supply of a whole of local government software solution, the Group engaged a third party consultant, iPlatinum to assist with evaluation of offers. This resulted in a shortlisting of four vendors and the Group then undertook demonstrations with each. Individual Councils then assessed their positions to determine which vendor was the best fit for their operations.

The project resulted in both an improved understanding by each council of their software needs and a significant reduction in the cost of software to each of the participating councils. *Estimated Savings: \$100,000 per council - \$800,000*

Calico Bag Exchange Program "...our future is in the bag"

REROC and member councils invited residents to collect twenty plastic bags and to take them to their local council office to receive a free calico shopping bag in return. The project was supported by a regional television advertising campaign as well as stories in local papers and council newsletters. The result of the project was that 21,000 calico bags were given away and approximately 400,000 plastic bags were collected. The bags were taken to a local recycler for processing. The project ran again in 2005 with a further 9,000 calico bags distributed by member councils with 180,000 plastic bags collected for recycling.

The project won the Local Government category of the Keep Australia Beautiful (NSW) Plastic Bag Reduction Initiatives Awards for REROC Waste Forum in 2004 and REROC was also named the Overall State Winner of the Keep Australia Beautiful (NSW) Plastic Bag Reduction Initiatives Awards.



REROC Chairman, Cr Paul Braybrooks and Waste Officer Belinda Maclure with some of the 400,000 bags collected



Waste as Recycled Art Program (WRAP)

Commenced in 2004 in collaboration with Eastern Riverina Arts this project reached out to primary school students in the member LGAS to encourage them to consider ways in which they could improve their environment through reusing waste products.

Councils contacted each of the primary schools in their LGAs to invite them to participate in WRAP; the program provided the students with clean waste which was turned into works of art. Individual councils held local exhibitions of the work and the best works from the local exhibitions were transported to Wagga Wagga for a regional exhibition and competition. Judging of the winning works was undertaken by REROC and Eastern Riverina Arts.

WRAP ran until 2013 and each year that it operated between 25-30 primary schools participated from almost every LGA in the region. We estimate that each year over 1,000 students participated in the initiative.

Kindy Kits

Every year the REROC Waste Forum and council Road Safety Officers work together to deliver over 2,300 Kindy Kits to new kindergarten students in the REROC region. The Kits contain RMS Road Safety information for young children and "No Waste in My Lunchbox" information for students and parents. The information and activity sheets are provided to students in a library bag.

The program allows councils to connect with young students and their families while promoting services in road safety, waste management and resource recovery.

Riverina First Project



Riverina Regional Development Board EO, Peter Dale and Telstra Countrywide Regional Manager, Andrew Cottrill launch Riverina First in 2004

This project was a joint initiative that involved the Riverina Regional Development Board (RRDB), Riverina Area Consultative Committee, NSW State and Regional Development, REROC, RivROC and Telstra Countrywide.

The outcome of a number of years of work on the issue of regional telecommunications which REROC and RivROC worked on closely with the Riverina Regional Development Board (RRDB). Riverina First was the result of a tendering process undertaken by the RRDB for regional telecommunications

needs. The initiative resulted in Telstra agreeing to contribute 1.5cents from every fixed line phone call towards a fund that was used to improve telecommunications infrastructure in the Riverina. A philanthropic fund, known as the Riverina FIRST Community Fund, was also established with a percentage of the funds directed to grants for small community and not for profit organisations.

The infrastructure fund which operated from 2004-2010 was used to fund ADSL services in Junee and West Wyalong as well as improve mobile phone services across the region, including at Walla Walla, Holbrook and Marrar. Riverina First ceased receiving funds from Telstra in 2010 and the infrastructure improvements also ceased at that time however the Community Fund continues with REROC continuing to serve on the Riverina First committee. Since the inception of the Community Fund has distributed \$325,000 in small grants to not-for-profit organisation operating in the Riverina for a wide variety of projects including art groups, charities, schools, Indigenous and sporting groups.

Organisations REROC works with:

Eastern Riverina Arts



REROC has a permanent position on the board of Eastern Riverina Arts. REROC Executive Officer, Julie Briggs, filled the position of Chairperson between 2008 and 2015. REROC is now represented on the Board by the

General Manager of Temora Shire Council, Gary Lavelle. Eastern Riverina Arts and REROC share a common geographic footprint so it makes good sense for the two organisations to work collaboratively to delivery services into the region. Scott Howie, the Eastern Riverina Arts RADO, attends the REROC Youth & Community Development Network meetings where he has worked closely with the member councils to identify arts and cultural activities that a can be implemented across the region.

RENEW NSW



RENEW NSW is the banner organisation for the voluntary waste groups that are funded by the NSW Environment Protection Authority.

RENEW members, of which the REROC Waste Forum is one; meet on a quarterly basis in different NSW locations and in Sydney. The Group is convened by the NSW EPA, Tracey Cornell is REROC's representative. RENEW is a very influential group and is often first in line to receive information and advice from the EPA about issues that will impact on waste management and resource recovery on both a state and federal level. REROC's involvement in the Group is invaluable in ensuring we are at the forefront of developments in these important areas.

Other NSW ROCs

REROC has continued to attend regular meetings with other ROCs in NSW. These meetings have proved to be a valuable way to exchange information and ideas about what is happening in local government. They have also been a forum for State agencies to disseminate information on a variety of initiatives.

The fact that it brings metropolitan and regional ROCs together has also meant that we have been able to gain an appreciation of each other's stance on a variety of issues.

Compact



Compact and REROC have formed a very strong alliance through the delivery of programs like Build a Bridge and Work Inspirations. In addressing skills shortages in councils, one of the strategies that REROC has deployed is trying to engage young people at school to consider a career in local government.

Compact's role in engaging with schools to deliver outcomes for business and industry is crucial. Compact has been working with schools in our region, in the careers development area, for over 20 years and our partnership provides us with a strong pathway into schools to promote our programs.

Regional Development Australia



REROC maintains a strong and on-going relationship with RDA-Riverina. The RDA-Riverina's role is an evolving one; we continue to work with them on the development of plans relating to infrastructure in the region and particularly road and rail transport issues.

We believe that it is important that the region puts forward a cohesive voice on these issues in order to have a chance to attract much needed funding. Dianne Gibson, RDA Chairman and Lani Houston, the RDA Executive Officer are invited to attend all the REROC Board meetings.

Department of Premier and Cabinet

REROC continues to enjoy a strong working relationship with DPC in this region. We have been attending meetings of the Regional Leadership Network to provide input into the development of a new Regional Strategic Plan. Jason Collins, Regional Manager of DPC is also invited to attend REROC Board meetings.

Charles Sturt University – Community Consultative Committee

REROC is represented on this committee by Julie Briggs. The Committee meets 2-3 times a year to discuss issues in the Riverina and South-east region of NSW and ways in which CSU can respond to the challenges faced by communities and industry. This is the forum where, REROC has over many years, consistently raised the need for a civil engineering course to address labour shortages in local government.

Riverina TAFE

Julie Briggs is a member of this Board which meets on a quarterly basis. The Board discusses vocational education and training issues across the Riverina TAFE footprint, which includes all the REROC council areas.

Credibility for more effective advocacy 7.

Advocacy is a core activity undertaken by REROC. Member councils recognise that the combined voice of the entire membership carries far more weight than the voice of a single council. REROC submissions are informed by the opinions of the entire membership and consequently we are able to provide robust commentary in relation to most issues.

REROC has spoken on behalf of the members at State and Federal Parliamentary Hearings, responded to numerous inquiries, review and legislative changes. REROC has actively lobbied for change where it is to the benefit of the majority of member councils.

REROC has represented its members on a diverse range of topics from health services to skills shortages in regional areas, from regional slots at Sydney Airport to National Competition Policy. An overview of the advocacy activities undertaken is list below:

Meetings with the Independent Local **Government Review Panel**

REROC met on a number of occasions with the ILGRP to discuss REROC's Strategic Regional Council Model and to advocate for the benefits that could be achieved through regional collaboration.

Promotional Campaign - Local **Government Elections**

In an effort to encourage more people to consider the value of taking on an elected representative

role in Local Government REROC prepared promotional materials and an television advertising campaign in the lead up to the 2012 elections.

WorkCover Code of Practice

This was REROC's first high level advocacy activity which resulted in the State Government shelving plans to introduce a new Code that would have resulted in millions of dollars of additional costs to councils of undertaking roadworks.

A detailed submission was prepared for consideration by the relevant minister and the Premier and letters were written to all local members, In addition all other ROCs in the State were contacted to raise awareness of the problem. REROC nominated two engineers to attend meetings with WorkCover in Sydney to discuss the issue and it is in part that this strong advocacy that the Code was finally shelved.

Global Foundation's Round Table

REROC participated in Round Table discussions on regional economic development. The Round Table was a small group discussion on issues that impact on regional development and was attended by

Graham Samson addresses REROC on the

Independent Panel's work



the then Minister for Trade Hone Mark Vaile MP, the European Union Ambassador, the Ambassador for Ireland and the French Trade Commissioner.

Lobbying Activities

REROC lobbies on behalf of its member councils and their communities in a number of areas. This

usually requires REROC working with councils to identify the problem, researching the issue, analysing the relevant legislation and meeting with appropriate stakeholders, government agencies and politicians. Issues that REROC has taken action on include

- National Television and Computer Recycling Scheme
- Grain Harvest Management Scheme
- Pre-school Education Funding
- NSW Department of Planning Population Projections
- Expansion of the NSW Waste Levy
- Street lighting Services and Pricing
- Hunting in National Parks
- The value of Voluntary Regional Waste Groups
- Consultation with Transport for NSW on the Long Term Transport Master Plan for NSW
- Changes to the NSW Electricity Act

REROC Chair, Cr Paul Braybrooks OAM, provides evidence at a Upper House Parliamentary Inquiry

Submissions Prepared and Lodged on Behalf of Members

REROC responds to a wide range of issues that impact on the operation of its members and the communities they represent. Below is a list of some of the responses, submissions and reports prepared by REROC in consultation with its members:

- Submission to IPART on Methodology for Assessment of Council Fit for the Future Proposals
- Response to the Federal Government's Review of the National Television and Computer Product Stewardship Scheme
- Response to the Australian Energy Regulator on the 2014-2019 Street Lighting Determination
- Submissions to the Independent Local Government Review Panel
- Submission to the Independent Local Government Review Panel on the REROC Regional Strategic Council Model
- Submission to Strengthening Councils and Communities: Building a Framework for Measuring Performance in Local Government
- Submissions to the Expert Panel on the Recognition of Local Government in the Constitution
- Response to the Inquiry into the Adequacy of Water Storages in NSW
- Responses to the White and Green Papers on Planning in NSW
- Response to the Local Government Act Review
- Response to the MDBA's Guide to the Murray Darling Basins Plan
- Senate Inquiry into the Management of the Murray-Darling Basin
- House Standing Committee into the Impact of the Murray Darling Basin Plan on Regional Australia
- NSW Governments Review into the Draft Public Lighting Code

- Response to the Federal Government's National Television and Computer Product Stewardship Scheme
- Productivity Inquiry into Australia's Urban Water Sector
- Response to the DLG Position Paper A New Direction for Local Government
- Submission to the DLG on Business Clusters
- Response to the Draft NSW State Plan
- Response to the Independent Inquiry into Financial Sustainability in Local Government
- Response to the Upper House Inquiry into Municipal Waste Management in NSW
- Response to the Inquiry into the Integration of Regional Rail and Road Freight Transport and their Interface with Ports
- Response to the Inquiry into Skills Shortages in Rural and Regional NSW
- Response to the Natural Gas Access Regime Review
- Response to the inquiry into Extended Producer Responsibility for Waste
- Regional Aviation Inquiry Response
- Submission to Mobile Phone Coverage Program
- Response to the Disability Inclusion Bill 2014
- Response to the NSW Waste Levy Review
- Response Inquiry into Public Transport
- Response to the NSW Local Government Draft Model Code of Conduct
- Submission to the IPART Review of State Taxation
- Response Infrastructure Australia Call for Submissions
- Response Revenue Framework for Local Government
- Response Senate Employment, Education and Training References Committee Inquiry into Regional Employment and Unemployment
- Response House of Representatives Inquiry into a New Regional Development Funding
- Response to the Accreditation of Council Certifiers Discussion Paper
- Submission to the Productivity Commission on the Review of the Gas Regime
- Response to the GIAC Report: Rail/Road Options for Grain Logistics
- Response to Life Long Learning: The Future of Public Education
- Submission to the House of Representatives Standing Committee on Economic, Financial and Public Administration on Cost Shifting onto Local Government
- Response to the Inquiry into the Effects on Government Agencies of the Abolition of the Common Law Immunity of Non-Feasance
- Response to the Productivity Commission Inquiry into the Impact of Competition Policy Reforms on Rural and Regional Australia
- Response to At the Crossroads Inquiry into Cost Shifting in Local Government
- Response to the Inquiry into Commercial Regional Aviation Services
- Response to Slot Management System for Regional Airlines using Kingsford Smith Airport
- Response to WorkCover's Proposed Working Near Roads Guidelines REROC successfully lobbied against the introduction of these Guidelines.
- REROC Inquiry into a New Regional Development Funding Program
- REROC Response to The House of Representatives Inquiry into a New Regional Development Funding Program
- Response to the NSW Local Water Utilities Review

- REROC Submission to Issues & Options Paper on Road Maintenance Council Contracts
- REROC Response Public Lighting Review
- Response to the Skills Shortage Inquiry
- Response to the Integrated Transport Inquiry
- Response to the Productivity Commission Inquiry into the Impact of Competition Policy Reforms on Rural and Regional Australia
- Response to Senate Inquiry into Socio-Economic Consequences of National Competition Policy
- Submission to Improving Local Development Assessment in NSW
- Inquiry into Local Government Amalgamations in NSW
- Finance and Cost Shifting
- Response to the Auslink Green Paper 2

Speaking Engagements

REROC is regularly asked to speak at conferences and forums about its activities, some of the conferences and forums that REROC representatives have addressed are:

- 2015 National Digital Disruption Conference, Sydney: Using Mobile Technology for Service Delivery
- 2014 Government Mobility and App Solutions Conference, Melbourne: Safe Sharps Mobile App
- 2013 National Waste Conference, Coffs Harbour: Cluster Composting Trial
- 2013 No Time to Waste Conference, Wagga Wagga: Using on-line solutions for effective Waste Management
- 2012 LGMA National Conference, Perth: Local Government Without Borders: Successful Regional Collaborations, the REROC Experience
- 2012 National Waste Conference, Coffs Harbour: Safe Sharps
- 2012 NSW Local Government Excellence in the Environment Awards, Sydney: *Cluster Composting Trial*
- 2012 Waste Q Conference, Mackay, Queensland: Using on-line platforms to deliver waste solutions
- 2011 No Time to Waste Conference, Wagga Wagga: Safe Sharps
- 2011 NSW Local Government Excellence in the Environment Awards, Sydney: Safe Sharps
- 2010 No Time to Waste Conference, Wagga Wagga: Yours2Take Resource Exchange
- 2009 Strategic Asset Management 2009 Conference, Sydney: *Developing and Co-ordinating a* Strategic Regional Asset Management Strategy
- 2007 Strategic Alliance Network Conference, Sydney: What makes REROC work
- 2007 NSW Local Government and Shires Association Procurement Conference, Sydney: *Group Purchasing – the Good, the Bad and the Ugly*
- 2005 National Connecting Government Forum, Sydney: REROC, Keys to Success

8. Capable partner for State and Federal agencies

Riverina JO Pilot

REROC has contracted with the Office of Local Government (OLG) to pilot the Riverina Joint Organisation. Work on the JO pilot commenced in November 2014 and will end in December 2015. The work will inform the content of the enabling legislation for the creation Joint Organisations which is scheduled to be introduced to the NSW Parliament in early 2016.

The JO pilot is undertaking projects in the OLG's three core areas of regional planning, intergovernmental collaboration and advocacy and lobbying. The JO pilot has produced a Pilot Charter, an Action Plan which dictates the time line for activities and a Statement of Regional Priorities (see Appendix Two) which details the projects and activities that will be undertaken over the Pilot period and beyond. These include:

- **Regional Growth Strategy** through the Pilot REROC/Riverina JO is collaborating with the Department of Planning and Environment on the preparation and finalisation of the Murrumbidgee Regional Growth Strategy. The project is facilitated by the Department of Premier and Cabinet (DPC).
- Regional Planning Initiatives we are exploring opportunities to undertake and deliver more regional landuse planning initially the project is focusing on mapping all current and planned industrial land in the region. This information will be provided spatially, on-line as an additional layer to REROC's existing Regional Transport Plan <u>http://reroc.com.au/projects/regional-freight-transport-plan</u> The project has been identified by NSW Trade and Investment, Department of Planning and Environment and Regional Development Australia-Riverina as being needed to assist in progressing economic development in the region. The project is facilitated by the DPC
- **Regional Freight Transport Planning** this project undertaken with the support of the DPC, RMS, NSW Trade and Investment, Transport for NSW and Regional Development Australia-Riverina. It builds on REROC's existing <u>Regional Freight Transport Plan</u> to focus on industry specific transport routes to provide a coherent picture of freight movements, the volume and value of those movements, obstacles to efficient movement and to identify where future investment in road and rail infrastructure should be focussed.
- **Collaboration with the RMS in relation to the road contracting** as part of the JO Pilot discussions are being held with the RMS about ways in which efficiencies can be achieved with regard to road work contracting across all areas of contracting.
- Advocacy and Lobbying as part of the JO Pilot, REROC will continue its role in advocacy and lobbying, on issues that are identified by the membership.

In addition to the above, REROC is providing regular feedback to the OLG and DPC on the progress of the JO Pilot and the lessons learned as we move forward.

Voluntary Regional Waste Group

The REROC Waste Forum is one of 8 Voluntary Regional Waste Groups (VRWG) operating in non-metropolitan NSW. The Environment Protection Authority (EPA) supports Renew NSW which represents eight VRWGs covering 96 councils and 1.8 million people in rural and regional NSW.

Working together over the past 12



Members of Renew NSW meeting in Wagga Wagga

years, these groups have improved collaboration across their regions,

improved waste service delivery in regional and rural areas, developed consistent research methods, shared skills and resources, and negotiated cost-effective contracts.

The EPA provided \$2.5 million in funding to voluntary regional waste groups in 2013–14, and will provide a further \$8.19 million progressively over the three-year period from 2014–15 to 2016–17.

The Waste Forum effectively partners with the EPA to deliver on the NSW's Waste Avoidance and Resource Recovery (WARR) Strategy through the delivery of its Regional Waste Management and Resource Recovery Strategy. The funding provided by the EPA allows the Waste Forum to deliver projects that implement the Strategy.

Digital Switchover Project



Kylie Dunstan and Chrissie Brunskill, REROC DSLOs promoting the Switchover

In late 2011 REROC partnered with the Federal Government on the Digital Switchover Project. REROC appointed two Digital Switchover Liaison Officers (DSLO) to assist communities in the South West Slopes area of NSW with the switch from analogue to digital television.

During the course of the project the DSLO's met with over 100 groups and disseminated information to assist and raise awareness of the switchover to digital television which occurred in June 2012.

Funding Received: \$90,000

Premier's Regional Co-ordination Management Group (RCMG)

In 2001 REROC entered into an MoU with the RCMG the goal for which was to increase the level of engagement between the two organisations. As a result of the MoU REROC became a regular attendee at RCMG meetings, providing a local government perspective on agency activities and identifying opportunities for collaboration between REROC, member councils and the State agencies.

In addition REROC provided input to regional planning activities by providing presentations to the RCMG members on regional priorities.

Western NSW Regional Leaders' Group

REROC now participates in the Western NSW Regional Leaders' Group. Involvement in the RLG has allowed us to map current and future opportunities for the JOs and State agencies work together.

RTA – Road Safety Officer program

As <u>mentioned above</u>, REROC partnered with the RTA and its member councils to deliver the Road Safety Officer project for a period of 6 years. The project allowed the RTA to introduce Road Safety Officers in all 12 of the REROC member council LGAs using a cluster-approach designed and delivered by REROC.

9. Resources to cope with complex and unexpected change

REROC and its member councils have always walked towards change rather than shy away from it. This is amply evidenced in the decision made by the member councils in 1994 to establish a ROC and again by the decision in 1997 that the councils would fund full time staff for the ROC – a first in country NSW.

REROC is known for its willingness to seek out challenges and to embrace change and this is shown by the members' willingness to see the work of the Independent Local Government Review Panel as an opportunity for growth and development. REROC's response to the *Twenty Essential Steps* Report was to develop its own regional collaboration model and then to lobby the Panel to consider the REROC Models merits against the County Council model that the Panel originally proposed. REROC and its members note that the final Joint Organisation Model proposed by the Panel is very similar to the Strategic Regional Council Model proposed by REROC in August 2013.

REROC is currently a Joint Organisation Pilot, and again our members believe this demonstrates that working collaboratively provides the resources to cope with complex and unexpected change.

Development of the REROC Model for a Strategic Regional Council

The REROC Model was developed in response to the Independent Local Government Review Panel's *Twenty Essential Steps* Report. REROC members resolved to take a pro-active approach to regional structural change by developing a regional model which could take the ROC's activities to the next level.

The REROC Model built on what REROC had already committed to undertaking through the development of its Regional Action Plan and the use of Theme Groups to deliver strategic regional outcomes. The REROC Model proposed the creation of a Strategic Regional Council (SRC) which would be recognised under the Local Government Act. The SRC's activities were to have fallen into three broad areas of operation:

- Regional Strategic Planning;
- Advocacy and Lobbying Activities; and
- Regional Shared Services.



Members attending the Independent Review Panel's Consultation in February 2013

A final proposal for the SRC, which was informed by the outcomes of the Report REROC commissioned from Percy Allan, was submitted to the ILGRP in August 2013. Further discussions were held with the ILGRP following the submission to further explore operational aspects of the Model.

REROC members note with some satisfaction that the final JO Model was strongly reflective of the SRC Model proposed by REROC.

Percy Allan Report - Evaluation of REROC's Regional Model Proposal to the ILGRP

In 2013 REROC engaged Percy Allan to assist in the preparation of a response to the Independent Local Government Review Panel's (ILGRP) *Twenty Essential Steps* Report. Mr Allan was engaged to prepare a report on the potential operation of a new regional organisation – an organisation that reflected Panel Chairman, Graham Samson's vision of a "ROC on speed".

Mr Allan's work assisted REROC members to consolidate their positions and perspectives on how a new model of operation for REROC might work. As a result the REROC Model for a Strategic Regional Council was developed and put forward or consideration by the Panel.

The Terms of Reference for the Report were to consider the REROC model, compared to the proposed County Council model, in terms of its ability to assist member councils to achieve strategic capacity in the following areas:

- to cope with complex challenges and unpredictable change;
- create a more robust revenue base;
- provide the scope to undertake new infrastructure or major projects;
- create the ability to employ a wider range of skilled staff;
- develop knowledge creativity and innovation; and
- allow local government to become a credible and "real" partner for State and Federal agencies.

In relation to the operation of the REROC model consider:

- the governance/decision making structure that would provide robust basis for operating the organisation and minimise potential conflicts; and
- whether the model fits with current legislation.

Engagement of ACELG to Consider Structural Change

In June 2014 REROC engaged ACELG to work with the Board and the Executive on the development of the REROC SRC Model. The Board resolved to take pro-active steps to move forward with the SRC Model in the light of the ILGRP's Final Report.

A number of meetings were held to progress the operational aspects of the SRC and an initial report prepared by ACELG. However, following the release of "Fit for the Future" including the proposal for the establishment of Joint Organisations (JOs) this work was shelved while REROC lodged a submission to trial the new JO structure.

Participation in the JO Trial

As <u>mentioned above</u>, in November 2014 REROC was selected as one of the five organisations to pilot the new Joint Organisation model for the Office of Local Government.

Member councils have embraced the opportunity to participate in the Trial. Two general meetings of members have been held attended by 90 and 85 councillors and senior staff respectively, demonstrating the capacity of the organisation to take on new challenges.

A Statement of Regional Priorities has been prepared and adopted by the member councils. A copy of the Statement is included at Appendix Two

Pooling of staff expertise to respond to complex change

This is perhaps one of the most important activities that REROC undertakes

For the last 15 years whenever REROC member councils have been presented with complex and unexpected change we have pooled member council staff to create joint intellectual property that will assist councils to rise to the challenge that the change presents.

Working parties of skilled staff form the foundation for the response, the design of generic IP that can be shared and customised by member councils is more often than not the outcome of the project as was the case with the GST project and the On-site Sewage Management Kit. However sometimes what is required is a concerted lobbying activity that highlights the concerns members have about the proposed change or in order to present a different approach as was the case with the development of the REROC Strategic Regional Council Model.

By pooling the expertise REROC is able to develop more rounded responses, that reflect and respond to the different challenges that each LGA faces. In addition the practice provides member councils' staff with valuable professional development opportunities for example staff from the western plains need to consider what challenges councils located in the eastern alpine area have to meet.



Steve Pinnuck, GM Greater Hume Shire, attending the 2013 Workforce Development Forum

10. High quality political and managerial leadership

REROC aims to assist its member councils to deliver high quality political and managerial leadership by undertaking activities that support councillors and governance generally.

REROC Board Meetings

The REROC Board meets ever second month. The Board is comprised of an elected member from each council, usually the mayor and the General Manager. Where one of the delegates is unable to attend an alternate is provided by the council. In addition ex-officio members of the Board are drawn from Regional Development Australia-Riverina and the Department of Premier and Cabinet.

Board meetings provide a platform for elected members and GMs to network with each other, discuss questions and issues and identify opportunities to approach issues from a regional perspective. Board meetings provide members with an opportunity to enhance their professional development through interaction with their peers.

Executive Certificate for Elected Members

Following approaches by a number of member councils about the Executive Certificate for Elected Members, it was decided that REROC should investigate to determine whether the course could be run within the REROC region.

REROC negotiated with ACELG and LGNSW for the delivery of the course in Wagga which resulted in twenty councillors from Tumut, Junee, Greater Hume, Bland and Urana Shires and Wagga Wagga City attended the program which was held over 5 days in May and June 2014.

All attendees received a TAFE Certificate on completion and provided they completed all the assessment tasks they were also award an Executive Certificate.



Councillors attending the Executive Certificate Course in 2014

Significant savings were achieved by offering the course locally it also enabled the participating councillors to come together from the same region which strengthened the professional development experience.

Estimated Savings as a result of Regional Delivery: \$40,000

Regional Code of Conduct Panel

As mentioned above in 2013 REROC initiated a <u>Regional Code of Conduct Panel</u>. The development of a regional Panel we believe resulted in a broader range of qualified people applying to join the Panel, providing councils with more choice in who they selected to undertake their work.

Advertising Campaign for Local Government Elections

In 2012 REROC mounted a television advertising campaign supported by a range of materials to raise awareness of the Local Government elections and to increase interest in people standing for election. The television advertisement can be viewed <u>here</u>.

Building Regional Leadership Capacity

Through the work of the Take Charge Youth Leadership program REROC and its member councils are building the capacity of young people in the region to take on leadership roles. The program is an important step towards harnessing the capacity of young people to contribute to the leadership of their communities and the region a whole.

UNE Review of the Operations of REROC

In 2004 REROC engaged the University of New England's Centre for Local Government to study the operation of REROC and to independently assess the benefits generated by the organisation for its member councils.

The final report *Regional Capacity Building: How Effective is REROC*? showed that members achieved a 396% return on the investment they had made in the organisation. It provided an independent analysis of all REROC's operations and demonstrated the benefits that working tougher co-operatively can bring to local government.

Appendix One

Estimated Financial Benefit to Councils generated by Collaborative Activities

Activity	Description	Financial Benefit for Councils
Group Tenders:		Estimated Savings: \$4,800,000
-	Savings estimated on \$300,000 per	_
Supply of Retail Electricity	year from 1998 - 2014	
Audits of Non-contestable	Audit of sites to identify sites with	Estimated Savings: \$75,000
Energy Sites	zero consumption and ensure they	
	were on correct tariffs est. savings	
	\$25,000 per annum since 2012	
Bulk supply of Bitumen	Savings estimated at \$130,000 per	Estimated Savings: \$1,820,000
Emulsion	annum 1998-2014 plus cost of	
	annual tank cleanout which is	
	provided by the contractor free of	
	charge.	
Bulk Supply of Liquid Alum	A contract which only applies to the	Estimated Savings: \$1,512,000
Buik Supply of Elquid Audit	member councils that are water	
	suppliers tendered out since 2001	
Collection of Scrap Metal	Generates an income for councils	Income Generated \$1,436,760
confection of Scrap Metal	and extends life of existing landfills.	
	Councils have sold 13,815 tonnes of	
	scrap metal @ average \$104 per	
	tonne	
	Extending the life of landfills by	Estimated Savings: \$067.050
		Estimated Savings: \$967,050
	diverting 13,815 tonnes of scrap	
Durahana af Manta Oil	from landfill @ \$70 per tonne	
Purchase of Waste Oil	Twenty Facilities delivered and	Grant Funds \$244,266
Collection Facilities	installed plus training for operators.	Additional Cavings through
	Savings by working together -	Additional Savings through
	\$3,000 per facility plus Joint Federal	group purchase and training
	Funding for Purchase.	\$85,000
Green Waste Processing	Price fell by \$3.00 per cubic metres	Estimated Savings: \$15,000
	to process 5000 cubic metres	E 11 E 16 É 100 000
Supply of Protective	8 councils participated in the	Estimated Savings: \$108,000
Clothing	tender. WWCC estimates savings of	
	\$8,000 per annum for each three	
	years. Other councils \$4,000	
Supply of Photocopy Paper	Undertaken only once	Estimated Savings: \$6,000
Purchase of GIS Computer	Saving of \$2,000 per participating	\$24,000
Software	councils	
Supply of GIS Software	Savings of \$2,000 per council per	\$144,000
Support	year over 6 years.	
Purchase of GPS	Joint funding submission to the	Grant Funds: \$50,000
Equipment (2)	Federal Government and then joint	Savings: \$280,000
	purchase saving \$5,000 per unit.	
	The project saved individual councils	
	from the need to purchase their	
	own equipment @ \$25,000 a unit.	
	The equipment was used	
	continuously for 6 years.	

Purchase of Energy	SEDA Energy Smart Business	\$16,000.00
Efficient Light Bulbs	Programme	
Purchase and Installation	SEDA Energy Smart Business	\$20,000.00
of Energy Efficient	Programme	
Technologies		
Purchase of Traffic	Group purchase of software	\$3,600.00
Management Planning		
Software		
Supply of BillPay Services	Group arrangement facilitated by REROC	\$10,000
Purchase of Census Data	Group purchase of 2001 data which could be manipulated for use by the ROC for councils.	\$40,000
Purchase of Re-useable	Group purchase for use in	\$10,388.75
Calico Bags and Tote Bags	environmental projects. Dropped	
for Councils	the price by 25 cents a bag – 41,555	
	bags have been purchased.	
Purchase of Tap Timers and Hose Nozzles	1,500 of each purchased saving of \$1 on each	\$3,000
Purchase of Energy	1,500 light bulbs purchased with a	\$5,250
Efficient Light Bulbs	saving of \$3.50 per bulb	
Training	REROC secures training on-demand	\$20,000
	for members	
Electronic Data	Group purchase of software savings	\$30,000
Management Software	estimated \$5-8000 per council	
Valuation of Buildings and	Group purchase of asset valuation	\$45,000
Plant	services	
Microsoft Licensing	Group Purchase of Licences.	\$1,200,000
Purchase	Estimated saving of \$35-\$40,000 per	
	participating council	
Water and Sewer	CCTV-based condition assessments	\$15-\$20,000
Valuations	for sewer assets in 4 councils	
Financial Software Project	Arrangement of group purchase of financial software	\$800,000
	Savings: \$100,000 per council	
	participating council	
Special Projects:	Policy document, support letters,	\$70,000
<u> </u>	kit, database, training information.	
On-Site sewage	REROC sold 55 Plan to non-member	
Management Plan and	councils generating revenue of	
Database	\$10,000. Estimated saving for each	
	council member - \$5,000 per council	
Proposed WorkCover	REROC lobbied successfully against	\$2,925,000
Working Near Roads	the introduction of these	
Guidelines	Guidelines; preparing a	
	comprehensive submission on the	
	problems the proposal had and	
	sending two engineers to participate	
	on a State committee. Members	
	estimated that they would have	
	been faced with putting on an	
	additional staff member on every	

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14
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Preparation of a Protective	A generic policy document was	Estimated Savings: \$39,000
Clothing Policy for Councils	prepared as a pre-cursor to a bulk	Estimated Savings. \$55,000
clothing rolley for councils	purchase of clothing. Savings based	
	on each council developing their	
	own policy - \$3,000 per council	
Charles Marks Mathed		Estimated Southast \$67 E00
Sharing Works Method Statements	Members who have prepared Works	Estimated Savings: \$67,500
Statements	Method Statement shave placed them on the REROC website to	
	share with others. Savings based on	
	each council preparing their own	
Drementing of Decisional	statements - \$7,500 each.	
Preparation of Regional	There were no Guidelines available	Estimated Savings: \$97,500
Guidelines for the	in NSW. These were written by a	
Establishment of Rural	small working party and have been	
School Bus Stops	used by councils across the State	
	with the support of the RTA and the	
	Ministry of Transport. Savings based	
	on each council preparing their own	
	- \$7,500 per council	
Urban Stormwater	Joint approach to the preparation of	Estimated Savings: \$80,000
Planning	the Plans 10 councils savings	
	approximately \$8,000 per council	
	(based on average cost of	
	consultant to prepare the plan)	C
Stormwater Extension	Funded by the EPA to work with	Grant Funding: \$321,300
Officer	REROC Councils	Creat Funding (20.000
Companion Animals	Comprehensive materials were	Grant Funding: \$20,000
Training Materials: Paw	written to support council rangers	Estimated Savings: \$65,000
Pals	that wished to undertake a	
	responsible pet ownership training	
	programme in primary schools.	
	Materials included teaching aids,	
	giveaways, teachers notes, ranger	
	notes and support materials.	
	Savings based on each council	
	preparing their own resource	
	materials - \$10,000. The materials	
	have been utilised by other councils	
Communities Desistances	across the State.	Fatimated Caulic and 6142 500
Corruption Resistance	A suite of materials addressing all	Estimated Savings: \$112,500
Materials	areas is being prepared by REROC.	
	Estimated savings based on each	
	council preparing their own at a cost	
	of \$7,500 each.	Creat Frankin er
REROC Waste Forum	Funding received from the EPA for	Grant Funding:
	Voluntary Regional Waste Groups	VRWG: \$1,969,163
	since 1999.	Strategies: \$145,000
	Estimated savings are based on	Conference: \$15,000
	savings to councils by addressing	Cluster Composting: \$30,000
	a secondar a	
	waste management and resource	Safe Sharps: \$98,500
	waste management and resource recovery on a regional basis. Each council \$10,000 per year for 15	Estimated Savings:\$1,800,000

	years.	
Regional Waste and Environmental Education Projects	Numerous waste and environmental education projects have been organised by REROC and run in each LGA. These are the major source of activity in the area for most councils and are very popular. Each year approximately five education projects are run with an estimated benefit to each council of \$10,000 per year for 15 years.	Grant Funding: Wood Smoke Education Project: \$180,000 Bin Trim: \$162,100 Home Composting: \$42,010 Estimated Savings: \$1,800,000
Riverina It's a Living Thing Project	Regionally delivered project to promote sustainable living options to residents. Savings estimated by group delivery at \$8,000 per council, 13 member councils participated.	Funding Received: \$60,000 Estimated Savings: \$104,000
WaterSmart Urban Water Sustainability Project	Project ran for three years and provided funding for infrastructure improvements. Regional projects were also delivered. Funding was applied for in a single application prepared by REROC. The project was managed regionally by REROC and all reporting undertaken regionally. Estimated savings: \$10,000 per council per year	Funding Received: \$1,960,000 Estimated Savings: \$390,000
Household Hazardous Waste Collections	REROC has run these collections every 2 years since 2003 with approximately 34 tonnes of toxic waste being collected and disposed of.	Funding Received: \$556,149 Estimated Savings: \$210,000
Regional E-waste Collections	The free collections facilitated and organised by REROC have saved councils approximately 70cents a kilo disposal and the logistic and transport costs. 198,725 kilos of e- waste have been collected from participating councils.	Estimated Savings: \$139,107.50 Transport & logistics savings: \$55,217

e services and facilities and the production of people looking at Aged ves. Savings based on uncil. project where new s operators will be able what rules and oply in their LGA. rings to each council – cost of producing the support materials for \$30,000 f Asset Registers and ement Plan. Estimated ncil \$30,000. r three years and ding to improve and	Estimated Savings: \$45,500 Funding Received: \$200,000 Estimated Savings: \$360,000 Estimated Savings: \$390,000 Funding Received: \$2,600,000 Estimated Savings: \$180,000
s operators will be able what rules and oply in their LGA. rings to each council – cost of producing the support materials for \$30,000 f Asset Registers and ement Plan. Estimated ncil \$30,000. r three years and	Estimated Savings: \$360,000 Estimated Savings: \$390,000 Funding Received: \$2,600,000
ement Plan. Estimated ncil \$30,000. r three years and	Funding Received: \$2,600,000
•	-
ic meeting place e. applied for in a single repared by REROC. The nanaged regionally by I reporting undertaken timated savings: ouncil per year for councils.	
o be built based on cations prepared and ROC. REROC will endering for the of the sheds and all ne Environmental Trust Estimated savings per ult of the regional he management of the	Funding Received: \$705,720 Estimated Savings: \$110,000
,	Estimated Savings: \$35,100
vings: 13 councils x	Estimated Savings: \$20,000
(Estimated savings per ult of the regional he management of the <u>00 per council</u> t of the Panel vings: 13 councils x) x local ad (200) x time aboratively for 4

Take Charge & Volunteer A World with Less Water: Climate Change Impact on Councils in South Eastern Riverina	REROC received funding through the NSW Office of Communities to run a project that was designed to encourage young people to take leadership roles in their community. The project includes the Take Charge Leadership Forums and the Take Charge & Volunteer website. Funded through the Federal Governments Strengthening Basin Communities program the project was delivered in three stages. The project delivered a number of reports and discussion papers on climate change, weather, water resources and consumption, industry water use and vulnerability, the potential impacts of reduced water availability, water saving	Funding Received: \$137,000 Funding Received: \$1,600,000
Lobbying, Submissions, Representations	initiatives discussion paper as well as individual plans for each council. REROC has prepared over 100 submissions for member councils with an estimated saving to each council of \$2,750 In addition letters, representations, evidence at hearings etc a further benefit allow 15 per year saving to each council of average \$1250 per instance	Submissions: Estimated Savings: \$3,300,000 Other Lobbying: Estimated Savings: \$3,375,000
Rail Interface Agreements	Development of agreements with John Holland and ARTC for use across the region.	Estimated Savings: \$32,000
Total Estimated Financial Benefit to Member Councils		\$45,277,195



Appendix Two Statement of Regional Priorities

STATEMENT OF REGIONAL PRIORITIES

Riverina Pilot Joint Organisation

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STATEMENT OF REGIONAL PRIORITIES

Our Vision

Strong Regions, Strong Local Government, Vibrant Communities

Our Members

The Riverina JO covers an area of approximately 40,000 sq kms and serves a population base of over 120,000 people. The members of the Riverina JO are:

- Bland Shire Council
- Coolamon Shire Council
- Cootamundra Shire Council
- Greater Hume Shire Council
- Gundagai Shire Council
- Junee Shire Council
- Lockhart Shire Council
- Temora Shire Council
- Tumbarumba Shire Council
- Tumut Shire Council
- Urana Shire Council
- Wagga Wagga City Council
- Goldenfields Water County Council
- Riverina Water County Council

What our Members have identified are Regional Priorities

Our members have reviewed their Community Strategic Plans and other local based plans to identify issues that are region in context. The Department of Premier and Cabinet have also reviewed CSPs to find commonalities across the region that would assist in the planning process.

In addition a meeting of all the councillors and senior staff was held on 15 December to identify the issues in Regional Planning, Intergovernmental Collaboration and Advocacy and Lobbying that should inform the planning process for the JO. The outcomes of that meeting were utilised in the determination of regional priorities.

We have also utilised other Supporting Documentation listed on page 6 of this Statement to determine regional priorities. In summary the major issues that were identified fell into the following categories:

Regional Planning

- Transport, including freight transport
- Planning landuse planning, regional growth planning
- Workforce Development
- Water and Wastewater
- Economic Development including Tourism
- Environment

Intergovernmental Collaboration

Here members identified agencies that were a priority for collaboration the most important being:

- RMS
- Department of Planning
- NSW Office of Water
- Trade and Investment

Our members recognised that the role of the JO is to address issues that span the region and not those that relate to individual communities. It is not the role of the JO to represent the needs of individual communities, that role belongs to their local council.

The information gained from these sources have informed the decisions made in relation to the regional priorities.

The Difference the JO will Make

The Riverina JO builds on an extremely strong foundation of collaboration established through the operation of the Riverina Eastern Regional Organisation of Councils (REROC). It is the members' expectation that this history of successful collaboration will be replicated by the JO.

However, over many years our members have identified the need for greater buy-in, consultation and engagement by State agencies in the planning and delivery of services to the communities our members represent.

The JO will make a difference if it is able to successfully improve the interaction between State agencies and local government by delivering tangible, measurable outcomes in the planning and delivery of facilities, infrastructure and services to the member councils and the communities they represent.

Regional Priorities

Members have agreed that the following Regional Priority Areas would be adopted:

- Water and Wastewater
- Freight Transport
- Regional Planning

Each priority has a number of activities that could be undertaken by the JO Pilot. The activities that are actually undertaken will be dependent on the availability of State agencies to participate in the projects and the feasibility of completion by the Pilot end date.

Water and Wastewater

JO Function Areas: Regional Planning and Intergovernmental Collaboration

Activities in this area identified for action are:

- Implementing Best Practice in Water and Sewerage Management
- Consistent definitions for water restrictions across the region

- Integrated Water Cycle Management
- Country Towns Water & Sewerage Fund/Infrastructure Investment

State agencies that will be part of the collaboration – DPC, Office of Water, OEH, Cross Border Commissioner and DoP

Regional Transport Planning

JO Function Areas: Regional Planning and Intergovernmental Collaboration

Regional Transport planning will build on the existing eastern Riverina Freight Transport Plan expanding it to develop Industry Freight Corridors for:

- Grain Freight
- Livestock Freight
- Timber Freight, this part of the project will be conducted in close collaboration with the SE Softwoods Working Group; and
- General Freight

State agencies that will be part of the collaboration – DPC, Transport for NSW, RMS, Trade and Investment, Cross Border Commissioner, DoP and RDA-Riverina.

Development of a Regional Approach to Planning

JO Function Areas: Regional Planning and Intergovernmental Collaboration

This regional priority would deal with:

- o Developing a relationship with DoP in order to implement a Regional Approach to Planning
- Developing a Regional Growth Plan
- o Developing sub-regional Land Management plans
- Regional Landuse Planning developing an approach that would minimise council requirements for DoP sign off on individual council plans if a regional plan was in place.

State agencies that will be part of the collaboration - DPC, Department of Planning, Cross Border Commission and OEH.

Other Intergovernmental Collaboration Projects

JO Function Areas: Intergovernmental Collaboration

Roads and Maritime Services (RMS)

The members agree that ongoing discussions with the RMS about the operation of the RMS arrangements in particular and service delivery in general are very important. The project will focus on ways in which arrangements can be made more effective and efficient for all stakeholders.

Family and Community Services (FACS)

FACs are currently mapping service provision in the region, this project reflects concerns members have about efficient service delivery into rural LGAs in particular. The JO will liaise with FACs to identify ways that mapping can be ground-truthed. Ground-truthing would address concerns a

number of members have expressed about large community services organisations claiming that they are delivering services into rural LGAs when they are providing minimal outreach.

Key Performance Indicators

Every project will be measured by the level of effective and genuine buy-in from the State agencies which has resulted in measureable improvements to services, facilities and infrastructure in the JO Pilot region.

Specifically the KPIs will be as follows:

Regional Planning:

Regional Transport Planning

- 1. Completion of industry corridors freight transport plans for grain, timber, livestock and general freight.
- 2. Level of effective and genuine buy-in from State agency stakeholders in the planning process.

Water and Wastewater

- 1. Identification of infrastructure needs for water and wastewater that could be funded by the Country Towns Water and Sewer Fund.
- 2. Uniform water restrictions across the Riverina JO Pilot region.
- 3. Audit undertaken to identify capacity of member councils to meet Best Practice Guidelines.
- 4. Level of effective and genuine buy-in from State agency stakeholders in the planning process.

Regional Approach to Planning

- 1. Member councils agree that the Regional Growth Plan reflects the needs of the Riverina JO Region.
- 2. Work commenced on a sub-regional landuse management plan.
- 3. Level of effective and genuine buy-in from State agency stakeholders in the planning process.

Intergovernmental Collaboration:

Regional Transport Planning

- 1. Riverina Pilot JO and State Agencies work collaboratively to develop a vision for effective and efficient freight transport in the region.
- 2. Level of effective and genuine buy-in from State agency stakeholders in the planning process

Water and Wastewater

- 1. Riverina Pilot JO and NoW work collaboratively to implement IWCM principles in the JO Pilot region.
- 2. Level of effective and genuine buy-in from State agency stakeholders in the planning process.

Regional Approach to Planning

1. Riverina Pilot JO, member councils provide genuine input to the development of the Regional Growth Strategy.

2. Level of effective and genuine buy-in from State agency stakeholders in the planning process.

Other Intergovernmental Collaboration Projects

- 1. Riverina Pilot JO and RMS work collaboratively to reach an agreed service delivery methodology for RMCC contracting.
- 2. Riverina JO Pilot has the opportunity to ground truth FACs service delivery in the region.
- 3. State agencies that the Pilot JO has not approached, approach the JO seeking opportunities to collaborate.
- 4. Opportunities are offered by State agencies for genuine collaboration on the delivery of services or the development of infrastructure

Supporting Documentation

The development of the Statement of Strategic Priorities was supported by the following documentation:

- 1. The outcomes of a consultation with all councillors and senior staff in the Pilot JO member councils held on 15 December.
- 2. The outcomes of a consultation organised by the Office of Local Government with the REROC Board and State agencies held on 9 December
- 3. The consolidation of information obtained from member councils' Community Strategic Plans, collated by the Office of the Department of Premier and Cabinet.
- 4. The REROC Action Plan 2012-2015
- 5. REROC Regional Freight Transport Plan, June 2014
- 6. REROC Regional Waste Management Strategy, June 2014

Appendix Two

Statement of Regional Priorities



JUNEE SHIRE COUNCIL

FIT FOR THE FUTURE SUBMISSION

APPENDIX "F"

Methodology Assumptions 2013/2020 – Junee Shire Council

APPENDIX F - METHODOLOGY OF JUNEE ASSUMPTIONS FOR FFTF BENCHMARK FORECASTS

The seven benchmarks set under the Fit for the Future assessment process have, at their core, the Delivery Program and Operational Plan 2015/19 (DPOP) adopted by Junee Shire Council on 23 June 2015. This document is informed and associated with the Council's Long Term Financial Plan 2015/2025.

The key features and assumptions used to formulate the budget in the DPOP are set out on pages 56 - 61 of that document and they are reproduced below.

Key Features

Most of the seven benchmarks outlined in the Fit for the Future methodology by the Office of Local Government are met in this four year budget. Council's own source revenue ratio is marginally below the 60% benchmark in 2015/16, 2016/17 and 2017/18. In 2015/16, Council's infrastructure backlog ratio is marginally above the benchmark of 2%. From 2018/19 all benchmarks are met into the future.

SUSTAINABILITY	Operating Performance Ratio (greater or equal to break-even average over 3 years) Own Source Revenue Ratio (greater than 60% average over 3 years)
	Building and Infrastructure Asset Renewal Ratio (greater than 100% average over 3 years)
EFFECTIVE INFRASTRUCTURE	Infrastructure Backlog Ratio (less than 2%)
AND SERVICE MANAGEMENT	Asset Maintenance Ratio (greater than 100% average over 3 years)
	Debt Service Ratio (greater than 0 and less than or equal to 20% average over 3 years)
EFFICIENCY	A decrease in Real Operating Expenditure per capita over time

- General rates income increases by 9.5% in 2015-16. It will increase by 9.0% in 2016-17. These Special Rates Variation increases were approved by the Minister for Local Government in 2014. Both increases include the estimated rate peg limit of 3%.
- Sewer Charges are at 2013-14 levels; no increase in 2015-16. There will be no increase in 2016-17. This is as per the commitment that Junee Shire Council gave to the community when it sought a General Rates Special Rates Variation. In 2017/18 and 2018/19 sewer charges increase by 6%.
- Waste Charges are at 2013-14 levels; no increase in 2015-16. There will be no increase in 2016-17. This is as per the commitment that Junee Shire Council gave to the community when it sought a General Rates Special Rates Variation. In 2017/18 and 2018/19 waste charges increase by 6%.
- Year two of the Long Term Financial Plan adopted in June 2014 was the base for this budget.
- Infrastructure & Services Maintained with expenditure of road renewals improved. This has the effect of reducing the asset condition backlog meaning that less road assets will be below a satisfactory condition. The Council meets the Infrastructure Backlog Ratio Benchmark of less than 2%.
- Recreation Centre an injection of \$350K is included for the replacement of plant and equipment. A study in 2014 showed that significant energy efficiencies can be gained by updating plant and equipment and with a short payback period and life cycle cost ratio providing further benefits the Council has elected to do this work. It is funded by a loan to be repaid over a 10 year period.
- Organisational Staffing Levels Maintain existing staffing levels within period of Review.

OPERATING INCOME

Rates and Annual Charges

General Rate Revenue

General rates will increase by 9.5% in 2015-16 in line with the approved Special Rate Variation application submitted in 2014. They will increase by 9.0% in 2016-17. These increases include whatever rate peg limit is set in that year.

In the years beyond rate increases are modelled at 3.0%.

Waste Management Charges

No increase is modelled in the years 2015-16 and 2016-17 in order to soften the financial impact on residential and business ratepayers due to the proposed increase in general rates. In the years, 2017-18, 2018-19 a 6% increase has been allowed. The LTFP models the Waste Management service area separately and shows it is financially sustainable.

Sewer Charges

No increase is modelled in the years 2015-16 and 2016-17 in order to soften the financial impact on residential and business ratepayers due to the proposed increase in general rates. In the years, 2017-18, 2018-19 a 6% increase has been allowed. This also allows for the build-up of reserves in preparation for a major renewal of the Sewer Treatment Works in 2019-20.

The LTFP models the Sewerage Fund separately and shows it is financially sustainable.

User Charges and Fees

The majority of Council's fees and charges have been indexed by 3% in each of the next ten financial years.

Financial Assistance Grants

In May 2014 the Federal Government announced that the Financial Assistance Grant (FAG) would be held at current levels for a period of three years; 2014-15 to 2016-17.

That is, held at 2013-14 levels. This has a substantial impact on the Council's revenue. In 2014-15 for example it represents a reduction of \$178K.

In response to this decline in operational income the Council will sell two houses in 2015-16. The Council has revised its LTFP and it now caters for this loss of revenue long term and shows a financially sustainable position into the future.

From 2017-18 onwards the FAG is modelled in the LTFP at 3.0% increases.

Operating Grants

Generally, operating grants have been indexed by 3%. In some cases they have been kept at 2014-15 levels either because of current information or because of a lack of information about expected increases.

Interest Revenues

Interest on investments attributed to the General Fund are estimated to be \$30K in 2015-16 and then they have been fixed at \$35K per year over the remaining years of the LTFP with the view that available funds for investment will be relatively similar over those years but interest rates a little better than the current very low levels.

Other Revenue

Other revenue sources have been individually modelled in the LTFP.

OPERATING EXPENDITURE

Employee Costs

Employee costs include salaries, wages and employee leave entitlements. Salaries have been individually modelled and generally allow for a 3.0% increase. No increase or decrease in staff numbers has been factored in on the levels in place in April 2015. After that they are indexed by 3.0% for remaining years of the LTFP.

Materials and Contractor Costs

Generally, budget items identified as Materials and Contracts have been held at 2014-15 levels for 2015-16. After that they are indexed by 3.0% for remaining years of the LTFP.

Depreciation

Depreciation expenses have been indexed upwards by 0.075% per year. Deprecation expenses involve a number of considerations including acquisition of new assets versus renewal of assets, review of remaining useful lives, residual values, re-valuations each five years. It was considered that a small indexation each year was an appropriate treatment.

Other Expenses

Other Expenses have been specifically modelled in the budget. They typically have a 3.0% indexation applied to them.

Borrowing Costs

Specific modelling for the repayment of Interest on Loans has occurred. For loans associated with Land Development, this is based on the estimated amount of the borrowing, the year in which it occurred and at an interest rate of 6% as an average across the 10 year time frame of the LTFP.

Council's other major loan is an Indexed Annuity Bond with a 30 year life. The interest rate used for this form of borrowing is based on CPI movements each quarter. The annual CPI rate assumed in this calculation is 2.5%.

In the Rural Sealed roads service area of the LTFP loan interest at 5.616% with an interest subsidy of 3% under the Local Infrastructure Renewal Scheme.

In 2015-16 a loan of \$350K is to be taken out for capital works at the recreation centre. Loan repayments are factored in to commence from 2016-17 at an interest rate of 6%.

CAPITAL EXPENDITURE AND INCOME

A Capital Works Program has been determined with decisions made as to what are the priority assets to renew. The Capital Expenditure planned for 2015-16 is outlined in a section of the Financial Estimates.

<u>Land Development</u> – The land development section of Council's budget has been remodelled.

It now allows for sale of three lots in Kaiser Estate each year and typically two lots in the next stages to be developed off Loughan Road). In 2014-2015 a further stage of development off Loughan Road was constructed at cost of \$540,000. The new residential lots will go on sale in May 2015 (Council have recently sold seven lots in the last two months; this will have a positive cash impact and be reported in the September 2015 quarterly budget review). As has been the Council's practice, development costs are borrowed and paid off in lumps as blocks sell in each stage.

Development of three lots in Cassia Way will see the sale of this surplus land occur in 2015-16.

<u>Sale of Houses</u> - As already mentioned, in response to the decline in operational income with the lower than expected Financial Assistance Grant, the Council will sell two houses in 2015-16.

SEVEN FFTF BENCHMARKS

The specific assumptions used in developing the forecast seven FFTF benchmarks for set out in this next section of the Appendix.

SUSTAINABILITY	Operating Performance Ratio (greater or equal to break-even average over 3 years)
	$\mathbf{O} = \mathbf{C} + \mathbf{D} + $
	Own Source Revenue Ratio (greater than 60% average over 3 years)
	Building and Infrastructure Asset Renewal Ratio (greater than 100%
	average over 3 years)
EFFECTIVE	Infrastructure Backlog Ratio (less than 2%)
INFRASTRUCTURE	
AND SERVICE	Asset Maintenance Ratio (greater than 100% average over 3 years)
MANAGEMENT	
	Debt Service Ratio (greater than 0 and less than or equal to 20% average over 3 years)
EFFICIENCY	A decrease in Real Operating Expenditure per capita over time

SUSTAINABILITY RATIOS

The Sustainability Benchmarks of Operating Performance Ratio, Own Source Revenue Ratio and Building and Infrastructure Asset Renewal Ratio require no comment. They are calculated in line with the FFTF Assessment Tool methodology using the information in the Delivery Program and Operational Plan 2015/19 and the associated Long Term Financial Plan 2015/2025.

EFFECTIVE INFRASTRUCTURE AND SERVICE MANAGEMENT

The following information is provided with regard to the calculation of the three Effective Infrastructure and Service Management Ratios.

Infrastructure Backlog Ratio

For the **denominator** in this ratio, the General Fund Infrastructure Assets Written down Value (WDV) as reported in Special Schedule 7 for 2013-14 is the base. To this figure capital expenditure for each year was added and depreciation deducted to arrive at the next years WDV. There are no sales of infrastructure assets predicted across the 10 year Long Term Financial Plan. No adjustment was factored in for revaluation of assets. The capital expenditure each year, split by asset type, is provided in the Council's Long Term Financial Plan. Depreciation each year for these assets, also split by asset type, was estimated using an average depreciation rate and applying it to the prior year's WDV.

The base for the calculation of the **numerator** for this ratio is the 2013-14 Special Schedule 7 figures. It has been assumed that one third of the renewal expenditure each year goes toward the assets that have been classified as a backlog asset. As the Asset Maintenance Ratio – see below – is at 100%, there is no further deterioration of backlog assets to be factored in.

As a footnote to this ratio, Junee Shire Council is implementing a risk management approach to classifying assets as backlog. Under this approach, even though an asset may by towards the end of its useful life, in most cases it will still be providing reliable, risk-minimal service to the community. In this situation it will be deemed as satisfactory rather than unsatisfactory. In other words, assets that are in such a condition that they pose a risk to the community will be the ones recorded as unsatisfactory. It is expected that this will produce a significant reduction in the asset backlog recognised in Special Schedule 7. To reiterate, this risk management approach has <u>not</u> been used in determining the Infrastructure Backlog Ratio calculation.

Asset Maintenance Ratio

The **denominator** here is the Required Asset Maintenance figure. The Council's LTFP has asset maintenance at the required levels to stop assets falling further into backlog.

The **numerator** is the Actual Asset Maintenance figure. The actual has not occurred in forward financial estimates and so the assumption here is that the Council will spend exactly the budgeted asset maintenance amount. This gives a 100% ratio across all forward years.

An analysis of asset registers shows that existing levels of maintenance expenditure have maintained asset conditions. Ie. There has been no deterioration of asset conditions due to insufficient maintenance expenditure. There appears to be an anomaly here in that if the Council underspends its budget – by being <u>more efficient</u> in maintaining its assets rather than not completing work – then it actually gets marked down as not meeting the benchmark. Whereas, if it badly manages its budget and overspends maintenance, then it meets the benchmark. Very simply, it measures the input rather than the output.

Debt Service Ratio

This ratio is straight forward and is calculated in line with the FFTF Assessment Tool methodology. The figures required for the calculation are readily available from the Council's LTFP.

EFFICIENCY RATIO

The **denominator**, the Shire's forecasted population, has been determined by applying average annual increase across the FFTF Assessment Tool period 2009-10 to 2013-14. This average increase is 0.6%.

The numerator comes from the Council's DPOP and LTFP.

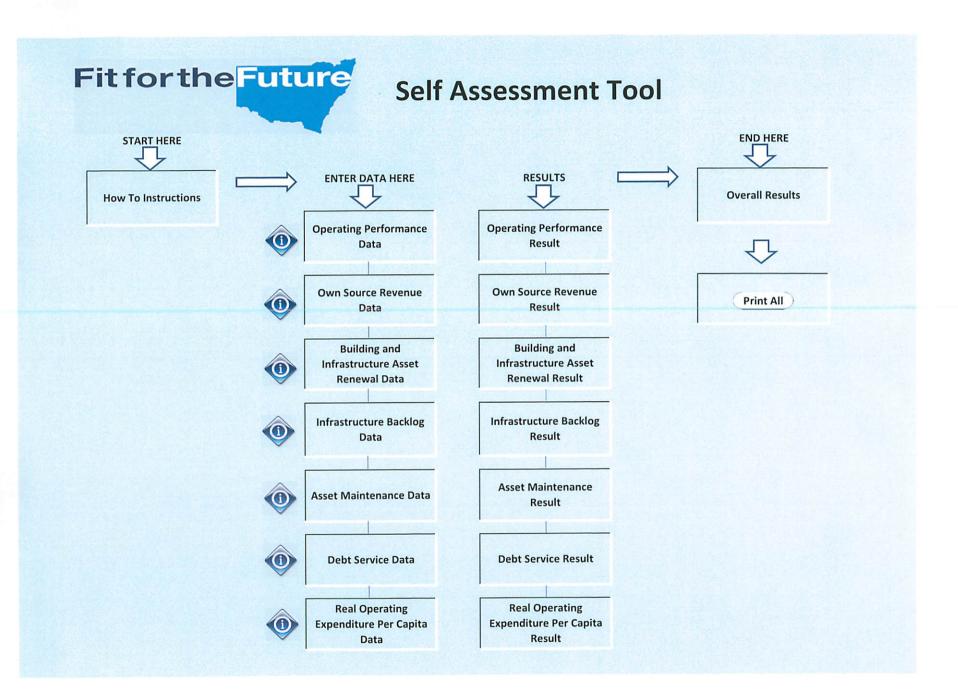


JUNEE SHIRE COUNCIL

FIT FOR THE FUTURE SUBMISSION

APPENDIX "G"

OLG Self-Assessment Tool – Junee Shire Council



INSTRUCTIONS

Junee Shire Council

COUNCILS ARE TO USE ONLY GENERAL FUND DATA FOR THIS PURPOSE

This self-assessment tool has been developed to assist councils in analysing their performance against the following seven Fit for the Future measures and by completing the Fit for the Future (existing structure) template. It may also assist councils that are considering merging or becoming a Rural Council, understand current performance.

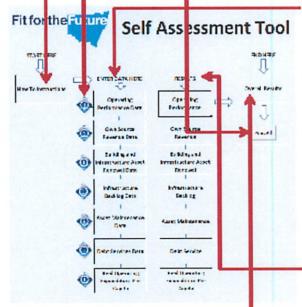


- Operating Performance Ratio (greater or equal to break-even average over 3 years)
- Own Source Revenue Ratio (greater than 60% average over 3 years)
- Building and Infrastructure Asset Renewal Ratio (greater than 100% average over 3 years)
- Infrastructure Backlog Ratio (less than 2%)
- Asset Maintenance Ratio (greater than 100% average over 3 years)
- Debt Service Ratio (greater than 0 and less than or equal to 20% average over 3 years)
- A decrease in Real Operating Expenditure per capita over time

On the *Main Menu* and on each of the sheets there are a range of buttons to assist you in navigating through the template.

The Print All button will print all Information, Data and Result sheets as well as the Overall Results sheet.

- 1. Select your council from the gropdown list on the How to Instructions sheet.
- For information regarding the description and rationale of the criteria/benchmark, click on the information ico n.



3. ENTER DATA HERE

Enter financial data for each of the seven measures to enable the automated calculations of the relevant ratios. *General Fund only data is to be entered DO:-*

Enter numbers (\$000) only into ALL the white cells Enter '0' if not applicable Enter both revenue and expenditure as positive figures Enter General Fund data only DON'T:-Leave any white cells blank

Enter N/A or anything other than a number Enter Water and Sewer data

Once you have entered the financial data in each of the seven *Data* sheets you can then view the result in the respective *Result* sheet.

4. RESULTS

This section contains the benchmark result and shows how this has been calculated.

1. OVERALL RESULTS

The council's results will be displayed on the overall results sheet along-side the seven Fit for the Future benchmarks. Councils are required to enter the results for each of the measures into the Fit for the Future (existing structure) template and use this to inform strategies and actions to become or remain Fit for the Future.

OPERATING PERFORMANCE RATIO

Junee Shire Council

Total continuing operating revenue (exc. capital grants and contributions) less operating expenses Total continuing operating revenue (exc. capital grants and contributions)

Description and Rationale for Criteria:

• TCorp in their review of financial sustainability of local government found that operating performance was a core measure of financial sustainability.

• Ongoing operating deficits are unsustainable and they are one of the key financial sustainability challenges facing the sector as a whole. While operating deficits are acceptable over a short period, consistent deficits will not allow Councils to maintain or increase their assets and services or execute their infrastructure plans.

• Operating performance ratio is an important measure as it provides an indication of how a Council generates revenue and allocates expenditure (e.g. asset maintenance, staffing costs). It is an indication of continued capacity to meet on-going expenditure requirements.

Description and Rationale for Benchmark:

• TCorp recommended that all Councils should be at least break even operating position or better, as a key component of financial sustainability. Consistent with this recommendation the benchmark for this criteria is greater than or equal to break even over a 3 year period.

OWN SOURCE REVENUE RATIO

Junee Shire Council

Total continuing operating revenue less all grants and contributions Total continuing operating revenue inclusive of capital grants and contributions

Description and Rationale for Criteria:

• Own source revenue measures the degree of reliance on external funding sources (e.g. grants and contributions). This ratio measures fiscal flexibility and robustness. Financial flexibility increases as the level of own source revenue increases. It also gives councils greater ability to manage external shocks or challenges.

• Councils with higher own source revenue have greater ability to control or manage their own operating performance and financial sustainability.

Description and Rationale for Benchmark:

• TCorp has used a benchmark for own source revenue of greater than 60 per cent of total operating revenue. All Councils should aim to meet or exceed this benchmark over a three year period.

• It is acknowledged that many councils have limited options in terms of increasing its own source revenue, especially in rural areas. However, 60 per cent is considered the lowest level at which councils have the flexibility necessary to manage external shocks and challenges.

BUILDING AND INFRASTRUCTURE ASSET RENEWAL RATIO

Junee Shire Council

Asset renewals (building and infrastructure)

Depreciation, amortisation and impairment (building and infrastructure)

Description and Rationale for Criteria:

• The building and infrastructure renewals ratio represents the replacement or refurbishment of existing assets to an equivalent capacity or performance, as opposed to the acquisition of new assets or the refurbishment of old assets that increase capacity or performance. The ratio compares the proportion spent on infrastructure asset renewals and the asset's deterioration.

• This is a consistent measure that can be applied across councils of different sizes and locations. A higher ratio is an indicator of strong performance.

Description and Rationale for Benchmark:

• Performance of less than one hundred percent indicates that a Council's existing assets are deteriorating faster than they are being renewed and that potentially council's infrastructure backlog is worsening. Councils with consistent asset renewals deficits will face degradation of building and infrastructure assets over time.

Given that a ratio of greater than one hundred percent is adopted, to recognise that capital expenditures are sometimes lumpy and can be lagged, performance is averaged over three years.

INFRASTRUCTURE BACKLOG RATIO

Junee Shire Council

Estimated cost to bring assets to a satisfactory condition

Total (WDV) of infrastructure, buildings, other structures and depreciable land improvement assets

Description and Rationale for Criteria:

• The infrastructure backlog ratio indicates the proportion of backlog against the total value of the Council's infrastructure assets. It is a measure of the extent to which asset renewal is required to maintain or improve service delivery in a sustainable way. This measures how councils are managing their infrastructure which is so critical to effective community sustainability.

• It is acknowledged, that the reliability of infrastructure data within NSW local government is mixed. However, as asset management practices within councils improve, it is anticipated that infrastructure reporting data reliability and quality will increase.

• This is a consistent measure that can be applied across councils of different sizes and locations. A low ratio is an indicator of strong performance.

Description and Rationale for Benchmark:

• High infrastructure backlog ratios and an inability to reduce this ratio in the near future indicate an underperforming Council in terms of infrastructure management and delivery. Councils with increasing infrastructure backlogs will experience added pressure in maintaining service delivery and financing current and future infrastructure demands.

• TCorp adopted a benchmark of less than 2 per cent to be consistently applied across councils. The application of this benchmark reflects the State Government's focus on reducing infrastructure backlogs.

ASSET MAINTENANCE RATIO

Junee Shire Council

Actual asset maintenance

Required asset maintenance

Description and Rationale for Criteria:

• The asset maintenance ratio reflects the actual asset maintenance expenditure relative to the required asset maintenance as measured by an individual council.

• The ratio provides a measure of the rate of asset degradation (or renewal) and therefore has a role in informing asset renewal and capital works planning.

Description and Rationale for Benchmark:

The benchmark adopted is greater than one hundred percent, which implies that asset maintenance expenditure exceeds the council identified requirements. This benchmark is consistently adopted by the NSW Treasury Corporation (TCORP). A ratio of less than one hundred percent indicates that there may be a worsening infrastructure backlog.

• Given that a ratio of greater than one hundred percent is adopted, to recognise that maintenance expenditure is sometimes lumpy and can be lagged, performance is averaged over three years.

DEBT SERVICE RATIO

Junee Shire Council

Cost of debt service (interest expense & principal repayments) Total continuing operating revenue (exc. capital grants and contributions)

Description and Rationale for Criteria:

• Prudent and active debt management is a key part of Councils' approach to both funding and managing infrastructure and services over the long term.

• Prudent debt usage can also assist in smoothing funding costs and promoting intergenerational equity. Given the long life of many council assets it is appropriate that the cost of these assets should be equitably spread across the current and future generations of users and ratepayers. Effective debt usage allows councils to do this.

• Inadequate use of debt may mean that councils are forced to raise rates that a higher than necessary to fund long life assets or inadequately fund asset maintenance and renewals. It is also a strong proxy indicator of a council's strategic capacity.

· Council's effectiveness in this area is measured by the Debt Service Ratio.

Description and Rationale for Benchmark:

As outlined above, it is appropriate for Councils to hold some level of debt given their role in the provision and maintenance of key infrastructure and services for their community. It is considered reasonable for Councils to maintain a Debt Service Ratio of greater than 0 and less than or equal to 20 per cent.

Councils with low or zero debt may incorrectly place the funding burden on current ratepayers when in fact it should be spread across generations, who also benefit from the assets. Likewise high levels of debt generally indicate a weakness in financial sustainability and/or poor balance sheet management.

REAL OPERATING EXPENDITURE PER CAPITA

Junee Shire Council

Description and Rationale for Criteria:

• At the outset it is acknowledged the difficulty in measuring public sector efficiency. This is because there is a range of difficulty in reliably and accurately measuring output.

• The capacity to secure economies of scale over time is a key indicator of operating efficiency. The capacity to secure efficiency improvements can be measured with respect to a range of factors, for example population, assets, and financial turnover.

- It is challenging to measure productivity changes over time. To overcome this, changes in real per capita expenditure was considered to assess how effectively Councils:
 - can realise natural efficiencies as population increases (through lower average cost of service delivery and representation); and
 - can make necessary adjustments to maintain current efficiency if population is declining (e.g. appropriate reductions in staffing or other costs).

• Assuming that service levels remain constant, decline in real expenditure per capita indicates efficiency improvements (i.e. the same level of output per capita is achieved with reduced expenditure).

Description and Rationale for Benchmark:

The measure 'trends in real expenditure per capita' reflects how the value of inflation adjusted inputs per person has grown over time. In the calculation, the expenditure is deflated by the Consumer Price Index (for 2009-11) and the Local Government Cost Index (for 2011-14) as published by the Independent Pricing and Regulatory Tribunal (IPART). It is acknowledged that efficiency and service levels are impacted by a broad range of factors, and that it is unreasonable to establish an absolute benchmark across Councils. It is also acknowledged that council service levels are likely to change for a variety of reasons however, it is important that councils prioritise or set service levels in conjunction with their community, in the context of their development of their Integrated Planning and Reporting.

Councils will be assessed on a joint consideration of the direction and magnitude of their improvement or deterioration in real expenditure per capita. Given that efficiency improvements require some time for the results to be fully achieved and as a result, this analysis will be based on a 5-year trend.

GENERAL FUND - OPERATING PERFORMANCE DATA

Junee Shire Council

	2011-12 GENERAL FUND DATA \$000	2012-13 GENERAL FUND DATA \$000	2013-14 GENERAL FUND DATA \$000
Note 21- Income Statement - ncome - Total Income from ontinuing operations	13,314	12,262	11,668
ote 21 - Income Statement - ncome - Grants & Contributions rovided For Capital Purposes	883	1,214	1,131
ote 21 - Income Statement - come - Net gain from the sposal of assets	102	0	74
ote 21 - Income Statement -		-	
come - Net share of interests in int ventures/associates using the juity method	O	0	O
nterest & Investment Revenue - ir value adjustments - vestments	0	0	0
nterest & Investment Revenue - ir value adjustments - Other	0	0	0
Other Revenues - Fair value ljustments - investment operties	0	0	0
Other Revenues - Reversal of IPPE valuation decrements previously ¡pensed	0	0	o
ote 21 - Income Statement - xpenses - Total expenses from ontinuing operations	11,950	11,699	12,093
ote 21 - Income Statement - cpenses - Net Loss from the sposal of assets	0	152	0
ote 21 - Income Statement - spenses - Net share of interests in int ventures/associates using the quity method	0	0	0
Other Expenses - Revaluation ecrements	0	0	0

For reporting purposes the consolidated data comes from Note 3. For this purpose, only enter data that relates to the General Fund

* For reporting purposes the consolidated data comes from Note 4. For this purpose, only enter data that relates to the General Fund

GENERAL FUND - OWN SOURCE REVENUE DATA

Junee Shire Council

	2011-12 GENERAL FUND DATA \$000	2012-13 GENERAL FUND DATA \$000	2013-14 GENERAL FUND DATA \$000
Note 21- Income Statement - Income - Total Income from continuing operations	13,314	12,262	11,668
Note 21 - Income Statement - Income - Operating Revenues - Grants & Contributions Provided For Operating Purposes	5,507	4,578	3,348
Note 21 - Income Statement - Income - Grants & Contributions Provided For Capital Purposes	883	1,214	1,131
Note 21 - Income Statement - Income - Net gain from the disposal of assets	102	0	74
Note 21 - Income Statement - Income - Net share of interests in joint ventures/associates using the equity method	0	0	0
# Interest & Investment Revenue - Fair value adjustments - Investments	0	0	0
# Interest & Investment Revenue - Fair value adjustments - Other	0	0	0
# Other Revenues - Fair value adjustments - investment properties	0	0	0
# Other Revenues - Reversal of IPPE revaluation decrements previously expensed	0	0	0

See Operating Performance data sheet notes.

GENERAL FUND - BUILDING AND INFRASTRUCTURE ASSET RENEWAL DATA

Junee Shire Council

	2011-12 GENERAL FUND DATA \$000		2012-13 GENERAL FUND DATA \$000		2013-14 GENERAL FUND DATA \$000	
# Building and Infrastructure Renewals	1,928	-1	1,252] [2,393	
# Depreciation, Amortisation and Impairment (Building and Infrastructure)	3,725		1,428] [1,450	

For reporting purposes the consolidated data comes from Note 13 (11-12, 12-13) and Special Schedule 7 (13-14). For this purpose, only enter data that relates to the **General Fund**.

GENERAL FUND - INFRASTRUCTURE BACKLOG DATA

Junee Shire Council

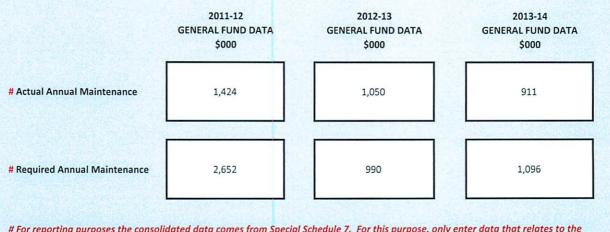
	2013-14 GENERAL FUND DATA \$000	
# Estimated cost to bring assets to a satisfactory condition	2,960	
* Total (written down value) of		-
infrastructure, buildings, other structures & depreciable land	73,366	
improvement assets.		

For reporting purposes the consolidated data is collected from Special Schedule 7. For this purpose, only enter data that relates to the General Fund.

* For reporting purposes the consolidated data comes from Note 9/Special Schedule 7. For this purpose, only enter data that relates to the General Fund.

GENERAL FUND - ASSET MAINTENANCE DATA

Junee Shire Council



For reporting purposes the consolidated data comes from Special Schedule 7. For this purpose, only enter data that relates to the General Fund.

GENERAL FUND - DEBT SERVICE DATA

Junee Shire Council

	2011-12 GENERAL FUND DATA \$000	2012-13 GENERAL FUND DATA \$000	2013-14 GENERAL FUND DATA \$000
Ø Financing Activities - Payments - Borrowings & Advances	250	163	0
* Interest Charges - Interest on Loans	467	430	413
Note 21- Income Statement - Income - Total Income from continuing operations	13,314	12,262	11,668
Note 21 - Income Statement - Income - Grants & Contributions Provided For Capital Purposes	883	1,214	1,131
Note 21 - Income Statement - Income - Net gain from the disposal of assets	102	0	74
Note 21 - Income Statement - Income - Net share of interests in joint ventures/associates using the equity method	0	0	0
# Interest & Investment Revenue - Fair value adjustments - Investments	0	0	0
# Interest & Investment Revenue - Fair value adjustments - Other	0	0	0
# Other Revenues - Fair value adjustments - investment properties	0	0	0
# Other Revenues - Reversal of IPPE revaluation decrements previously expensed	0	0	0

Note:- Figures to be entered as positive amounts

@ For reporting purposes the consolidated data comes from the Statement of Cashflows. For this purpose, only enter data that relates to the **General Fund**.

* For reporting purposes the consolidated data comes from Note 4. For this purpose, only enter data that relates to the General Fund

See Operating Performance data sheet note

GENERAL FUND - REAL OPERATING EXPENDITURE PER CAPITA DATA

Junee Shire Council

# Population Data	6,080 2009-10	6,119 2010-11	6,146 2011-12	6,194 2012-13	[6,227 2013-14
	GENERAL FUND DATA \$000	GENERAL FUND DATA \$000	GENERAL FUND DATA \$000	GENERAL FUND DATA \$000		GENERAL FUND DATA \$000
Note 21 - Income Statement - Expenses - Total expenses from continuing operations	10,968	10,806	11,950	11,699		12,093
Note 21 - Income Statement - Expenses - Net Loss from the disposal of assets	0	O	0	152	[0
Note 21 - Income Statement - Expenses - Net share of interests in joint ventures/associates using the equity method	0	0	0	0	[0
* Other Expenses - Revaluation Decrements	0	0	0	0		0

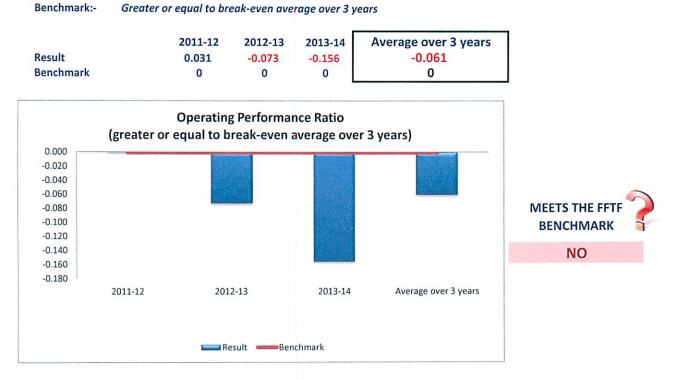
Australian Bureau of Statistics, Regional Population Growth, Australia - Table 1. Estimated Resident Population, Local Government Areas, New South Wales - Released 3.4.2014. The population data has been averaged over 2 calendar years except for the 2013-14 year where the population data for 2013 has been used.

* See Operating Performance data sheet note.

GENERAL FUND - OPERATING PERFORMANCE RESULT

Junee Shire Council

BENCHMARK AND RESULT



This is how we calculated the council's result..... (Figures are carried over from the data sheet and are in \$000)

Total continuing operating revenue (exc. capital grants and contributions) less operating expenses Total continuing operating revenue (exc. capital grants and contributions)

2011-12	(13314-883-102-0-0-0-0)-(11950-0-0-0) 13314-883-102-0-0-0-0		379 12,329	=	0.031
2012-13	(12262-1214-0-0-0-0-0)-(11699-152-0-0) 12262-1214-0-0-0-0-0	=	-803 11,048	=	-0.073
2013-14	(11668-1131-74-0-0-0-0)-(12093-0-0-0) 11668-1131-74-0-0-0-0-0	=	- <mark>1,630</mark> 10,463	=	-0.156

Note: Both numerator and denominator in this calculation excludes fair value adjustments, reversal of revaluation decrements, net gain/losses on sale of assets and net share/loss of interests in joint ventures

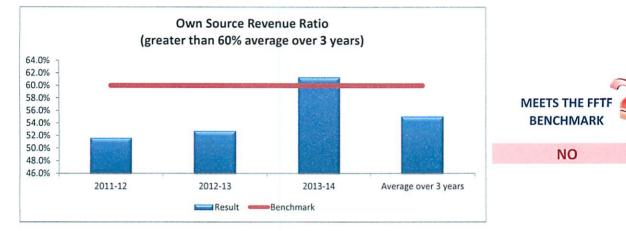
GENERAL FUND - OWN SOURCE REVENUE RESULT

Junee Shire Council

BENCHMARK AND RESULT

Benchmark:- Greater than 60% average over 3 years

	2011-12	<mark>2012-13</mark>	2013-14	Average over 3 years
Result	51.6%	52.8%	61.4%	55.1%
Benchmark	60%	60%	60%	60%



This is how we calculated the council's result..... (Figures are carried over from the data sheet and are in \$000)

	Total continuing operating revenue less all	grants and	contributions		
1	Total continuing operating revenue inclusive of c	apital gran	ts and contribution	15	
2011-12	13314-5507-883-102-0-0-0-0-0-0-0-0-0-0-0-0-0-0-0-0-0-0	_ =	6,822	=	51.6%
	13314-102-0-0-0-0		13,212		
2012-13	12262-4578-1214-0-0-0-0-0 12262-0-0-0-0-0-0		<u> </u>	=	52.8%
	11000 2248 1121 74 0 0 0 0 0				
2013-14	<u> 11668-3348-1131-74-0-0-0-0</u> 11668-74-0-0-0-0	- =	7,115		61.4%

Note: Both numerator and denominator in this calculation excludes fair value adjustments, reversal of revaluation decrements, net gain on sale of assets and net share of interests in joint ventures

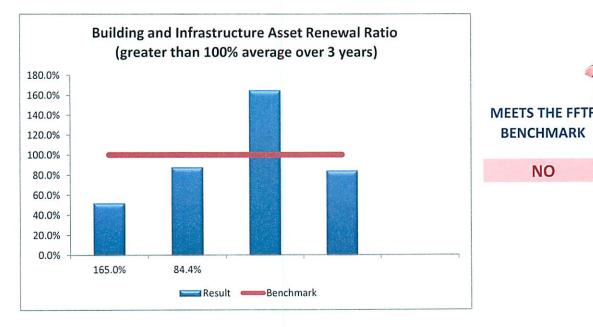
GENERAL FUND - BUILDING AND INFRASTRUCTURE ASSET RENEWAL RESULT

Junee Shire Council

BENCHMARK AND RESULT

Benchmark:- Greater than 100% average over 3 years

	2011-12	2012-13	2013-14	Average over 3 years
Result	51.8%	87.7%	165.0%	84.4%
Benchmark	100%	100%	100%	100%



This is how we calculated the council's result..... (Figures are carried over from the data sheet and are in \$000)

Asset renewals (building and infrastructure)

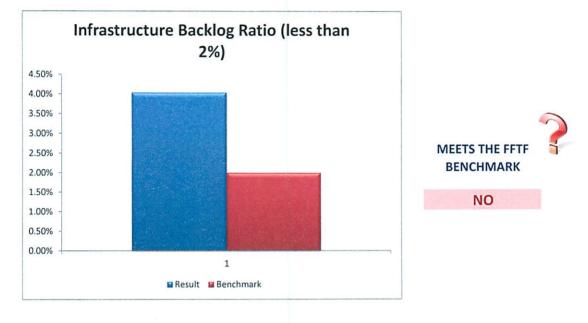
Depreciation, amortisation and impairment (building and infrastructure)

2011-12	1,928 3,725	=	51.8%
2012-13	<u> 1,252</u> 1,428	=	87.7%
2013-14	2,393	=	165.0%

GENERAL FUND - INFRASTRUCTURE BACKLOG RESULT

Junee Shire Council

BENCHMARK AND RESULT					
Benchmark:-	Less than 2%				
	2013-14				
Result	4.03%				
Benchmark	2%				



This is how we calculated the council's result..... (Figures are carried over from the data sheet and are in \$000)

Estimated cost to bring assets to a satisfactory condition

Total (WDV) of infrastructure, buildings, other structures and depreciable land improvement assets

2013-14

2,960 = 73,366

4.03%

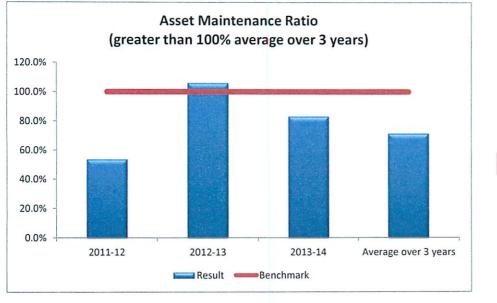
GENERAL FUND - ASSET MAINTENANCE RESULT

Junee Shire Council

BENCHMARK AND RESULT

Benchmark:- Greater than 100% average over 3 years

	2011-12	2012-13	2013-14	Average over 3 years
Result	53.7%	106.1%	83.1%	71.4%
Benchmark	100%	100%	100%	100%





NO

This is how we calculated the council's result..... (Figures are carried over from the data sheet and are in \$000)

Actua	al asset maintend	ance	
Requir	ed asset mainter	nance	-
2011-12	<u>1,424</u> 2,652	=	53.7%
2012-13	<u>1,050</u> 990	=	106.1%
2013-14	<u>911</u> 1,096	=	83.1%

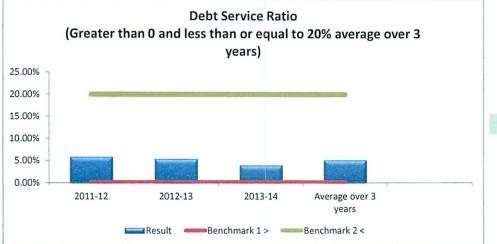
GENERAL FUND - DEBT SERVICE RESULT

Junee Shire Council

BENCHMARK AND RESULT

Benchmark:- Greater than 0 and less than or equal to 20% average over 3 years

	2011-12	2012-13	2013-14	Average over 3 years
Result	5.82%	5.37%	3.95%	5.09%
Benchmark 1 >	0%	0%	0%	0%
Benchmark 2 <	20%	20%	20%	20%





This is how we calculated the council's result..... (Figures are carried over from the data sheet and are in \$000)

	Cost of debt service (interest exp Total continuing operating revenue (e			7.18	
2011-12	250+467 13314-883-102-0-0-0	=	717	=	5.82%
2012-13	163+430	=	<u> </u>	=	5.37%
2013-14	0+413	=	413	=	3.95%

Note: The denominator in this calculation excludes fair value adjustments, reversal of revaluation decrements, net gain on sale of assets and net share of interests in joint ventures

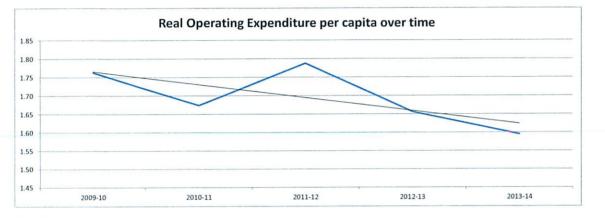
GENERAL FUND - REAL OPERATING EXPENDITURE PER CAPITA RESULT

Junee Shire Council

BENCHMARK AND RESULT

Benchmark:- A decrease in Real Operating Expenditure per capita over time

	2009-10	2010-11	2011-12	2012-13	2013-14
Result	1.76	1.67	1.79	1.66	1.59





This is how we calculated the council's result.....

(Figures are carried over from the data sheet and are in \$000)

Expenditure deflate	ed by: CPI:-	2009-10 2.3%	2010-11 3%	LGCI:-	2011-12 3.0%	2012-13 3.4%	2013-14 3.7%
2009-10	10968-0-0-0x(1023) 6079.5		=	<u>10,716</u> 6079.5		1.76	
2010-11	10806-0-0-0x(1023)x(1- 6118.5	.03)	=	<u>10,241</u> 6,119		1.67	
2011-12	11950-0-0-0x(1023)x(103) 6146	x(103)	=	10,985 6,146	=	1.79	
2012-13	11699-152-0-0x(1023)x(103)x(1 6193.5	03)x(1034)	- =	10,254 6,194		1.66	
2013-1412	2093-0-0-0x(1023)x(103)x(103)x 6227	(1034)x(1037)		<u> </u>	- =	1.59	

Note: The numerator in this calculation excludes revaluation decrements, net loss from disposal of assets and net loss of interests in joint ventures.



Junee Shire Council

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	BENCHMARK	RESULT	MEETS FFTF BENCHMARK	
	Operating Performance Ratio (greater or equal to break-even average over 3 years)	-0.061	NO	×
	Own Source Revenue Ratio (greater than 60% average over 3 years)	55.05%	NO	×
TAINABILITY	Building and Infrastructure Asset Renewal Ratio (greater than 100% average over 3 years)	84.40%	NO	×
	Infrastructure Backlog Ratio (less than 2%)	4.03%	NO	×
	Asset Maintenance Ratio (greater than 100% average over 3 years)	71.44%	NO	×
FECTIVE RUCTURE AND MANAGEMENT	Debt Service Ratio (greater than 0 and less than or equal to 20% average over 3 years)	5.09%	YES	4
	A decrease in Real Operating Expenditure per capita over time	Decreasing	YES	4
ICIENCY	OVERALL RESULT 🛛 💥			

The Council does not meet all seven of the Fit for the Future Criteria



JUNEE SHIRE COUNCIL

FIT FOR THE FUTURE SUBMISSION

APPENDIX "H"

Commentary on TCorps Financial Assessment, Sustainability and Benchmarking Report – 5 April 2013

APPENDIX H

Commentary on TCorps Financial Assessment, Sustainability and Benchmarking Report – 5 April 2013

The following observations and extracts from TCorps assessment of Junee Shire Council in 2013 are included in this Appendix to support the Council's Fit for the Future submission.

The assessment by TCorp into Junee Shire Council's finances and sustainability concluded that it be rated as <u>Moderate</u> in terms of the Financial Sustainability and <u>Neutral</u> in terms of its outlook.

A Moderate financial sustainability rating was defined as:

- A local government with an adequate capacity to meet its financial commitments in the short to medium term and an adequate capacity in the long term.
- While it has some record of reporting minor to moderate operating deficits the local government may also have recently reported a significant operating deficit.
- It is likely able to address its operating deficits, manage unforeseen financial shocks and any adverse changes in its business, with moderate revenue and/or expense adjustments. The expense adjustments are likely to result in a number of changes to the range of and/or quality of services offered.
 - Its capacity to manage core business risks is moderate.

A Neutral outlook rating was defined as:

There are no foreseeable events that would have a direct impact on the financial sustainability of the local government. It may be possible for a rating upgrade or downgrade to occur from a neutral outlook, if warranted by an event or circumstance.

Since this assessment was made by TCorp a number of key improvements, which were already in the planning and implementation stage, have now come to fruition.

Most prominently two Special Rate Variation applications have been approved by IPART. In 2013 a Section 508(2) application for a 10% variation was approved. Then in 2014, a Section 508A application for increases of 11.9%, 9.5% and 9.0% were improved. (The increase of 11.9% in 2014-15 was replacing an earlier SRV from 2009 that expired on 30 June 2014). These were all for permanent increases in the Council's rate base.

The Council's SRV applications received solid support from the community who wanted to see existing services continued and increased levels of funding towards the renewal of infrastructure assets.

TCorp were aware of the Council's plans for improvement and commented a number of times in their report on the intended SRV applications with a flavour of the appropriateness of the course the Council had set for itself.

This increase in the rates base and the latest Long Term Financial Plans show that our improved financial sustainability is now a reality.

Looking at the four criteria for our TCorp Moderate sustainability rating above, we contend as follows now that we have strong revenue growth through the successful SRV's:

- 1. Junee Shire Council now has excellent capacity to meet its financial commitments in the short to medium term and a strong capacity in the long term.
- 2. Junee Shire Council will no longer have an operating deficit. Still further it will meet the FFTF Benchmark of 60% own source revenue through the increase in rates revenue that the successful SRV's will generate. We were already close to this benchmark as the FFTF Assessment Tool indicates.
- 3. The successful SRV's we're implementing strengthen the Council's rate base and from 2015-16 onwards the Council produces operating surpluses (as shown in our current Long Term Financial Plan). The Council has been able to address its operating deficits, and produce a budget that can manage unforeseen financial shocks and any adverse changes in its business. The expense adjustments it will implement are in the nature of service reviews designed to provide its community with the existing range of and/or quality of services offered but in a more efficient manner. We have already demonstrated our capacity to do this already with the significant reduction in operating costs at our recreation centre and the plan to go even further with cost savings.
- 4. Finally our capacity to manage core business risks is strong now that we make surpluses and have appropriate own source revenue.

We feel confident that another assessment by TCorp will show that our financial sustainability is better than Moderate and that our outlook is certainly Positive.

Finally, some relevant extracts of the TCorp Report are provided below. From Page 4 in the Executive Summary:

The Council has been well managed over the review period based on the following observations:

- Council has achieved operating surpluses in three of the four review years. The prepayment of the Financial Assistance Grants has assisted this position in 2011 and 2012.
- The Unrestricted Current Ratio, Cash Expense Ratio and the level of cash and investments indicate that Council had sufficient liquidity but there is a downward trend.
- Council's DSCR and Interest Cover Ratio demonstrate that it could repay its debt obligations and had capacity to manage further borrowings years.

On Page 30 of their report, in Section 6 - Conclusions and Recommendations, TCorp say the following. We have provided a commentary on TCorp's conclusions and recommendations in *italics*.

Based on our review of both the historic financial information and the 10 year financial forecast within Council's LTFP we consider Council to be in a satisfactory financial position in the short term.

We base our recommendation on the following key points:

• Council has achieved operating surpluses in three of the four years within the review period and has remained adequately liquid during this time.

We have continued to remain liquid and will be even stronger with the implementation of SRV revenue.

• Council has indicated that they are unable to achieve any further efficiency gains to assist with the management of expenses and will need to increase their revenue base to meet ongoing expense increase pressures.

We have done what we said we'd do; increased our revenue base.

 The Sustainability of Council continuing to operate current service levels is reliant on the successful application of the proposed SRVs that are included within the LTFP. Any amendments to these proposed SRVs will result in Council having to review service levels and/or the scheduled capital works program.

As already said, service levels have been and will be maintained through our successful SRV applications.

However we would also recommend that the following points be considered:

• Council has managed its operational performance well over the historic review period, particularly controlling employee expenses and has proved that it has a strong awareness of its position and what is required to remain sustainable in the future

We have continued to control employee costs as elsewhere in our submission to IPART indicates.

• Council recognises that their LTFP can be further developed to include scenario analysis and performance monitoring and this will assist in the accuracy of the LTFP and ongoing performance analysis against the forecast. The 'base case' scenario should be developed from a 'current position' starting point and to forecast what will happen without a SRV application. This can then be built upon with additional scenarios to indicate the benefit that an SRV can provide the Council and its community.

We have done this. In our SRV applications to IPART we have produced at least two scenarios; with and without an SRV approval (base case).

• Each scenario should be completed using 10 years of nominal values so to show the true forecast position throughout the forecast period.

We have done this. Our 10 year LTFP has used nominal values from April 2013 onwards.



JUNEE SHIRE COUNCIL

FIT FOR THE FUTURE SUBMISSION

APPENDIX "I"

Fit For the Future Community Survey Result – Junee Shire Council

Appendix I FFTF Community Survey Result – Junee Shire Council

The following information provides the results of a random community survey which was open to the public between March and June 2015. The Council provided FFTF information to the public prior to and during the survey period via newspaper articles, attending community events (eg. Hospital fete and monthly Framers Markets), webpage and social media and a clever IPad solution in the Library.



Visiting Junee Library - President LGNSW Cr. Keith Rhoades AFSM, Junee Mayor Cr. Neil Smith and General Manager Mr James Davis

The survey questions were similar to other surveys undertaken by councils across the State. They are designed not to lead respondents to any practical predetermined outcome or opinion. Some questions are particular to our circumstances and the Panel's preferred option for Junee Shire Council - "*Council in Riverina JO or merge with Cootamundra*".

The Council recognises that the total of 260 respondents is somewhat less than the 350 required for valid statistical sampling for Junee's LGA population. Although the results provide sufficiently strong margins in their own right and are unlikely to change dramatically even with additional respondents.

Q1 – Speaks for itself

Q1. To kick things off, what area of the Shire do you live in?			
Answer Options	Response Count		
	262		

Q2. Can you tell me what you value most about living in the

Q2 – Respondents could nominate multiple or free form answers to the question.

Junee Shire?	
Answer Options	Response Percent
Rural environment	72.5%
Sense of community / friendly place	63.8%
The people	49.4%
A safe place to live	54.4%
Good place for families and children	59.4%
Lots of community events	41.3%
Sport and recreation opportunities	41.9%
Balanced lifestyle	48.8%
Active lifestyle	30.0%
Parks, playgrounds, bike trails and open spaces	50.0%
Access to natural parks	27.5%
Access to recreational waterways (Bethungra Dam,	35.6%
Other (please specify)	

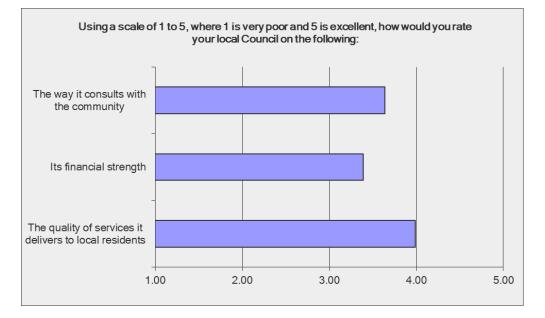
Q3 – A majority of respondents have been in contact with the Council for reasons other than rates enquiries.

Q3.Have you contacted your Council organisation, an elected Councillor or the Mayor over the past 12 months for any reason apart from paying rates?

Answer Options	Response Percent
Yes	56.5%
No	40.7%
Not sure	2.6%

Q4 – Asked respondents to rank Council's performance on the key issues. The results indicate high satisfaction in two areas and reasonable satisfaction on financial strength. The Council has recently received SRV approvals that will improve its financial strength over the life of the Long Term Financial Plan

Q4. Using a scale of 1 to 5, where 1 is very poor and 5 is excellent, how would you rate your local Council on the following:								
Answer Options Very poor Neutral Excellent Don't know								
The quality of services it delivers to local residents	30	8	31	53	117	8	3.99	
Its financial strength	36	12	51	63	48	49	3.39	
The way it consults with the community	40	19	33	63	94	9	3.64	



Q5 – A strong majority of respondents (84%) were aware of the FFTF reforms.

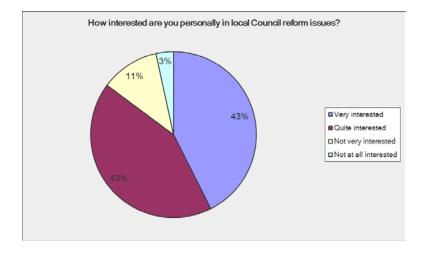
Q5 As you may know, the State Government in NSW is looking at ways that councils can better serve their communities and be sustainable for the long term. This includes amalgamations, creating a new council, or other ideas. Prior to this survey, were you aware of these proposals by the State Government?

Answer Options	Response Percent
Yes	84.1%
No	15.8%

Q6 - A strong majority of respondents (84%) were interested in local council reform issues.

issues?		
Answer Options	Response Percent	
Very interested	42.5%	
Quite interested	42.5%	
Not very interested	11.4%	
Not at all interested	3.4%	





Q7 - A strong majority of respondents (82%) wanted to keep the council in its current form rather than join a new larger council.

Q7 For residents within our Shire, there are two main options being discussed. One is a new larger Council with one or two of our current council neighbours. the other is to maintain the status quo - that is, keep Junee Shire Council in its present form.

Answer Options	Response Percent
New larger council	17.9%
Stay as we are	82.1%

Q8 – In the event there was no choice other than to merge with one of our council neighbours, respondents most preferred Coolamon Council and least preferred Wagga Wagga City Council.

Q8 If Junee Shire was to merge with another co options are exhausted, starting with 1 and endi		ncil would you	prefer the mos	t? (Rank the m -	ost favoured o	council until all
Answer Options	1	2	3	4	5	Rating Average
Coolamon	173	47	15	5	2	1.39
Cootamundra	27	91	62	49	22	2.72
Gundagai	8	22	89	112	29	3.45
Temora	8	66	33	41	6	3.05
Wagga Wagga	22	6	31	5	186	4.16

Q9 – Respondents could nominate multiple or free form answers to the question. The three highest responses to major advantage in being part of a larger council included: more influence to attract funding (44%), reduced costs (37%) and less politicians (30%).

see as the major advantages of this?	
Answer Options	Response Percent
Reduced costs	36.7%
More efficient/productive/better use of resources and	25.7%
Better facilities and/or services for the region	12.8%
Regional approach to issues (health, crime, public	23.9%
Reduce bureaucracy and reduce number of staff	26.6%
Less politicians/councillors	30.3%
Amalgamation has worked in other places	1.8%
It will unify the Riverina Councils	7.3%
Lower rates	8.3%
More influence to attract funding or attention from	44.0%
Simplify or reduce the layers of government	16.5%

Q9 If there was to be one new larger Council, what would you see as the major advantages of this?

Q10 – Respondents could nominate multiple or free form answers to the question. The three highest responses to major disadvantage in being part of a larger council included: local issues would be overlooked (78%), bigger isn't always better (67%) and loss of representations (64%).

Questions nine and ten are in contrast to one another. Respondents to question ten indicated more clearly their position with higher percentages than answers to question nine.

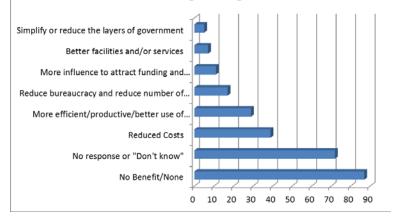
Q10 And what would you see as the major disadvantages?			
Answer Options	Response Percent		
Benefits unknown / can't see benefits / unnecessary	50.4%		
A bigger council will be less efficient / too bureaucratic	54.7%		
Not needed / happy with the way things are	62.0%		
Make Council performance worse	38.7%		
Doubt about cost savings / waste of time and/or	48.9%		
Delays or inefficiencies during the transition	48.2%		
Local issues will be overlooked / loss of local identity	78.1%		
Loss of representation / loss of voice	64.2%		
Amalgamation has not worked in other places	35.8%		
Resource shifting / our rates being spent elsewhere	58.4%		
Bigger isn't always better	67.9%		

Q11 Asked - What would you see as the single biggest benefit arising from having a single larger Council?

The question provided respondents with the ability for a free form response. The highest response to the question (87) indicated no benefit would result in a larger council being formed.

Single Most Important Benefit	Number of Responses
No Benefit/None	87
No response or "Don't know"	72
Reduced Costs	39
More efficient/productive/better use of resources	29
Reduce bureaucracy and reduce number of staff	17
More influence to attract funding and attention	11
Better facilities and/or services	7
Simplify or reduce the layers of government	5

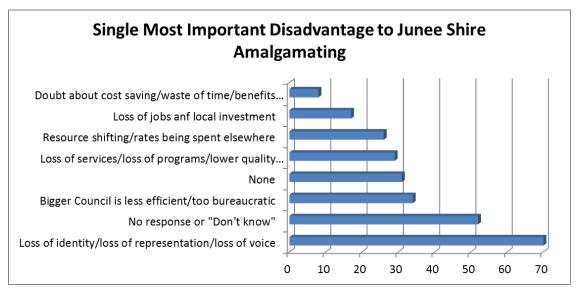




Q12 Asked - What would be your single biggest concern about having a single larger Council?

The question provided respondents with the ability for a free form response. The highest response to the question (70) indicated concern over loss of identity if a larger council was formed.

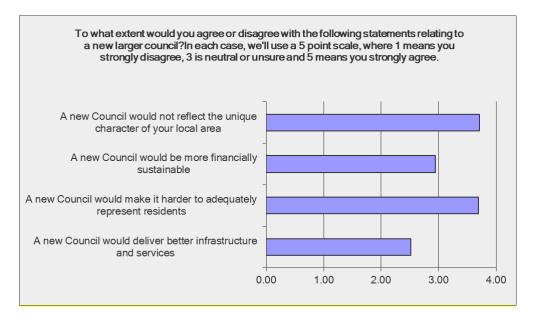
Single Most Important Disadvantage	Number of Responses
Loss of identity/loss of representation/loss of voice	70
No response or "Don't know"	52
Bigger Council is less efficient/too bureaucratic	34
None	31
Loss of services/loss of programs/lower quality services	29
Resource shifting/rates being spent elsewhere	26
Loss of jobs anf local investment	17
Doubt about cost saving/waste of time/benefits unknown	8



Q13 - Answers to this question reflect the sentiments in the free form questions earlier in the survey. They was less certainty that a new council would deliver better infrastructure and services and concerned it wouldn't reflect the charter of the local area.

Q13 To what extent would you agree or disagree with the following statements relating to a new larger council?In each case, we'll use a 5 point scale, where 1 means you strongly disagree, 3 is neutral or unsure and 5 means you strongly agree.

Answer Options	Rating Average
A new Council would deliver better infrastructure and services	2.52
A new Council would make it harder to adequately represent residents	3.69
A new Council would be more financially sustainable	2.94
A new Council would not reflect the unique character of your local area	3.71



Q14 – To assist respondents, some background to the REROC structure was provided to assist with concept of the proposed JO.

A clear majority of respondents understood or had heard of REROC (67%).

Q14 Junee Shire Council is a member of the Riverina Eastern Regional Organisation of Councils (REROC) with 11 other councils including Bland, Coolamon, Cootamundra, Greater Hume, Gundagai, Junee Lockhart, Temora Tumbarumba, Tumut, Urana and Wagga Wagga.The voluntary aspect of REROC membership encompasses every project that it undertakes. Members only participate in a REROC project if they believe that it will generate positive outcomes for their council. Members of REROC are united in their vision for the Organisation. It provides a forum where member councils can initiate and implement projects that harness the economies of scale that can be generated by pooling resources, staff and expertise.

The government's reform package into local government has embraced the REROC concept and is proposing to legislate for Joint Organisations (JOs). This will create a similar model to the REROC model albeit our membership will be compulsory.Were you aware of REROC's existence prior to completing this survey?

Answer Options	Response Percent
Yes	67.7%
No	12.3%

Q15 – A clear majority of respondents would choose a JO model over forming a larger council (73%).

Q15 If you were to choose between being part of a new larger council or being a member of the newly formed Joint Organisation, which would you prefer?

Answer Options	Response Percent
New larger Council	25.8%
Member of a Joint Organisation	73.7%

Q16 – A clear majority (68%) oppose amalgamations.

Q16 To what extent do you support or oppose co amalgamations generally?	uncil
Answer Options	Response Percent
Strongly oppose	54.6%
Slightly oppose	14.1%
Neutral or unsure	11.3%
Slightly support	6.4%
Strongly support	13.3%

Q17 – The survey attracted a cross section of ages.

Q17 Into which of the following age ranges do you fall?			
Answer Options	Response Percent		
18-39	19.4%		
40-59	41.7%		
60+	35.6%		
Prefer not to say	3.5%		

Last Question – A higher percentage of females completed the survey over their male counterparts.

And lastly, what is your gender?	
Answer Options	Response Percent
Male	40.3%
Female	58.8%



JUNEE SHIRE COUNCIL

FIT FOR THE FUTURE SUBMISSION

APPENDIX "J"

Fit For the Future - Media and Promotion – Junee Shire Council

WWW.JUNEE.NSW.GOV.AU

WINTER 2015

Callisthenics for Councils-Trying to become Fit for the Future

news

The State Government has a reform agenda in place for local government across NSW. They are recommending that Junee Shire either amalgamate with Cootamundra Shire Council or stand-alone and become a member of a newly created Joint Organisation.

Shire Council

nee

The Council's current position is to adapt to being a member of a Joint Organisation, however the community may have a different view and the Council is encouraging you to have a say in what the future might look like.

While the recommendation to merge with Cootamundra is a straight forward concept to grasp, the notion of Joint Organisations may not be so familiar to residents, a Joint Organisation will be a legislative body formed of member councils, Junee being one of the members. It will resemble the Riverina Eastern Regional Organisations of Councils (REROC) model that we are part of at the moment, albeit a Joint Organisation will have compulsory membership and legislative overtones.

There are many other aspects to the Fit for the Future Reform package to improve the way local government operate. In fact Junee Shire Council agrees with 84% of the 64 recommendations being considered.

What's next?

Council has to lodge an application to the State Government proving we can be Fit for the Future. The State Government has set seven key ratios and benchmarks that, if met, mean a council is sustainable, efficient and effective. Junee Shire Council meets the seven criteria over a 10 year period. There is one other hurdle and that is demonstrating that the council has sufficient scale and capacity. It is funny terminology but one that must be addressed in the application itself rather than meeting set criteria. The State Government treat this issue as a threshold requirement: if a council desn't get through the scale and capacity gate, meeting the sustainability, efficiency and effective criteria may not be considered.

In order to thoroughly understand the community's position on the future direction for this Council, we have developed a short survey for residents to provide feedback on so we can finalise the Fit for Future application.

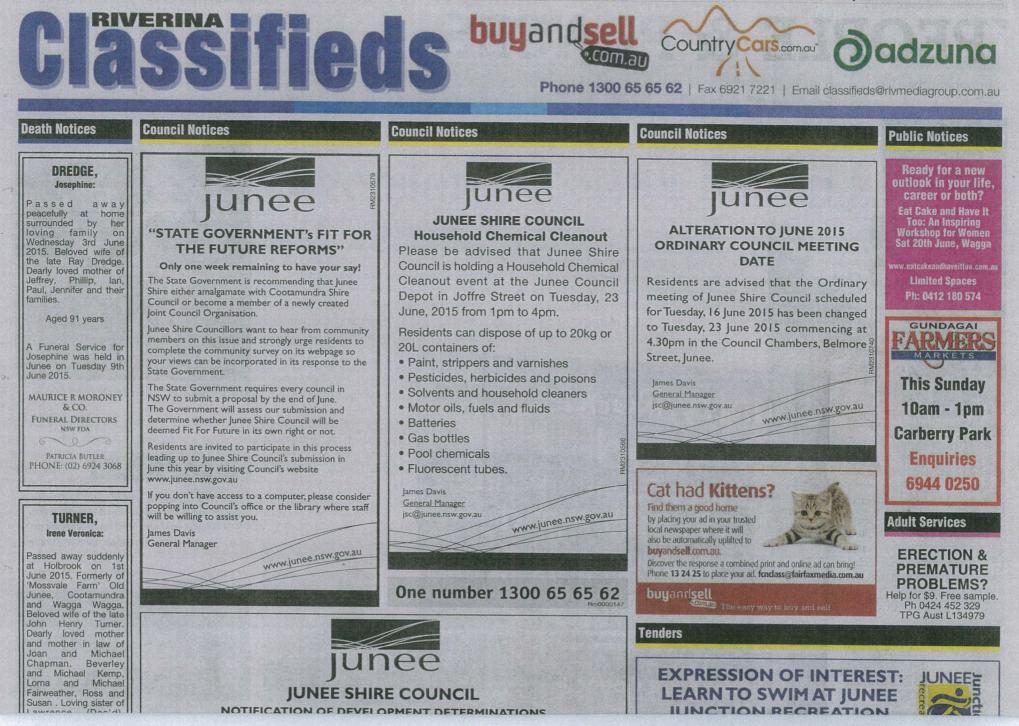
Councillors themselves have been out and about at community events in March, speaking with and encouraging residents to complete the survey this survey on Council's website www. junee.nsw.gov.au

We want to hear from community members on this issue and strongly urge residents to complete the community survey on our webpsite so your views can be incorporated into our response to the State Government.

If you don't have access to a computer please consider popping into Council's office or the library where staff will be happy to assist you.



President Cr Keith Rhoades-LGNSW & CEO Donna Rygate meet with Councillors regarding Fit for the Future





"STATE GOVERNMENT'S FIT FOR THE FUTURE REFORMS"

Only two weeks remaining to have your say!

The State Government is recommending that Junee Shire either amalgamate with Cootamundra Shire Council or become a member of a newly created Joint Council Organisation.

Junee Shire Councillors want to hear from community members on this issue and strongly urge residents to complete the community survey on its webpage so your views can be incorporated in its response to the State Government.

The State Government requires every council in NSW to submit a proposal by the end of June. The Government will assess our submission and determine whether Junee Shire Council will be deemed Fit For Future in its own right or not.

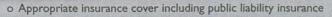
Residents are invited to participate in this process leading up to Junee Shire Council's submission in June this year by visiting Council's website www.junee.nsw.gov.au

If you don't have access to a computer, please consider popping into Council's office or the library where staff will be willing to assist you.

adzuna

James Davis General Manager

www.junee.nsw.gov.au



 Details of all individuals who will be providing/conducting Learn to Swim Programs including their relevant qualifications and previous experience in running Learn to Swim Programs

• A brief statement on their interest in submitting an EOI and what their vision is for the development of Learn to Swim Programs at IIRAC

• Proposed annual rental fee payable to JRAC for use of the facility

It is anticipated that a three year Agreement will be put in place with the successful Learn to Swim operator. This Agreement will provide all the necessary details pertaining to the use of JJRAC for Learn to Swim Programs, including details on exclusive use arrangements, access to the facility and anticipated days/times that JJRAC will be required.

All Expressions of Interest will be assessed by Council based on the information received on the above criteria. Council may contact the individual or operator making the EOI to clarify information in the EOI.

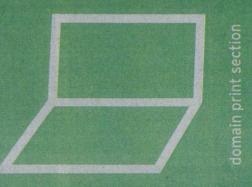
Expressions of Interest are now open and will close on **Friday, 26 June 2015**. All Expressions of Interest should be marked CONFIDENTIAL – JJRAC LEARN TO SWIM EOI and addressed to: Mr David Koren, Junee Shire Council, PO Box 93, JUNEE NSW 2663 or emailed to korend@ junee.nsw.gov.au ensuring that the Message Heading has JJRAC LEARN TO SWIM EOI included.

For further information or to inspect the facility, please contact David Koren on phone (02) 6924 4680 or email korend@junee.nsw.gov.au

James Davis General Manager isc@junee.nsw.gov.au PO Box 93 JUNEE NSW 2663 www.junee.nsw.gov.au

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6 JUNEE SOUTHERN CROSS Thursday, May 28, 2015

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Peacefully at the !! Wendy Hucker Nursing Home, Waqqa Waqqa on Saturday May 23, 2015, formerly of Ganmain. Loved and loving father and father in law of Joanne and Shane, Kim and Trevor, Cherished poppy of their families Loved brother. Aged 84 years 'Lovingly Remembered' Relatives and friends are invited to attend a funeral service of thanksgiving for the life of **Ronald** to be held in its entirety at the Wagga Wagga Crematorium Chapel on Monday June 1, 2015 commencing at 2.30nm. With Respect **Daniel Woods Funeral** Care Inc. Hornibrook & Samuelson 2 Station Pl, Wagga Wagga NFDA (02) 69 218 218

I PAPER / ALUMINIUM CAN DRIVE This Sunday from 9.00am Phone: 6924 1551 Sponsoring radio 18PH - FM 99 5 to Junee District lames Davis General Manager isc@junee.nsw.gov.au

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This role works closely with and provides key support to the Works Engineer in the maintenance and delivery of the Council's road, stormwater, sewerage and other infrastructure. In turn this infrastructure provides critical services to the community and supports the outcomes of the Council's Delivery Plan and the Community Strategic Plan.

www.junee.nsw.gov.au

BM2303779

For further information, contact Sherri Longmore on (02) 6924 8100

• INTIG LEATHIC Controller Certificate - Select/Modify TCP's (Red Card)

Applications are to be addressed to the General Manager, Junee Shire Council, PO Box 93, Junee NSW 2663, and marked "Works Supervisor". Applications close at 4.00pm on Friday 19 June 2015





Applications are invited for a suitably qualified person to fulfil the role of Assistant Engineer Applicants would need to hold a Degree in Civil Engineering, or be near to completing their Degree with a recognised university.

This role works closely with and provides key support to the Director Engineering Services in the delivery of all functions of the Engineering Services Directorate. Whether it be in investigation, design or construction, you will use expert judgement and sound engineering knowledge to inform internal and external stakeholders. and contribute to the sustainable management of the Council's considerable infrastructure asset base. In turn this infrastructure provides critical services to the community and supports the outcomes of the Council's Delivery Plan and the Community Strategic Plan.

For further information, contact Council's Director Engineering Services, Will Barton, on (02) 6924 8100.

Applications are to be addressed to the General Manager, Junee Shire Council, PO Box 93, Junee NSW 2663, and marked "Assistant Engineer" Applications close at 4.00pm on Friday, 19 June 2015.





"STATE GOVERNMENT'S FIT FOR THE FUTURE REFORMS"

Only three weeks remaining to have your say!

The State Government is recommending that lunee Shire either amalgamate with Cootamundra Shire Council or become a member of a newly created loint Council Organisation.

Junee Shire Councillors want to hear from community members on this issue and strongly urge residents to complete the community survey on its webpage so your views can be incorporated in its response to the State Government

The State Government requires every council in NSW to submit a proposal by the end of lune. The Government will assess our submission and determine whether Junee Shire Council will be deemed Fit For Future in its own right or not.

Residents are invited to participate in this process leading up to lunee Shire Council's submission in lune this year by visiting Council's website www.iunee.nsw.gov.au

If you don't have access to a computer, please consider popping into Council's office or the library where staff will be willing to assist you.

lames Davis General Manager

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Death Notices

Council Notices

Council Notices

Public Notices

LOGAN. (Nee Larkings) **Betty Patricia:**

Passed away peacefully at Junee Hospital on Friday 15th May 2015 surrounded by her loving family Beloved wife of the late Gladstone Logan. Dearly loved mother and mother-in-law of Peter and Kay, Jill and Nicky Lehmann, Ruth Byron, Danny and Marleen, Jeanne and Don Pratt, Sally and Ron Wishart, Shane and Trina, Rory Vaughan, John (Dec'd), Geraldine and Brian Ryan, Elizabeth Logan and Kim Lennich. Loving sister of Madeline, Marie and Denise, Predeceased by William, Robert and Anne. Cherished and adored grandmother of her 37 grandchildren 55 great grandchildren and 12 great great grandchildren. Dearly loved Aunt of her many nieces and nephews.



"Rest in Peace."

A Requiem Mass for the Repose of the Soul of Betty Logan was held in Junee this morning.

MAURICE R MORONEY & CO. FUNERAL DIRECTORS NSW FDA

PATRICIA BUTLER

"STATE GOVERNMENT'S FIT FOR THE FUTURE REFORMS"

Only four weeks remaining to have your say!

The State Government is recommending that Junee Shire either amalgamate with Cootamundra Shire Council or become a member of a newly created loint Council Organisation.

Junee Shire Councillors want to hear from community members on this issue and strongly urge residents to complete the community survey on its webpage so your views can be incorporated in its response to the State Government.

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If you don't have access to a computer, please consider popping into Council's office or the library where staff will be willing to assist you.

lames Davis General Manager







IUNEE SHIRE COUNCIL PUBLIC EXHIBITION OF DRAFT INTEGRATED PI ANNING AND **REPORTING PLANS**

Junee Shire Council has on public exhibition Draft Integrated Planning and Reporting documents. The public, businesses and other stakeholders are invited to make submissions.

The Draft Delivery Program and Operational Plan 2015/16 is available for inspection at:

· Council's Offices, Belmore Street, Junee

• Junee Library, 92 Lorne Street, Junee

· Jail Brake Inn Cafe, Olympic Highway, Old Junee · Wantabadgery Store, Jewnee Street,

Wantabadgery

· Bethungra Village Store,

Olympic Highway, Bethungra

• Illabo Hotel/Store, Olympic Highway, Illabo

· Council's website at www.junee.nsw.gov.au

Submissions may be made in writing to Council up until 4:00pm Thursday, 18 June 2015. Submissions should be addressed to the General Manager, Junee Shire Council, PO Box 93, JUNEE NSW 2663. Alternatively, submissions can be lodged via Council's website.

These plans will be adopted after consideration of public comments at the Ordinary Council meeting to be held 4.30pm Thursday, 23 June 2015.

For further information, please contact the Council's Director of Corporate and Community Services on (02) 6924 8100.

KINDERGARTEN 2016 Junee North Public School

Enrolments are now being sought for students entering Kindergarten in 2016.

Enrolment packs are now available from our office.

Our school provides highly experienced staff catering for the individual needs of all students.

Drop in during our Open Week: 25th - 29th May and we can answer any questions you may have.

For further information contact: Kav Thurston (Principal) Phone: 6924 1839

Junee North Public School

Developing Respectful. Responsible and Safe Learners



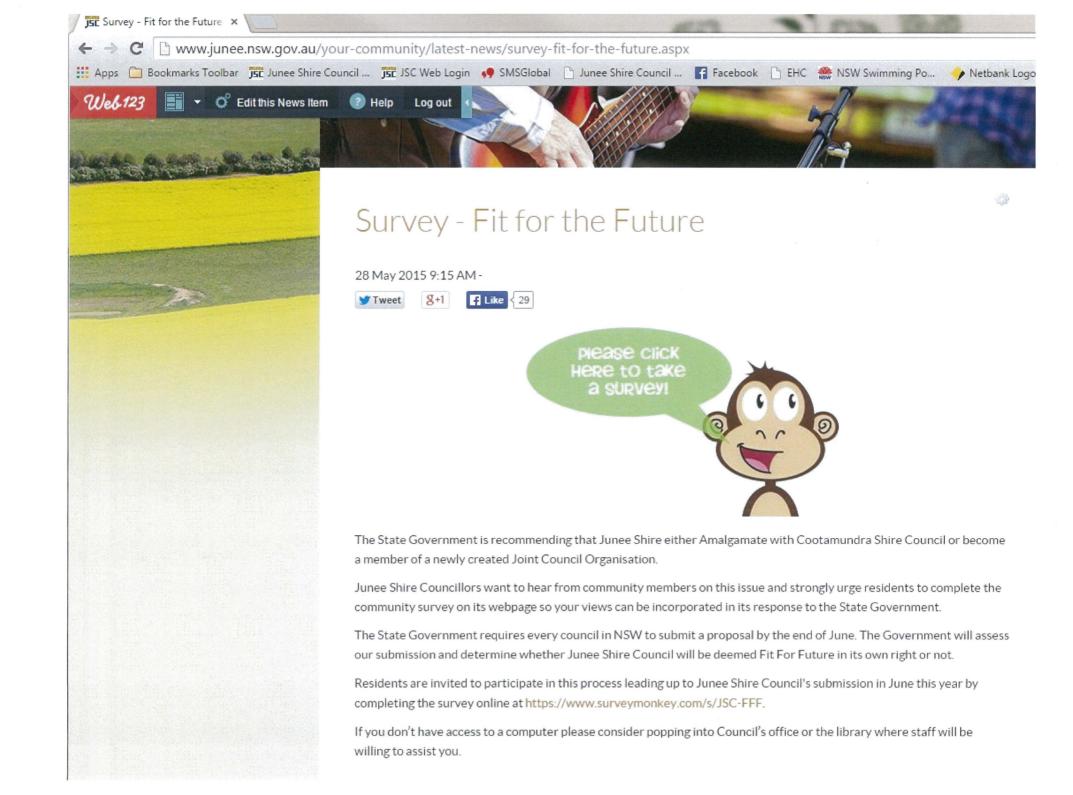




6 JUNEE SOUTHERN CROSS Thursday, February 26, 2015

iuneesoutherncross.com.au





Fit for the Future

5 Mar 2015 1:40 PM -

Tweet

Pinit

Background

The State Government wants to reform Local Government Councils under its Fit for the Future program.

This reforming process had its origins at Dubbo in 2011 when all NSW councils met to plan how local government could meet the challenges for the future. The State Government's response was to enact:

- TCopr Sustainability Review of each NSW council (completed)
- Local Government Infrastructure Audit (completed)
- Independent Local Government Review (completed)
- Local Government Acts Task Force (completed)

The State Government's response to these four items was released in September 2014 under the banner: Fit for the Future - Local Government.

The approach the State Government has taken is to ask all councils in NSW to submit an application to them by 30 June 2015 to explain how they can be "Fit for the Future". The application needs to satisfy two main State Government criteria:

- Council has sufficientScale and Capacityto meet future demands
- Meets7 key benchmark ratiosthat address financial sustainability.

The State Government will assess Fit for the Future applications between July and September 2015. Councils that are determined to be "Fit for the Future" will commence implementing their Fit for the Future proposals, be they merging with another council, retaining their status quo or being a member of a Joint Organisation. The State Government have not given an indication to what will happen to councils that are



assessed as not being "Fit for the Future". Any structural changes to council are proposed to commence after the September 2016 Local Government Elections.

The State Government have a dedicated website for Fit for the Future. It provides extensive information justifying their position as well as incentive packages for councils to undertake voluntary mergers with other councils. Below are a few links to the State Government website.

- How will stronger councils help Sydney grow?
- How will the changes help regional communities?
- What is a Joint Organisation?

Junee Shire Council

Junee Shire Council has resolved that it would like to retain its current structure and be a member of the Riverina Joint Organisation.

This is slightly different to the State Government's recommendation that Junee merge with Cootamundra Shire Council. Junee Shire Council is working towards its Fit for the Future application using the**State Government's Template 2***Council Improvement Proposal (Existing Structure)* which will need to demonstrate why the Council has departed from the Government's recommendation for Junee as well as meeting the other two criteria of:

- Council has sufficientScale and Capacityto meet future demands
- Meets7 key benchmark ratiosthat address financial sustainability.

Junee Councillors are interested in what the community thinks about this reform process and has initiated a series of community consultation events across March 2015. Please feel free to discuss any concerns you might have with councillors at the following locations:

Saturday, 28 February 2015- Junee Library - 9.30am to 12.00pm.

Sunday, 1 March 2015- Junee Farmers Markets,
Railway Square - 8.30am to 11.00am.
Saturday, 14 March 2015- Junee Hospital Fete, Junee MPS - 10.00am to 2.00pm.

12/06/2015

Saturday 21 March 2015- Junee Businesses - walk the streets - 9.00am to 11.00am.

The other way you can be involved is to complete theonline community survey.



Junee Shire Council

Published by Toni Hambilton (?) - June 9 at 1:36pm - 🚷

This week will be the last chance for residents to complete the survey that will help Council's submission to the State Government for Fit for the Future. This is Junee's future. We all need to have our say!





The State Government is recommending that Junee Shire either amalgamate with Cootamundra Shire Council or become a member of a newly created Joint Council Organisation. Your opinion will count when Council hands in its submission. Go to

https://www.surveymonkey.com/s/JSC-FFF to have your voice heard.

Fitforthe

Fit for the Future Survey

Web survey powered by SurveyMonkey.com. Create your own online survey now with SurveyMonkey's expert certified FREE templates.

SURVEYMONKEY.COM

369 people reached

Boost Post

Unlike · Comment · Share



Calling all residents!!! Your opinions matter! Junee Council has on online survey that will help with the submission we make to the State Government about where we stand on amalgamation or going it alone. http://goo.gl/74thWK You can find out more about the survey here, at the library or at Council's office



Council's gamble

Junee Shire to prove it meets government's benchmarks in Fit for the Future report.

JUNEESOUTHERNCROSS.COM.AU | BY FAIRFAX REGIONAL MEDIA

2,005 people reached

Boost Post

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🖒 Katrina Hodgkinson likes this.



Junee Shire Council

Published by Toni Hambilton [?] · May 19 at 9:15am · Edited · 🙆

Have your say about whether you think Junee Shire Council is Fit for the Future. Council's proposal is due at the end of June for the State Government to determine our future. What you think is important. Should we amalgamate with Cootamundra or become a member of a newly created Joint Council Organisation? This is your chance to have your voice heard.



Survey - Fit for the Future - Junee Shire Council

The State Government is recommending that Junee Shire either Amalgamate with Cootamundra Shire Council or become a member of a newly created Joint Council Organisation.

JUNEE.NSW.GOV.AU

791 people reached

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Junee Shire Council @Junee_Shire · May 27 Junee Three weeks left to have your say on the future of Junee Council 's status for Fit for the Future goo.gl/74thWK



Junee Shire Council @Junee_Shire · May 19 Junee Council is conducting a survey so locals can have a say about Council's future. Make your voice heard!! goo.gl/74thWK

> 4 131 ±1

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			2.00pm	
Neil Smith		\checkmark	\checkmark	
Pam Halliburton				
	9.30-10.30			
Lola Cummins				
Bob Callow	\checkmark			
Andrew Clinton			\checkmark	
Jo Ward				
Martin Holmes			\checkmark	
Matt Austin				
	10.30-12.00			
Col Randall		\checkmark		

