



**Holroyd City Council**

**Supporting Document**

**Fit for the Future Improvement Proposal**

**June 2015**



## *Office of the Mayor*

**Clr Greg Cummings**

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26 June 2015

Mr Peter Boxall  
Chairman  
Independent Pricing & Regulatory Tribunal  
PO Box K35  
HAYMARKET NSW 2140

Dear Mr Boxall

### FIT FOR THE FUTURE SUBMISSION

Holroyd City Council is pleased to make its submission to the NSW Government's Fit for the Future Program on behalf of the Holroyd community.

Holroyd generally supports the outcomes achieved by Destination 2036 and supports the State Government's objective for councils to be financially sustainable, operating efficiently and effectively and working in partnership with our stakeholders, including the NSW Government to achieve key State strategic goals.

At the same time our community have empathically told us they do not support forced amalgamations and want Holroyd to remain a "Stand Alone" Council. You will see in our submission that Holroyd has undertaken possibly the State's most extensive community engagement process to educate and inform our community on this issue, the results of which have consistently shown strong opposition to forced mergers.

Council on 23 June 2015 unanimously resolved to make its submission to IPART as a "Stand Alone" Council and complete Template 2 on that basis.

Holroyd has a record of making key strategic decisions to ensure we are sustainable including most recently the application for the Special Rate Variation approved in 2014 by IPART that has secured the financial sustainability of Council and the adoption of a new Local Environmental Plan in 2013 that will see Holroyd exceed the State Government's own new dwellings target of 11,500 dwellings by 58% resulting in a forecast 18,200 new dwellings over the next 15-20 years.

As a result I am pleased to declare that Council is financially sustainable, able to meet all seven of the required performance benchmarks and is 'Fit for the Future'.

Our submission shows that Holroyd City at its current 'Scale' is meeting the strategic capacity and performance outcomes set by the State Government. This is supported by independent assessments by TCorp, Morrison Low and PricewaterhouseCoopers, who all have declared that Council is financially sustainable.

Morrison Low at the conclusion of their detailed assessment of Holroyd as a "Stand Alone" council when compared to the Independent Local Government Review Panel (ILGRP) proposed merged entity stated:

*"Our view is that Council's performance against the Fit for the Future benchmarks is superior to that of the merged council modelled in our report when considered at 2019/20."*

At the outset Holroyd initiated meetings with the councils identified by the ILGRP, being Auburn, Parramatta, part of Ryde and the Hills Councils, to discuss the proposed merger.

Whilst I am aware of reports to the contrary, each Council declared their opposition to mergers. As a result further discussion relating to agreement to the ILGRP merger proposal was not pursued. I do note that Parramatta and Auburn have subsequently reversed their position in regard to mergers without consultation with Holroyd.

I welcome an opportunity to meet with you to discuss Holroyd City Council's submission before finalisation of IPART's assessment and report to the Minister for Local Government.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'G Cummings'.

Clr Greg Cummings  
MAYOR

19 June 2015

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Dear Merv

I refer to our comparison of the merger v standalone business case report for Holroyd City Council. The report analysed a potential merger of Holroyd City, Parramatta City and Auburn City Councils, the southern part of the Hills Shire Council, and the western third of the City of Ryde).

Based on the asset and financial information provided to us by Holroyd City Council, analysis of information publicly available at the time of the study on each of the other councils and the detailed assumptions set out in our Merger vs Stand-Alone Report (June 2015), our view is that Council's performance against the Fit for the Future benchmarks is superior to that of the merged council modelled in our report when considered at 2019/20.

Yours faithfully  
**MORRISON LOW CONSULTANTS**

**Dan Bonifant**  
Director

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## 1 EXECUTIVE SUMMARY

Holroyd City Council is committed to being 'Fit for the Future' and supports reform of the local government industry that ensures the continued delivery of efficient, effective and sustainable services to communities. Holroyd City Council does not believe that, in our particular circumstance, council mergers are needed to achieve this, but rather the focus should be on improving partnerships and general collaboration between councils and between different levels of government.

Holroyd meets and exceeds all 'Fit for the Future' metric in the forward projections and meets the criteria that have been set by the NSW Government for its financial sustainability over the next five years and beyond and therefore has the capacity to continue in its current form.

The community of Holroyd is more satisfied with Council's performance than the average satisfaction across Sydney and NSW councils. Holroyd City Council has a long history of being committed to keeping the community satisfied and continuously improving what it does in order to keep delivering efficient, effective and high quality services that are reflective of the needs of its residents.

Our community strongly opposes the merger of Holroyd and wants to retain its local identity, services and community priorities. Recent consultation, undertaken with residents from across the Holroyd Council area, shows that the majority of our residents are aware of and oppose the proposal to merge Holroyd.

As per the Fit for the Future guidelines, Holroyd met with Parramatta, Auburn, Ryde and The Hills to discuss the opportunity of shared services and the potential impact of the proposed merger over several meetings. This resulted in all councils agreeing that a forced merger was not an option that would be considered

Holroyd City Council currently has no debt. In contrast the debt levels of the councils within the merged group range from \$46 per capita (Ryde) to \$500 per capita (Parramatta). This is demonstrated by the cost associated to debt per resident as outlined in the report provided by Morrison Low '*Merger Business Case of the Merger of the Holroyd, Parramatta, Auburn, one third of Ryde, and part of The Hills Councils*' showing that Holroyd residents would move from a position of currently having no debt to obtaining a debt of \$257 per resident largely driven by the debt incurred by Parramatta which is currently \$500 per capita. Within a merged council, Holroyd resident's rates would form part of the funding pool that will repay these loans.

Mergers have significant costs which are unlikely to be fully recovered through Government assistance, and this will redirect community money away from service delivery and economic development of the local area. The full benefits of mergers are not always realised, often leaving communities paying more for services, or seeing services change or reduce. The costs identified through the modelling of the proposed merger show an inferior financial position compared to that of Holroyd as a standalone council. The merged entity fails four of the seven financial performance benchmarks to 2020 and shows a significant increase in costs for asset management and infrastructure backlog of \$18.5m per year to meet the asset maintenance, renewals and infrastructure backlog plus the average ongoing cost of an additional \$11.5m funding required per year to meet the ongoing costs. Holroyd will meet its backlog by 2018 and will meet all financial benchmarks by 2020.

Holroyd City Council is greatly concerned that a focus on developing Parramatta as the second CBD will fundamentally require the focus be directed away from important employment and economic development in Holroyd, meaning its potential is not realised to the detriment of the Holroyd community. In addition, the Holroyd community's priorities differ from the other

councils, particularly those of a merged entity with a core objective to build the Parramatta CBD into the second and dominant CBD for Western Sydney and there is a risk that what is important to the Holroyd community may not be on the agenda under a new merged council.

## **2 FIT FOR THE FUTURE**

Four years ago, local councils throughout NSW gathered for a summit, Destination 2036, to plan how NSW local government could meet the challenges of the future. As a result, councils agreed change was essential if the sector was to be strong and sustainable and to make an even more positive difference in their respective communities. However, there were various views as to how this could be achieved and in April 2012 the State Government appointed an independent expert panel to carry out a review of the sector.

The panel concluded that for councils to become or remain strong and sustainable, both the NSW Government and the local government sector would have to play a part. The State indicated its preparedness to change the way it works with councils and to support them through meaningful reform. Local councils also indicated they were prepared to consider new ways of working and new structural arrangements. The Fit for the Future program brings these changes together to lay the foundations for a stronger system of local government and stronger local communities.

The Fit for the Future program requires councils to actively assess their scale and capacity in achieving long term sustainability and for councils to submit proposals to the Government indicating how they will achieve these objectives.

IPART's assessment methodology (June 2015), requires councils to demonstrate that they first consider making a proposal on the basis of the ILGRP's recommendations before considering any alternate option. They also must demonstrate their performance against a set of criteria for their sustainability, infrastructure and service management, and efficiency, and what improvements they will make to reach the benchmarks by 2019/2020.

Councils are required to submit a proposal as to how they will be Fit for the Future to IPART by 30 June 2015.

## **3 SCALE AND CAPACITY**

The Local Government Review Panel report describes councils that are 'Fit for the Future' as being those with sufficient 'scale and capacity' to deliver modern, efficient and sustainable services to local communities.

The starting point for scale and capacity according to the Office of Local Government, and more recently confirmed by the IPART Assessment Methodology, is to be the LGRP recommendation for each council. Beyond this the demonstration of a council's 'scale and capacity' is open to interpretation and therefore to be undertaken by each council proposing an alternative to the recommendation. No thresholds were provided by the panel.

It is noted that the scale or size of a council is only one of a number of mechanisms that can be utilised to achieve the organisational outcome sought by the community and other stakeholders. Based on OECD research the average population of councils on a global scale is 27,224 whilst the average population of Sydney's councils is 104,493. On a global scale, population scales is not seen as a compelling indicator of efficiency.

Holroyd City Council is 'Fit for the Future' and also supports reform of the local government industry that ensures the continued delivery of efficient, effective and sustainable services to communities. Holroyd City Council does not believe that, in our particular circumstance, council mergers are needed to achieve this but rather the focus should be on improving partnerships and collaboration between councils and between different levels of government. This is supported by the Holroyd community.

Holroyd City Council submits that it demonstrates scale and capacity in the following ways:

### **Holroyd City Council has financial scale**

NSW Treasury Corporation defines financial sustainability as "a local government that will be financially sustainable over the long term when it is able to generate sufficient funds to provide the levels of service and infrastructure agreed with its community".

Holroyd City Council has been delivering services to its community at the same time as being financially sustainable, and achieving a high level of community satisfaction with its services and performance (please refer to Attachment 1 *Micromex Research Results* and Attachment 2 *Reachtel Results*). Holroyd will meet the seven Fit for the Future benchmarks and will over time continue to achieve savings and efficiencies which will increase its financial scale to continue to meet ongoing and future community needs.

Holroyd City Council successfully applied for a Special Rate Variation (SRV) which came into effect in 2014/2015. This has increased Council's financial scale and capacity to effectively manage the community's infrastructure and address its backlog while continuing to deliver its range of high quality services as agreed with the Holroyd community.

### **Holroyd's scale will increase through ongoing population growth**

Holroyd's population is growing which will continue to increase its revenue base in the coming years. The planned population growth under the Holroyd LEP 2013 is for an additional 47,000 residents by 2032, (43% increase), and a total dwelling increase of over 18,000. Currently the population growth is exceeding the prediction and, if continues, it would result in a population increase by 2032 of almost 60,000, (a 54% increase) and an additional 22,700 dwellings.

This would see the population of Holroyd grow to approximately 168,000 depending on whether current growth trends are realised. The increased population growth further improves Holroyd's financial sustainability and our performance against the sustainability benchmarks in relation to population.

In support of Council's capacity to make strategic decisions, in relation to planning for future growth, Chris Johnson from Urban Taskforce Australia stated *'Holroyd Council are a progressive council who see the benefit of new development in improving amenities for the whole community and their revitalisation plans for Wentworthville are just what is needed.'* *Urban Taskforce Media Release*

In addition, David Borger from the Sydney Business Chamber – Western Sydney stated *'Council should be commended for planning for future growth.'* *Sydney Business Chamber Western Sydney Media Release*

### **Holroyd achieves scale and capacity through collaboration and shared services**

Recent evidence demonstrates that efficiency savings can be achieved, while delivering the same or better levels of service, by expanding council's shared services approach. Savings from shared services are typically achieved through consolidating or sharing some components of organisational structures (e.g. sharing back office resources or a shared building consents



service), integrating information technology (e.g. combined rating and geospatial services) improving procurement or gaining an economy of scale by joint purchasing. The set up and integration costs tend to be more modest than those associated with amalgamation<sup>1 2</sup>.

A recent review of shared services in the United Kingdom found that councils have achieved a great deal through setting up and operating shared services over a five year period. By the end of 2011 estimates suggested that 160 shared service arrangements were in place involving 220 councils; resulting in savings of around £165 million. Of those shared service arrangements reviewed in detail, it was generally found that the shared service arrangements have succeeded in providing the same or better levels of performance at less cost.

Holroyd City Council is currently participating in the following shared service and collaborative arrangements. Full details are contained in Appendix C.

#### *Shared Services*

- Holroyd SES, providing services to Parramatta, Fairfield and Blacktown Councils when required
- Envisage Program, shared across WSROC and Port Macquarie
- Animal Pound, shared pound facility in Blacktown
- Rid Squad
- Shared Dumped Waste Removal Program with other Sydney Councils
- Local Government Procurement
- WSROC Procurement
- Inter Council Library Loans
- OLG Procurement, energy purchases of electricity and gas
- Mobile waste collection service with Mission Australia, Parramatta and Auburn Councils
- Western Sydney Residential Asbestos Disposal Scheme
- Light Years Ahead, Western Sydney Energy Street Lighting Program Control Group
- WSROC Supply of Electricity and Natural Gas Contracts
- Metro Pool insurance pool with nine other councils
- United Independent Pools with nineteen other councils
- State Cover with 152 Councils

#### *Collaborations*

- WSROC Technical Committee
- Floodplain Management Committee
- Bicycle Steering Committee
- Endeavour Energy (Street Lighting) Working Group
- Local Emergency Management Meetings ( Council, Holroyd Local Area Command, Fire Brigade, SES)
- Merrylands City Centre Project (Council, Sydney Water, RMS)
- LG NSW HR Group Meetings
- WSROC Quarterly Meetings
- Seek a Skill (Council, local business, NSW TAFE)
- Australian Network on Disability and National Disability Recruitment
- Lighthouse Program
- Holroyd City Council / Hay Shire Council Alliance

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<sup>1</sup> <http://www.lgnz.co.nz/assets/Uploads/Shared-services.pdf>

<sup>2</sup> [http://www.local.gov.uk/c/document\\_library/get\\_file?uuid=251f1b46-319f-4bf3-94f4-69d5dbb4551a&groupId=10180](http://www.local.gov.uk/c/document_library/get_file?uuid=251f1b46-319f-4bf3-94f4-69d5dbb4551a&groupId=10180)

- Local Government Children's Services Managers Forum
- Holroyd Educators United Meeting
- Paint the Town REaD
- Eels Read with a Mate Program
- Refugee Week Activities
- Western Sydney Waste Managers Group
- WSROC Regional Waste Coordinators
- Joint Waste Receiving and Processing Tender
- Membership with Waste Management Association of Australia
- Waste Educators Network
- CUPS (Councils United for Pets)
- Western Sydney Environmental Educators Network
- Sustainable Councils Network
- Sustainable Business Network
- Western Sydney Environmental Health Steering Committee
- Western Sydney Regional Food Group
- NSW Food Authority State Liaison Group
- Environmental Health Australia, NSW Board Member (Vice President), National Board (National Director)
- State Government and Council
  - WestConnex Project
  - Parramatta Road Revitalisation Project
  - Occupation of Council land during the M4 widening project – Holroyd Sports Ground and Junction Street Reserve
  - Occupation and acquisition of Council land during the Wentworthville and Pendle Hill Rail Upgrades
  - Transfer of Linnwood House/Pittrow Headmasters Cottage and Lower Prospect Canal and other Heritage Sites to Council to manage
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### Elements of Strategic Capacity

Holroyd City Council can demonstrate its commitment to working strategically across all elements identified by the Independent Local Government Review Panel:

Elements of Strategic Capacity	Holroyd's Strategic Capacity
More robust revenue base and increased discretionary spending	<p>Holroyd City Council is financially sustainable as assessed by TCorp in January 2015 which rated Council as 'moderate' financial sustainability rating with 'positive' outlook, and will meet all seven of the Fit for the Future benchmarks by 2019/2020.</p> <p>Holroyd City Council has an own source revenue ratio of over 80% which means it has high levels of control over its revenue projected into the future. It's operating performance ratio of -4.2% in 2013/2014 moving to an operating performance ratio of 1.0% based on the 2014/2015 Financial Statements.</p> <p>Council has increased its financial capacity through a Special Rate Variation</p>

Elements of Strategic Capacity	Holroyd's Strategic Capacity
	<p>(SRV) which came into effect in the 2014/2015 financial year. This will result in a cumulative increase of 44.22% over 5 years (or 29.08% above the rate peg). The SRV sees an increase in Council's revenue of almost \$3.5 million on average per year. The SRV is to fund a program of operating expenditure, including maintenance, and renewal of key assets and to enhance Council's financial sustainability.</p> <p>Prior to applying for a Special Rate Variation, Council applied a series of financial efficiency measures including:</p> <ul style="list-style-type: none"> <li>• Preparing budgets that froze the cost of Council's non-wage and non-statutory components of its operations over 10 years. This resulted in the general expenses part of Council's budget which during this period has ranged between 20-30% of the total budget, generating savings which add a (average) 3% increase has resulted in savings that have ranged from \$450,000 - \$600,000 annually. These savings were generally applied to cover the increases which are rising faster than revenue (wages, materials, State Levies), the costs of increased regulatory compliance (which Council is unable to charge fees that will recover the related costs), the costs of non-avoidable increasing standards for Council's services and infrastructure (statutory and professional standards) and the costs from the increasing demands of a growing multicultural community.</li> <li>• Council has been able to use savings through contestability of major supplier contracts</li> <li>• Increased income from property assets as demonstrated in the Long Term Financial Plan (LTFP) has factored in an additional \$4.5m from property rentals over the next 10 years as Council aggressively looks to ensure it maximizes the return on any lazy land assets.</li> <li>• Savings through building management recycling activity efficiencies</li> <li>• Savings through using recycled materials in road construction</li> <li>• Savings through continuous improvement programs which actively seek out efficiencies across all Council operations.</li> </ul> <p>Council has commenced a number of major initiatives aimed at increasing revenues and decreasing costs including:</p> <ul style="list-style-type: none"> <li>• Sale and development of a major piece of Council land in the Merrylands CBD. The proceeds of which will be used to acquire income generating property assets.</li> <li>• The development of a Regional Aquatic Wellness Centre which will provide a regional facility for use by several Council areas.</li> <li>• Adoption of the 2013 LEP which has had a direct influence on the value of DA across the area. DA values have risen from \$297m in 2012/2013 to an expected \$1.1b for 2014/2015. This has had a direct impact on the S94 funding for the area and will see an additional \$300 million invested in local infrastructure over the next 20 years.</li> </ul> <p><b>Holroyd Growing Population adds to revenue base</b></p> <p>Holroyd's population is growing which will continue to increase council's revenue base in the coming years. The planned population growth under the Holroyd LEP 2013 is for an additional 47,000 residents by 2032, (a 43%</p>

Elements of Strategic Capacity	Holroyd's Strategic Capacity
	<p>increase) and a total dwelling increase of over 18,000. Currently the population growth trend, if continued, would result in a population by 2032 of almost 60,000, (a 54% increase) and an additional 22,700 dwellings.</p> <p>Due to the high growth rate, Council's S94 Contributions Plan will see an additional \$300 million invested in local infrastructure over the next 20 years.</p> <p>Council's strategic investment approach focuses on maximizing returns while managing risks to deliver increased investment income to finance the infrastructure and community delivery programs. Structuring investments with both a short-term (to meet Council's liquidity requirements for expenditure) and long-term (maximizing returns) view. Innovation in maximizing investment income by achieving the best mix of investment opportunities in partnering with the financial community while preserving the capital of investments and complying with legislative requirements.</p> <p>In addition to this, Council has adopted a Property Portfolio Strategic Plan that actively pursues the acquisition of income producing land assets through the redevelopment of Council's land holdings. Council's LTFP has projected new additional income from land assets during the 10 year life of the LTFP of \$4.5m.</p>
Scope to undertake new functions and major projects	<p><u>Special Rate Variation (SRV)</u></p> <p>Council is currently debt free, has an SRV for the next five years of 8% (3 years) then 7%(2 years) and is in a period of significant growth in building and development applications, placing Council in a strong position to fund infrastructure capital works projects. Council has a funded Capital Works Program under its SRV Plan approved by IPART to improve the condition and management of lifecycle costs of existing infrastructure assets. The SRV amount was determined in accordance to an extensive engagement program that resulted in over 65% of the community supporting council's plan to maintain its current levels of service across infrastructure and assets.</p> <p><u>S94 Infrastructure and Capital Works</u></p> <p>Council has a long term S94 new infrastructure Capital Works Plan over 20 years with an investment value of \$300million to accommodate the rapid population growth in Holroyd.</p> <p><u>Major Projects completed</u></p> <p>Over the last three years, Council has completed several major projects over the value of \$300,000. These major projects include:</p> <ul style="list-style-type: none"> <li>• Central Gardens Water Sensitive Urban Design Works - \$380,000</li> <li>• Upgrade to the Wildlife Exhibit and Kiosk Redevelopment at Central Gardens - \$520,000</li> <li>• CV Kelly Park Reconstruction and Floodlighting - \$1,070,000</li> <li>• Gipps Road Sporting Complex AFL Field Floodlighting - \$320,000</li> <li>• Gipps Road Sporting Complex – Hall and Clubroom - \$460,00</li> <li>• Greystanes Community Centre Upgrade - \$520,000</li> <li>• Greystanes Park Detention Basin - \$900,000</li> <li>• Guildford West Sportsgrounds Floodlighting and Irrigation System -</li> </ul>

Elements of Strategic Capacity	Holroyd's Strategic Capacity
	<p>\$410,000</p> <ul style="list-style-type: none"> <li>• Guildford Youth Centre - \$1,210,000</li> <li>• Holroyd Gardens Adventure Playground - \$480,000</li> <li>• Pemulwuy Community Centre including Children's Centre - \$7,260,000</li> <li>• Rita Street Cycleway - \$320,000</li> <li>• SES Building, Foray St Guildford - \$1,640,000</li> <li>• Road Safety Award – School Zone Flashing Lights</li> </ul>
<p>Ability to employ wider range of skilled staff</p>	<p>Holroyd City Council currently delivers over 207 services across Five Directorates (see Attachment: 5 Service Profile Document). This necessitates a diverse skill base within the organisation.</p> <p>Over the last 10 years Holroyd Council has actively consolidated its employment brand and implemented specific programs targeting Aboriginal and Torres Strait Islander, disability and youth markets in addition to the development of an ageing workforce strategy and investment in training and development of our employees. Strong diversity programs and numerous policies and procedures promoting flexible working environments cater for the differing needs of individuals have been developed and implemented. In order to support the current workforce and facilitate long-term sustainability Council has adopted the following strategies:</p> <ol style="list-style-type: none"> <li>1. Continue to attract and recruit staff from a wider pool of applicants so as to allow Council access a highly skilled workforce</li> <li>2. Focus on retaining appropriately skilled staff including retaining our older workforce as well as younger generations</li> <li>3. Continue to strengthen our reputation as an employer of choice thereby assisting with attraction and retention</li> <li>4. Offer continuous learning and development opportunities for all staff and accelerate the development of the next generation of leaders</li> <li>5. The current staff turnover rate is 8.5% which is slightly below the average staff turnover rate in local government</li> <li>6. Take an average of 50 days to recruit a staff member indicating that Holroyd is able to attract appropriately skilled and qualified applicants</li> </ol> <p><u>Strategies for managing changing organisational demands</u></p> <p>Holroyd City Council has the capacity to expand and contract its workforce in order to meet the needs of the organisation e.g. with the influx in Development Applications experienced through the introduction of the 2013 LEP, Council has taken steps to employ a series of Planners and Engineers on a contractual basis over the growth period. This meets the resources required to manage the influx, provides structured employment and allows for increase in contractual timeframes based on Councils requirements. Council has seen a 55.5% increase in Planners and 30% increase in Engineering staff.</p> <p><u>Professional Bodies and Membership</u></p> <p>Holroyd City Council staff are members of a wide variety of professional bodies including:</p> <ul style="list-style-type: none"> <li>• IPWEA Institute of Public Works Engineering Australia</li> <li>• LGEA Professional Australia</li> </ul>

Elements of Strategic Capacity	Holroyd's Strategic Capacity
	<ul style="list-style-type: none"> <li>• AustStab – Pavement Recycling and Stabilisation Association</li> <li>• FMA Facilities Managers Australia NSW</li> <li>• FMA Rep for Sydney Water's Business Customer Forum</li> <li>• Waste Management Association of Australia</li> <li>• NAVA – The National Association of Visual Artists</li> <li>• AILA – Australian Institute of Landscape Architects</li> <li>• ADMA – Association of Data Driven Marketing and Advertising</li> <li>• EA – Institute of Engineers Australia</li> <li>• APESMA – Association of Professionals Engineers, Scientists, Managers Australia</li> <li>• ALIA – Australian Library and Information Association</li> <li>• (CILIP) Chartered Institute of Library Information and Professionals United Kingdom</li> <li>• Environmental Health Australia Ltd</li> <li>• Environmental Health (NSW) Inc.</li> <li>• CPA Australia – Chartered Professional Accountants Australia</li> <li>• AIBS – Australian Institute of Building Surveyors</li> <li>• Records and Information Management Professional Australia</li> <li>• NSW Revenue Professionals</li> <li>• ALGWA - Australian Local Government Women's Association</li> <li>• LG Professionals</li> <li>• Government Technology Users Association of Australia</li> <li>• Justice of the Peace Association</li> </ul> <p><u>Commitment to skill development for staff</u></p> <p>Holroyd City Council fosters a culture of continuous improvement and provides multiple opportunities for staff to participate in ongoing professional development training including development opportunities at the corporate and strategic level on customer service, community engagement, and has run a successful leadership program over the past seven years. At the departmental level, Holroyd supports training workshops centred on Report writing, diploma project management, supervisory skills, finance training as well as many other courses and qualifications. Moreover, a suite of training programs are available at the individual level, relating to time management, presentation skills, grammar and a host relating to work health &amp; safety and licenses required for operational work.</p> <p>Holroyd City Council has been proactive in up-skilling approximately sixty staff by providing a host of accredited qualifications including Diploma Project Management, Certificate IV Training &amp; Assessment, Certificate III Horticulture, Certificate IV Frontline Management, Certificate III Record Keeping and many more, all of which complement Council's Workforce Strategy and Community Strategic Plan.</p> <p><u>Council actively promotes a positive working culture through various formats.</u></p> <ul style="list-style-type: none"> <li>• Gender Equity Team promotes the commitment to the development of equity for all within Holroyd Council. With an active member base, the Gender Equity Team often promote opportunities for staff including approximately numerous council policies which foster a better work/life balance , e.g. flexible working arrangements policy.</li> </ul>



Elements of Strategic Capacity	Holroyd's Strategic Capacity
	<ul style="list-style-type: none"> <li>• 80 staff have completed Leadership Training over seven years which indicates that Council is proactive in leadership development.</li> <li>• Council has a robust and active health and well-being program which contributes to creating a strong culture of supporting and investing in the well-being of staff.</li> <li>• Council's Educational Assistance Program is actively providing support to staff who are currently studying, be it financial or study leave, to help invest in staff as well as creating a culture which is proactive in supporting professional development.</li> <li>• As part of best practice, Council has a strong commitment to its corporate governance. Training focuses on the Model Code of Conduct provided to all staff to raise awareness of their duties and obligations. Other compulsory training includes ICAC Corruption prevention training, Public Interest Disclosure training and Privacy training.</li> <li>• Council also supports the Fish! Philosophy which looks to engage staff across the organisation to build a culture which is supportive, positive and fosters a high level of team work. This recognition program rewards staff for their commitment to these principles across the year.</li> <li>• 60% of staff hold appropriate qualifications.</li> </ul>
Knowledge, creativity and innovation	<p><u>The Holroyd Model</u></p> <p>Holroyd City Council has a long standing organisational model referred to as the Holroyd Model. The Holroyd Model seeks to promote a balance between competitive provision of services and rewarding jobs, a strong community focus and operating within the constraints of financial resources. The aim is to build successful partnerships with staff through continuous improvement with a focus on excellence and business process improvement. The Holroyd Model won an Industry Gold Medal in 2000 from the Local Government Association.</p> <p>The Holroyd Model was established in 1996 improving services delivery to the community through improvements to business process.</p> <p>Council has a Business Process Improvement Coordinator to drive initiatives and recommend cost savings and efficiencies across Council.</p> <p>Council is a member council of the Local Government Business Excellence Network (LGBEN) which aims to facilitate the Australian Business Excellence Framework across member Councils. The Australian Business Excellence Framework (ABEF) is a model that integrates its approach to leadership and management that is based on achieving success and sustainability. It is a practical guide for organisations on how to improve and develop capability to meet the expectations of customers and stakeholders.</p> <p>The ABEF is based on Principles of Business Excellence as follows:</p> <ul style="list-style-type: none"> <li>• Leadership</li> <li>• Customer and Stakeholders</li> <li>• Strategy and Planning</li> <li>• People</li> <li>• Information and Knowledge</li> <li>• Process Management, Improvement and Innovation</li> <li>• Results and Sustainable Performance</li> </ul>

Elements of Strategic Capacity	Holroyd's Strategic Capacity
	<p>Holroyd has utilised the ABEF Principles to develop its own set of Principles to underpin the Holroyd Model. These Principles were developed in collaboration with staff from across various sections in Council. These Principles are:</p> <ul style="list-style-type: none"> <li>• Agreed plans and a framework of accountability set a clear direction for Council and enable alignment for the achievement of our objectives</li> <li>• The direction for Council is determined by what delivers value in relation to stakeholder' and customers' expectations</li> <li>• Realising value is achieved by continuously improving our relationships, systems and processes</li> <li>• The decisions we make use our skills, resources and experience and are supported by facts and data</li> <li>• Continuing to deliver value to stakeholders and the community determines our success in the future</li> <li>• Council values and supports an environment for learning and the application of professional, ethical and innovative approaches to our operations.</li> </ul> <p>In 2001 Council developed the Driving Organisation Excellence (DOE) Program to:</p> <ul style="list-style-type: none"> <li>• Support the Holroyd Model</li> <li>• Instil continuous improvement throughout Council's operations</li> <li>• Drive improvement recommendations to achieve efficiency gains</li> <li>• Provide staff with a leadership program and skills in organisational excellence.</li> </ul> <p>DOE also provided a direct link between the Holroyd Model and the Australian Business Excellence Framework by using ABEF as the basis to assess the progress of the organisation in improving its operations.</p> <p>A series of 33 DOE projects over 10 years have been undertaken across all areas of Council operations. The projects identified a need for improvement and were then assessed against the framework to identify opportunities for change and then provided an improvement option that would deliver best value for Council and its Community. These project outcomes were then adopted by Senior Management and implemented throughout Council.</p> <p>Successful DOE projects included:</p> <ul style="list-style-type: none"> <li>• Customer Service Strategy</li> <li>• Communications Strategy</li> <li>• Benchmarking</li> <li>• Workplans</li> <li>• Council Wide Workplans</li> <li>• Customer Interaction</li> <li>• Children Services Team Development</li> <li>• Deport/Workshop Review</li> <li>• Corporate Knowledge Management</li> <li>• Development Assessment Benchmarking</li> <li>• Staff Surveys</li> <li>• Customer Surveys</li> </ul>



Elements of Strategic Capacity	Holroyd's Strategic Capacity
	<ul style="list-style-type: none"> <li>• External Communications Strategy</li> <li>• Organisations Systems View</li> <li>• Innovation</li> <li>• Benchmarking Review</li> <li>• Corporate Knowledge Management Review</li> <li>• Knowledge and Information</li> <li>• Water Conservation of Council Assets</li> <li>• Developing a Grant and Subsidies Monitoring System</li> <li>• WHS Risk assessments in Children Services</li> <li>• Events Management</li> <li>• Promotion of Exempt and Complying Development</li> <li>• Citywide Public Domain Master plan</li> <li>• Children and Community Services Accreditation</li> <li>• Electronic Document Management</li> <li>• Community Engagement Strategy</li> <li>• Corporate Key Performance Indicators</li> <li>• Water Harvesting – Making it happen</li> <li>• FoodWise – A sustainable approach</li> <li>• Staff/ Supervisor Communication</li> <li>• CRM Review</li> <li>• WHS Review</li> <li>• Satellite amenities of Freame Park, MJ Bennett, Harold Read Greystanes Sports Ground</li> </ul> <p>Please see Appendix D DOE projects - Benefits.</p> <p><u>Awards and Recognition</u></p> <p>Council has received a number of awards and notable recognition over the last five years further demonstrating Council creativity, innovation and knowledge:</p> <p><u>Human Resources</u></p> <ul style="list-style-type: none"> <li>• 50:50 Vision Silver Award – February 2013</li> <li>• Rotary Workmanship Award – November 2014</li> </ul> <p><u>Engineering Services</u></p> <ul style="list-style-type: none"> <li>• Pemulwuy Community Centre - 2014 IPWEA Highly Commended</li> <li>• Gipps Road Sporting Complex: Stormwater Harvesting and Irrigation System - 2012</li> <li>• Sustainable Cities Award 2011 – Runner Up</li> <li>• Excellence in Road Safety Engineering - IPWEA – Local Government Excellence in Road Safety Awards 2010 – Flashing School Zone Alert Lights School Zone Flash</li> </ul> <p><u>Corporate and Financial Services</u></p> <ul style="list-style-type: none"> <li>• Reporting to Your Community – 2014 Doherty Award Finalist</li> <li>• Excellence in Leadership and Management – LGPNSW Finalist</li> <li>• Outstanding Partnership – University of Western Sydney 2012 and 2013</li> </ul>

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	<ul style="list-style-type: none"> <li>• Local Government Risk Management Award – 2009</li> <li>• Local Government Risk Management Award – 2013</li> </ul> <p><u>Environmental and Planning Services</u></p> <ul style="list-style-type: none"> <li>• Community Sharps Management Award – LGSA Excellence in Environment Award 2008 - Commended</li> <li>• Creating Sustainable Housing Communities - Sustainable Cities Award 2009 – runner up</li> <li>• Runner Up</li> <li>• Community Sharps Management Award – LGSA Excellence in Environment Awards 2011- Highly Commended</li> <li>• Waste Avoidance and Reuse Award – LGNSW Excellence in the Environment Award 2012 – Highly Commended</li> <li>• Community Sharps Management Award – LGSA Excellence in Environment Award 2013 – Highly Commended</li> <li>• Waste Avoidance and Reuse Award – LGNSW Excellence in the Environment Award 2013 – Highly Commended</li> <li>• Asbestos Management Award - LGNSW Excellence in the Environment Award 2013 – Winner Division C</li> <li>• Asbestos Management Award - LGNSW Excellence in the Environment Award 2013 – Overall Winner</li> <li>• LG Management Excellence Award – LGMA NSW Australia Awards 2013 – Excellence in Environmental Leadership and Sustainability – Winner</li> <li>• Asbestos Awareness Month Campaign Award – Asbestos Education Committee The Betty Awards 2013 – Winner – Most Innovative Asbestos Awareness Month Campaigner (National)</li> <li>• Asbestos Awareness Month Campaign Award – Asbestos Education Committee The Betty Awards 2013 – Winner – Most Innovative Asbestos Awareness Month Campaigner (Metropolitan Council)</li> </ul> <p><u>Library and Community Services</u></p> <ul style="list-style-type: none"> <li>• Women in Local Government Award – LG National Awards – 2010</li> <li>• Cities for Safe and Healthy Communities – Certificate – National Local Government Congress – 2010</li> <li>• Local Government Week Awards – Active and Inclusive Sports Program – 2010</li> <li>• Services to the Community Award – National Rugby League One Community Award – 2010</li> <li>• Holroyd Local Business Awards – Holroyd Children's Centre – Excellence in Childcare – 2011</li> <li>• NSW Marketing Awards for Public Libraries – 21<sup>st</sup> Birthday celebrations – 2012</li> <li>• Excellence in Community Engagement and Participation – Hay Holroyd Video Project 'Make a Choice' – 2014 National Awards for Local Government Category Award</li> <li>• Reporting to Your Community – Pictorial History Holroyd – RH Dougherty Award 2014 - winner</li> <li>• Exceptional Community Partnership across a Region - Zest Award 2014</li> <li>• Holroyd Local Business Awards – Guildford Children's Centre –</li> </ul>

Elements of Strategic Capacity	Holroyd's Strategic Capacity
	<p>Excellence in Childcare – 2015</p>
<p>Effective regional collaboration</p>	<p><u>WestConnex and Parramatta Road Revitalisation</u></p> <p>Holroyd City Council has a long history of active regional collaboration and leadership which has resulted in strategic outcomes and well as improved efficiency through shared services arrangements.</p> <p>Council is an active participant in the WestConnex Project, as well as the Parramatta Road Revitalisation. These demonstrate Council's collaboration on major projects and infrastructure that extend outside of Holroyd's local government service delivery and contribute to broader State and Metropolitan objectives.</p> <p><u>WSROC Procurement</u></p> <p>WSROC procurement leverages off the combined purchasing power, resource sharing and co-operative projects of 10 Councils in Western Sydney to provide enhanced service delivery with responsible cost management to the residents of Western Sydney. The cost reductions improve the operating cost per capita. Council actively participates in the procurement process for the asphalt tender and utilises the subsequent asphalt contract for all road renewal and maintenance works</p> <p><u>Local Government Procurement</u></p> <p>Holroyd City Council has recently secured energy cost savings annually for electricity and gas as a result of consolidating procurement tendering with Local Government Procurement (44 Councils across NSW). Savings of \$50,000 annually being \$40,000 for electricity and \$10,000 for gas have been achieved.</p> <p><u>Holroyd Hay Council's Strategic Alliance</u></p> <p>Holroyd City Council and Hay Shire Council have formed a Strategic Alliance underpinned by a Memorandum of Understanding which is now in its 5<sup>th</sup> year. The Alliance sees Holroyd and Hay working together to deepen mutual understanding and corporate assistance and education by means of various staff exchanges and joint activities focused largely on systems, information, education, policies, training and business units within each Council. Resource, knowledge and data sharing has been conducted in:</p> <ul style="list-style-type: none"> <li>• Internal Audit</li> <li>• Risk Management and Systems</li> </ul>

Elements of Strategic Capacity	Holroyd's Strategic Capacity
	<ul style="list-style-type: none"> <li>• Human Resources planning, systems and policies</li> <li>• Financial Management and Planning</li> <li>• Integrated Planning and Reporting</li> <li>• Community Consultation and Engagement</li> <li>• Asset Management</li> <li>• Customer Service</li> <li>• I/T Systems and Integration through Civica</li> <li>• Civil Engineering and Design</li> <li>• Development Assessment and Building Certification</li> <li>• Strategic Planning Procedures</li> <li>• Event management, Activities Coordination/Programming</li> <li>• Grant Management</li> <li>• Policy Development</li> <li>• Community Development and Local Programs</li> <li>• Social Planning</li> <li>• Environmental Management, Shop Inspections</li> <li>• Driving Organisation Excellence (DOE)</li> <li>• Place Management</li> </ul> <p>Civic visits by Mayor, Deputy Mayor and/ or Councillors have been undertaken to discuss electoral issues, emerging issues, organisational needs, professional development demands placed upon Councillors and other matters faced by elected Councillors. Community exchanges have involved schools, sports and service clubs, commerce, local organisations, local high profile personalities, local Members of Parliament and others.</p> <p><u>Regional Service Delivery</u></p> <p>Holroyd City Council receives funding from the State and Federal Government to provide services to the aged, people with a disability and their carers across the region.</p> <p>State funded services delivered by Holroyd provide regional services across the areas as demonstrated below:</p> <ul style="list-style-type: none"> <li>• CALD Centre Based Meals – Parramatta and Holroyd</li> <li>• ATSI Social Support – Auburn, Holroyd and Parramatta</li> <li>• Meals on Wheels – Parramatta and Holroyd</li> <li>• Parramatta Holroyd Domestic and Family Violence Prevention Committee – Parramatta and Holroyd</li> </ul> <p>Council's state funded Disability Information Service is a regional service to covering the region known as Cumberland / Prospect which covers and includes government areas of Auburn, Holroyd, Parramatta, The Hills and Blacktown. Council staff are responsible for convening the Cumberland Prospect Disability Forum for all disability service providers within this region, demonstrating Councils leadership in this area.</p> <p>Council also receives Federal Government Funding to provide the following services to the Cumberland Prospect Region:</p> <ul style="list-style-type: none"> <li>• Meals</li> <li>• Transport</li> <li>• Social Support</li> </ul>

Elements of Strategic Capacity	Holroyd's Strategic Capacity
	<ul style="list-style-type: none"> <li>• Centre Based Day Care</li> <li>• Aged/Disability Worker</li> </ul> <p>Staff are joint conveners with Auburn and Parramatta Council staff for the Auburn, Holroyd and Parramatta Community Care Forum.</p> <p>Holroyd Council's Social Inclusion Coordinator is also the regional representative for the Neighbour Aid and Social Support Association for the Met West Region.</p> <p><u>Collaborative Strategic Membership</u></p> <p>Holroyd City Council is an active member of a range of different collaborative or strategic groups including:</p> <ul style="list-style-type: none"> <li>• Executive Member on the Sydney Metropolitan Mayors Association</li> <li>• Founding Members of the RiD Squad</li> <li>• Executive Member and Board Member of MetroPool</li> <li>• Member of the Western Sydney Business Connection</li> <li>• Board Member of Western Sydney Region of Councils</li> <li>• Member of the Westmead Alliance</li> </ul> <p>Holroyd City Council also has an active relationship with the following groups:</p> <ul style="list-style-type: none"> <li>• NSW Business Chambers</li> <li>• Cumberland Chamber of Commerce</li> <li>• Merrylands Business Chamber</li> <li>• Urban Taskforce</li> <li>• Local Government Procurement</li> </ul>
Credibility for more effective advocacy	<p><u>Holroyd Advocacy</u></p> <p>The following examples demonstrate Holroyd City Council's long track record of effective advocacy:</p> <p><u>Long-term working relationships with Merrylands Local Area Command (LAC), NSW Fire Service, State Emergency Service and NSW Ambulance Service</u></p> <p>Demonstrated by significant support from the Holroyd LAC for Council events such as Harmony Week and NAIDOC Week, initiatives around domestic violence, safety forums and audits. They provide advice and statistical data which assists with planning and resource development.</p> <p><u>Advocacy to disadvantaged groups including children, Indigenous community members and culturally and linguistically diverse (CALD) community members</u></p> <p>Holroyd City Council has a strong history of advocacy on behalf of its residents. Council also has a commitment to giving our residents a voice through various mechanisms including Council Committees, working groups, forums and other engagement activities. Examples include the Aboriginal and Torres Strait Islander Committee which is responsible for overseeing NAIDOC Week activities. The committee is also responsible for highlighting the importance of Prospect Hill as the site of the first act of reconciliation and the redevelopment and implementation of Council's Reconciliation Action Plan.</p>

Elements of Strategic Capacity	Holroyd's Strategic Capacity
	<p><u>Advocate and raise awareness of the impacts of domestic violence with a view to reducing incidence</u></p> <p>The Parramatta Holroyd Domestic and Family Violence Prevention Committee is a joint initiative supported by services based in each LGA which meets regularly to work on projects that seek to address issues of domestic and family violence, on a regional basis.</p> <p><u>Facilitate opportunities for local apprenticeships and traineeships with local businesses in conjunctions with various stakeholders addressing youth unemployment</u></p> <p>Through Seek a Skill, local businesses (Woolworths, McDonalds, RTO – HTV, McLeay College) are able to link with students attending Council's Careers Expo to provide the students with a range of opportunities and future options whilst aiming to encourage them to complete their schooling. These students came from schools within the Fairfield/Liverpool/Holroyd areas. Opportunities are promoted and programs launched such as the WORKible App which brings business, job seekers and RTO together, facilitating local job seekers remaining as future local employees. Other partnership Councils partnership with Youth off the Street which aims to connect students with local business through the Chamber of Commerce.</p> <p><u>Advocate and assist community members to access community services through referral and networking</u></p> <p>The community can access a wide range of information by contacting a dedicated Council telephone number. This includes information regarding services for older people or those with a disability, young people or just general enquiries regarding what services/organisations are available in the area. Council also provides assistance with advocacy so that residents are treated fairly and well represented, especially those from the vulnerable or disadvantaged communities</p> <p><u>Advocate and raise awareness of community safety issues including crime prevention, gambling, drug and alcohol addictions</u></p> <p>Council is currently in the process of developing a 2015 - 2020 Crime Prevention Plan. The community, key stakeholders including local business and specific target groups have been consulted in the development of the plan. The Crime Prevention Plan and its implementation over the next five years will assist in raising awareness of the identified safety issues within the Local Government Area. It will provide a credible platform from which Council can advocate and encourage assistance from relevant partners to address safety issues. Council also conducts Annual Community Safety Awards to recognise local organisations which have developed programs and activities which contribute to community safety.</p> <p><u>Advocate to construct appropriate off- street commuter parking stations at key railway stations</u></p> <p>Holroyd is working with State Government in prioritising the need for commuter Carparks around railway stations. Currently, the State Government has a strategy on what priority each railway station has in regards to parking. Council's advocacy role for the community has influenced the priority rating</p>



Elements of Strategic Capacity	Holroyd's Strategic Capacity
	<p>for commuter Carparks in Holroyd and has resulted in the State Government election commitment of commuter parking at Merrylands and Pendle Hill Stations.</p> <p><u>Advocate on behalf of residents and raise awareness of safe removal of asbestos</u></p> <p>A number of activities and programs have been developed to raise awareness of the safe removal of asbestos including the development of a website (<a href="http://www.asbestosanswers.com.au">www.asbestosanswers.com.au</a>) to promote safety and asbestos which includes a series of translated factsheets for the Farsi, Tamil, Arabic, Chinese and Hindi communities ; a series of education seminars, promotional activities, Information packages detailing safe removal of asbestos with DA approvals and CC applications; support of Asbestos Awareness Month; Council developed the Model Code for the safe disposal of asbestos which was then adopted by Local Government. Council is currently finalising a series of video presentations which will be available in 6 different languages including English Farsi, Tamil, Arabic, Chinese and Hindi.</p> <p><u>Advocate and Support local business development</u></p> <p>Council works to support the local business community and in turn foster local business development through sponsorship of Local Business Awards, liaison with local business chambers (Merrylands Business Committee and Cumberland Business Chamber), Business Networking breakfasts , the adoption of an Economic Development Strategy, the development of Wentworthville Revitalisation Strategy that will have economic benefits to the town centre and local economy.</p> <p><u>Advocate for improved bus routes at key and growing areas within the Holroyd LGA</u></p> <p>Holroyd City Council has advocated strongly on behalf of the community to influence outcomes in relation to Region 3 Bus Network which looked to divert much needed bus routes out of the Holroyd CBD. Council through an active campaign was able to achieve an outcome which benefitted the community and established a more accessible bus route for Holroyd residents.</p> <p><u>Advocate for education and employment programs that support students staying at school</u></p> <p>Council partners with South West Connect to support the 'Behind the Scenes' program. The program is designed to support 'at risk' student stay in school. The program is designed to inspire and broaden student knowledge of careers and industry in order to keep them engaged in the school system.</p> <p><u>Advocated for resources to support programs that will provide sustainable solutions to our community such as environmental education programs and water/energy action plans</u></p> <p>Water Efficiency Plans (WEPs) and Energy Savings Action Plans (ESAPs) have been part of Council's operations since 2007. From these plans, water and energy savings actions have been implemented across a variety of assets including sporting fields, swimming centres, libraries and other community facilities. This Plan will focus on the irrigation equipment and techniques utilised at eleven water intensive Parks in Holroyd. This will be a strategic document that directs Council's potable water reduction activities for</p>

Elements of Strategic Capacity	Holroyd's Strategic Capacity
	<p>the next four years. Council also currently has 9 solar photovoltaic systems installed on Council's assets with a combined power generation capacity of 91.29 kWh. Council is a partner in the Western Sydney Regional Organisation of Councils Ltd (WSROCs) <i>Light Years Ahead</i> project, is a major street lighting bulk replacement project which will result in reduced energy costs to councils by approximately \$21 million over 20 years as well as a significant reduction in greenhouse gas emissions. This project includes a major communications and a community education campaign that will help residents understand how to save energy in their homes and businesses. Environmental education programs are integral to environmental projects and include information and activities such as marketing and information resources, community and business information via presentations, events, workshops and meetings.</p> <p><u>Advocated for the rights of families and children to have access to good education, healthcare, support services</u></p> <p>Children's Services facilitates programs such as Paint Holroyd REaD which focuses on the partnerships between the community and literacy and recognises and educates families on the importance of early literacy skills and the fundamental skills associated with a young child's brain development. The Education programs that are offered support include but are not limited to; stimulating and challenging early education programs, transition to school life skills programs offered in the Out of School Hours Services. Children's services facilitate health programs with children such as; 'PALS (Playing and Learning to Socialise)', 'Stop Think Do', 'Munch and Move' and the Safety Program in Out of School Hours Care. These programs educate children and families on the foundations of healthy lifestyles and children's wellbeing and safety. Children's Services also access other opportunities such as vision testing, hearing testing, dental hygiene and immunisation information to ensure families are aware of important healthcare issues for children and families. Council also operates EIP, an outreach (Early Integration Program) that supports children with additional needs and their families integrate into mainstream services as well as operating a supported playgroup 'MyTime' which assists in connecting families living with children who have chronic illness or disabilities. Council also provides 4 free immunisation clinics per month. This service is available to children 0 – 5 years old across the Western Sydney Area Local Health District which includes Parramatta, Blacktown, Auburn, Holroyd and The Hills, Fairfield and Liverpool. This program is opened to anyone and accepts those with or without a Medicare card.</p> <p><u>Advocate for collaborative partnerships in meeting the needs of our diverse community.</u></p> <p>Council's Culturally and Linguistically Diverse Consultative Committee (CALD) was established over 20 years ago to advise and make recommendations to Council on the needs of the Holroyd CALD community. The Committee includes residents and representatives from relevant organisations e.g. Boronia Multicultural Services and the Migrant Resource Centre which ensures that the needs of Holroyd's diverse community are met</p>
Capable partner for the state and	<p><u>Holroyd Growth Targets</u></p> <p>Holroyd is growing. The planned population growth under the Holroyd LEP</p>



Elements of Strategic Capacity	Holroyd's Strategic Capacity
federal agencies	<p>2013 was for an additional 47,000 residents by 2032 (a 43% increase) and a total dwelling increase of over 18,000. Currently the population growth is exceeding the predication and, if continued, would result in an additional population increase by 2032 of almost 60,000 (a 54% increase), and an additional 22,700 dwellings.</p> <p>Holroyd is one of only eleven Sydney councils to achieve the Government's dwellings growth targets between 2005, and over the next ten years we will be among only five councils to record a housing surplus against the Government's targets.</p> <p><u>WestConnex</u></p> <p>Holroyd City Council has participated in this project from the very initial stage of the proposal through submissions, attending workshops and liaising with the State Government and has assisted in engagement activities to support this project. Council also has been communicating with State Government's agencies on how the project can be improved and avoid any adverse impact on the community as follows:</p> <ul style="list-style-type: none"> <li>• Provided details on future growth in the area including proposed Badgerys Creek Airport, Greystanes Southern Employment Land, southwest and northwest residential land releases, M5 widening, Wet n Wild (and other major traffic generators).</li> <li>• Detailed key intersections within Holroyd LGA to be included in the traffic modelling.</li> <li>• Detailed traffic study and modelling to assess the impact of increased traffic on the local and collector road network resulting from traffic bypassing the motorway due to introduction of tolls and bypassing bottlenecks that result at the end of the widening extent.</li> <li>• Provided feedback regarding the westbound on-ramp/off-ramp which will merge/exit on the middle lanes resulting in unsafe weaving.</li> <li>• Regional and local cycleway links</li> <li>• Feedback on to the previous design within Holroyd LGA resulted in removal of off/on-ramp at Bridge Road, Westmead.</li> <li>• Review the Environmental Impact Statement (EIS) and provide feedback.</li> <li>• Provided details of Local Area Traffic Management within Holroyd LGA.</li> <li>• Assessed the proposed Traffic Management Plan and provide feedback to mitigate any traffic, parking and road safety issues during the construction period.</li> <li>• Provided details of existing flood levels within Holroyd LGA.</li> <li>• Provided details of existing heritage item near the project to be considered in detailed design.</li> <li>• Displayed large copies of the proposal in Merrylands, Wentworthville and Greystanes libraries.</li> </ul> <p><u>Western Sydney Freight Line &amp; Terminal</u></p> <ul style="list-style-type: none"> <li>• Provided comments regarding the Western Sydney Freight Line Proposal.</li> <li>• Provided comments regarding Yennora Rail Line as part of the Western</li> </ul>

Elements of Strategic Capacity	Holroyd's Strategic Capacity
	<p>Sydney Freight Line Proposal.</p> <ul style="list-style-type: none"> <li>• Provided information of Council's new road - Reconciliation Road, Pemulwuy.</li> </ul> <p><u>Urban Renewal</u></p> <p>Council provided a Strategic Planning Officer on secondment to Urban Growth NSW to work on the Parramatta Road project for Granville Precinct. Council was part of the former Sydney Metropolitan Development Authority's Project Group working on the auto-alley part of the Granville Precinct. Council has a representative on the Precinct Review Panel and has provided technical information, as well as local knowledge and expertise.</p> <p><u>Other examples:</u></p> <p>Council has advocated Federal and State Governments on behalf of the community to provide new and improved infrastructure for roads, traffic facilities, flood mitigation, park facilities and street lighting and also various services for the community.</p> <p>State Government funding has been sourced under the Community Building Partnership Program, Sports Facility Program, Metropolitan Greenspace Program, Blackspot Program, Traffic Facilities Program, Road Safety Program, Coast and Estuaries Flood Grants Program.</p> <p>Federal Government funding has been obtained through the Community Infrastructure Grants Program, Community Water Grants Program, Roads 2 Recovery Grants, Blackspot Program and the Healthy Communities Initiatives Program. Council is currently preparing a submission under the National Stronger Regions Fund to construct a Regional Aquatic Wellness Centre.</p> <p>A recent project that demonstrates partnering between Council, State and Federal Governments is the development of the AFL Facility at the Gipps Road Regional Sporting Complex. This regional facility included the reconstruction and enlargement of the field, water harvesting and irrigation system, 300lux floodlighting with the necessary power upgrade and a new clubroom/hall at a total cost of \$2m. In December 2015 work will commence on Stage 2 of the Gipps Road Regional Sporting Complex which will provide two (2) state of the art soccer fields and a cricket pitch with an associated parking area.</p>
High quality political and managerial leadership	<p>Holroyd City Council is a stable and cohesive political and managerial organisation as demonstrated by the commitment of its elected Councillors and Senior Staff.</p> <p><u>The Councillors length of service includes:</u></p> <p>Clr Greg Cummings – 11 years (current Mayor)</p> <p>Clr Yvette Whitfield – 20 years (current Deputy Mayor)</p> <p>Clr Dr John Brodie – 24 years</p> <p>Clr Peter Monaghan – 12 years</p> <p>Clr Eddy Sarkis – 11 years</p>

Elements of Strategic Capacity	Holroyd's Strategic Capacity
	<p>Clr Pam Colman – 7 years</p> <p>Clr Ross Grove – 7 years</p> <p>Clr Nasr Kafrouni – 7 years</p> <p>Clr Joseph Rahme – 3 years</p> <p>Clr Lisa Lake – 3 years</p> <p>Clr Nadima Kafrouni – 3 years</p> <p>Clr Michael Zaiter – 3 years</p> <p><u>The Senior Management Team length of service includes:</u></p> <p>General Manager - 8 years as General Manager (49 years Local Government experience)</p> <p>Director Corporate and Financial Services –8 years as Director (32 years Local Government experience)</p> <p>Director Environmental Health and Planning – 7 years (40 years Local Government experience)</p> <p>Acting Director Engineering Services – (Director reassigned) 2 weeks (subsequent position Technical Services Manager 20 years) (25 years Local Government experience)</p> <p>Director Library and Community Services – 1 year (36 years Local Government experience)</p> <p><u>Financial Sustainability</u></p> <p>Holroyd City Council has shown evidence of strong decisive leadership. An example of this is the Special Rate Variation decision. Council engaged extensively with the community on agreed levels of services and the proposed rate increase, and the Councillors were able to resolve to apply to increase rates, successfully approved by IPART.</p> <p>The Holroyd community is highly satisfied with Council's performance, with a recent Micromex survey indicating 'a strong result for Council, with 92% of residents at least 'somewhat satisfied' with Council's performance mean satisfaction with Council's performance has significantly lifted since 2013 and the absolute mean score is the highest observed in the LGA category in more than five years.</p> <p><u>Regional Impact</u></p> <p>Council recently resolved to build a Regional Aquatic Wellness Centre to replace its Swim Centre in Merrylands and refurbish its other two pools in Guildford and Wentworthville in response to the needs of the community. This has involved extensive community engagement and workshops, review of facility use and operations, concept visioning and aspirations, and financial business modelling and funding options analysis.</p> <p><u>City Growth</u></p> <p>In 2012/2013 Council approved the 2013 LEP which focused on a centres approach to seven growth areas to provide greater opportunities for housing</p>

Elements of Strategic Capacity	Holroyd's Strategic Capacity
	<p>closer to transport nodes across the local government area and stimulate investment to meet the 40% increase in growth targets set by the State Government.</p> <p><u>Heritage Issues</u> Holroyd City Council has taken on the responsibility of care and control over State Heritage items including Linnwood House, Prospect Hill and the Headmasters Cottage.</p> <p><u>Asbestos</u> Holroyd City Council has had direct influence on State and Federal legislation with the development of the Model Code in managing Asbestos. Council is seen as a leader in the management of asbestos and its safe removal and disposal. Council has won numerous awards and runs educational programs including the development of a website to assist the community both within Holroyd and across Australia on the management of Asbestos.</p> <p><u>Transport</u> Holroyd City Council has demonstrated a strategic approach to transport planning and have continually advocated for improved services on behalf of the local community. For example Council was able to influence the outcome of the Region 3 Bus Network review achieved a service that provide more accessible outcome for the community.</p> <p><u>Governance</u> In 2014, Council reviewed and strengthened its Audit and Governance Committee Charter. The Committee has the ability to:</p> <ul style="list-style-type: none"> <li>• Obtain information from any employee or external party (subject to legal constraints)</li> <li>• Discuss any matters with the External Auditor or other external bodies</li> <li>• Request attendance by any employee or Councillor to a Committee meeting</li> <li>• Obtain external legal or other professional advice as is necessary.</li> </ul> <p>The main responsibilities of the Audit and Governance Committee includes:</p> <ul style="list-style-type: none"> <li>• Risk Management</li> <li>• Internal Control Framework</li> <li>• External Accountability</li> <li>• Legislative Compliance</li> <li>• Internal Audit as commissioned by Council to external professional groups</li> <li>• External Audit</li> </ul>
Advanced skills in strategic planning and policy development	<p>Holroyd City Council has demonstrated its advanced skills in strategic planning and policy development in the following ways:</p> <ul style="list-style-type: none"> <li>• The Holroyd Local Environmental Plan (LEP) and development of housing targets aligned with transit infrastructure. This has new zones in 7 renewal centres, which will see 80% of homes centres based, and plans for 15,600 new dwellings and 5,000 jobs</li> <li>• The Development Control Plan (DCP) 2013 has clear controls which creates greater certainty for investment</li> <li>• Parramatta Road revitalisation project – Strategic Planning Officer</li> </ul>

Elements of Strategic Capacity	Holroyd's Strategic Capacity
	<ul style="list-style-type: none"> <li>• Economic Development Strategy sees focus on developing the local economy of Holroyd</li> <li>• Western Sydney Airport – Council working with WSROC in relation to the EIS for this major project.</li> <li>• Council took the lead in developing the LEP and up zoning to revitalize areas of Wentworthville, Toongabbie and Pendle Hill and encourage development and economic development in the area</li> <li>• Asbestos Policy and education</li> <li>• Membership in the Westmead Alliance</li> <li>• Strategic review of Swimming Pools leading to the development of a Regional Aquatic Wellness Centre and the refurbishment of the Wentworthville and Guildford Swimming Pools</li> <li>• Development and implementation of Integrated Planning and Reporting Documents including the Community Strategic Plan, the Delivery Program, Operational Plan, Resource Strategies (Workforce Strategy, Asset Management Strategy and Plans and Long Term Financial Plan), Quarterly Reporting, Annual Reporting and End of Term Reporting.</li> </ul>
Resources to cope with complex and unexpected change	<p><u>Creation of Corporate Planning Unit in response to Integrated Planning and Reporting Reform</u></p> <p>In response to changes in policy and legislation, Council was able to absorb the costs in creating a new section in response to the implementation of the Integration Planning and Reporting</p> <p><u>Effective Management of Assets</u></p> <p>Council has a number of facilities which was managing across the different departments. It was decided to bring the different functions together under one section to streamline management and maintenance of all Council Facilities, resulting in improved efficiencies.</p> <p><u>Facilities Management</u></p> <p>Assisting our community to access our facilities has been made easy through the development of a new online booking system and web based virtual tours of Council booked facilities.</p> <p><u>Function Centre Management</u></p> <p>Management of a successful function centre, which is responsive to the changing needs of the growing population.</p> <ul style="list-style-type: none"> <li>• Improved marketing</li> <li>• Business study completed on providing business strategies and the need for a modern centre.</li> <li>• Works have commenced to refurbish the Centre.</li> </ul> <p><u>Recreational and Sporting Facilities</u></p> <p><u>- Swim Centre</u></p> <p>Council recently approved the development of a new Regional Aquatic Wellness Centre and the refurbishment of the Pools in Wentworthville and Guildford. Council has also implemented a number of other strategies to</p>

Elements of Strategic Capacity	Holroyd's Strategic Capacity
	<p>increase patronage to the three existing pools.</p> <ul style="list-style-type: none"> <li>• New entry and membership system</li> <li>• Review of Swim centre pricing model</li> <li>• Doubled learn to swim figures due to improved service model.</li> <li>• Commenced Aqua fitness</li> <li>• Commenced a regular maintenance and improvement program</li> <li>• Implementation of recycling program</li> </ul> <p><u>- Gipps Road Regional Sports Ground</u></p> <p>Council adopted Plan of Management and Master plan for the Gipps Road Regional Sports Ground continues to be developed as funding becomes available to cater for a range of sports including Little Athletics, AFL, Baseball and Soccer. Work is scheduled to begin on new state-of-the-art soccer fields in December 2015.</p> <p><u>DISPLAN</u></p> <p>Council is an active member of the Local Emergency Management Committee is in partnership with local emergency services equipped to handle any major disaster which may impact on the area.</p> <p><u>Disaster Recovery and Business Continuity Plan</u></p> <p>Council's Disaster Recovery and Business Continuity Plan provide Council with a structured plan to manage any disaster or disruptions to service that may impact on the running of council. This includes instructions on setting up alternate venues and having the IT capacity to run council business from those venues.</p>

## 4 COUNCIL'S CURRENT POSITION

### 4.1 Our Community Opposes a Merger

The Holroyd community strongly opposes the merger of Holroyd City Council as proposed in the ILGRP Report and wants to retain its local identity, services and community priorities. Two recent surveys<sup>3 4</sup> of residents from across the Holroyd Council area have found:

Reachtel results (VATI)

- The majority (64%) of our residents are aware of the proposal to amalgamate Holroyd, and
- Most residents (67%) oppose the proposed merger

Micromex results (CATI)

- The majority (71%) of our residents are aware of the proposal to amalgamate Holroyd, and

<sup>3</sup> ReachTel telephone survey, conducted on 29<sup>th</sup> January 2015, of 834 residents from across the Holroyd Council Local Government

<sup>4</sup> Micromex Research telephone survey, conducted 27<sup>th</sup> -31<sup>st</sup> January, of 403 residents with a maximum sampling error of plus or minus 4.9% at 95% confidence

- Most residents (71%) oppose the proposed merger

In addition, 500 residents attended two public meetings held in February and March 2015 and were overwhelmingly opposed to the proposed merger.

Our community have stated that:

- A merger may negatively impact on the provision of local services and on the maintenance of local facilities and outdoor areas
- A larger council is less effective and responsive to local needs and preferences and that community consultation would be reduced
- The different demographics of the Councils proposed for merger would not be compatible
- Some areas would be prioritised for development services over others in a merged council area
- A merger is unnecessary because Holroyd Council is performing well and will meet all seven financial and sustainability benchmarks by 2019/2020.
- A merger would force the Holroyd community to take on the issues and problems (of other Councils e.g. financial and organisational). For instance, according to Morrison Low (2015, p34) 'under a merged council scenario, Holroyd residents would move from a no debt situation to approximately \$257 per capita'. Moreover, a merger along the lines proposed by the ILGRP would see Holroyd residents take up a share of an additional \$122,646,700 in cost to bring assets up to a satisfactory standard which is \$118 per resident more than existing infrastructure backlog liability. Clearly this would be an inequitable outcome for the Holroyd community.
- Funding and rates would be diverted away from the area and invested in Parramatta CBD leaving agreed service levels and programs associated with the Special Rate Variation not realised.
- Holroyd would experience reduced representation. Currently there are 9258 residents per Councillor. Assuming there would be 15 Councillors within the proposed merge, that number would increase to 32,206 residents per Councillor which in effect would reduce their capacity to represent the needs of the community.

## **4.2 The Community Believes Holroyd Council is Performing Well**

Our latest research<sup>5</sup> shows that residents believe that Holroyd Council is performing well and that its performance continues to improve. This is a strong result for Council, with 92% of residents at least 'somewhat satisfied' and 80% satisfied or very satisfied with Council's performance. Mean satisfaction with Council's performance has increased significantly since 2013. The community of Holroyd is more satisfied with Council's performance than the average satisfaction levels across Sydney and NSW councils; with Holroyd's absolute mean performance score the highest observed in the LGA category in more than five years.

Holroyd City Council is committed to maintaining community satisfaction and continuously improving what it does in order to keep delivering efficient, effective and high quality services for its residents.

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<sup>5</sup> Micromex Research telephone survey, conducted 27<sup>th</sup> -31<sup>st</sup> January, of 403 residents with a maximum sampling error of plus or minus 4.9% at 95% confidence



### **4.3 Fair and Effective Representation for Communities of Interest is Important to Our Community**

A merger along the lines proposed by the ILGRP would result in a significant deterioration in democratic representation for Holroyd residents. A merger would result in fewer elected members representing a greater number of residents and multiple communities of interest. Holroyd residents are concerned about this. This typically means that the diverse interests and needs of distinct and diverse communities of interest are less likely to be taken into account.

A diverse community such as in the Holroyd LGA has particular issues and concerns and differing interests, priorities, or preferences for council services. The Holroyd community also differs in their capacity or willingness to pay for a particular level of service. If they are not directly represented on the Council their concerns and or preferences may not be addressed.

- With fewer elected Councillors and a single Mayor for a larger area, communities tend to feel that the Mayor and Councillors are less accessible because their constituency is larger, the scope and scale of their role is greater and they are less able to spend time in the community. This would result in our community having less access to the decision-makers and consequently becoming less engaged with the Council.
- Mergers tend to increase the workload of elected members due to the resulting larger area and population base and increased scope of role; in this context, it can be challenging for elected members to represent the diverse interests of their electorate alongside those of the wider area.<sup>6</sup>
- In the case of Buloke Shire in Victoria, it was found that some 13 years after the forced amalgamation which created the council, that there was a widespread view in the community that post-amalgamation governance structures had failed to effectively represent and reconcile the disparate interests of the constituent communities<sup>7</sup>.
- In 2002, Delatite Shire council was de-amalgamated after a sustained campaign conducted over a period of eight years. Research has concluded that heterogeneity of the constituent councils resulted in a loss of economic welfare and eventual de-amalgamation. It must be considered that heterogeneity also exists between Holroyd and the other councils proposed by the ILGRP for merger.
- Following on from the Queensland amalgamations of local councils in 2008, four councils (Noosa Shire, Livingstone Shire, Mareeba Shire and Douglas Shire) have successfully made the case for de-amalgamation based on the loss of effective local representation, the loss of local identity, substantial increases in rates and service costs and a decline in services and/or service levels. Moreover, it should be noted that the four successful de-amalgamations were a subset of 19 bids for de-amalgamations. In the case of Queensland, entities were forced to pay de-amalgamation costs in addition to the original costs of amalgamation. Clearly ill-considered amalgamations of this sort have the potential to materially reduce municipal financial sustainability (Drew and Dollery, 2015).

### **4.4 Mergers are Costly and the Proposed Benefits of Amalgamation are Often Not Realised**

Mergers have significant costs which are unlikely to be fully recovered through Government assistance, and this will redirect community money away from service delivery and economic development of the local area.

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<sup>6</sup> Doing more with less: Tension and change at work in South Australian Local Government, Pocock, Sexton and Wilson, Centre for Labour Research, Adelaide University, 2001

<sup>7</sup> Crossing boundaries: local government boundaries and inter-community relations in Buloke Shire, University of Melbourne, Alexander, 2008



Internationally, mergers of local councils tend to be premised on the idea that mergers will result in:

- significant savings and efficiencies from economies of scale and scope and reduced duplication
- improved financial sustainability
- better standards and service levels and more effective service delivery
- enhanced strategic and technical capability within councils
- improved and integrated economic, environmental and social planning

However, much of the published research which seeks to evaluate the success of mergers suggests that these objectives are often not realised or that any savings resulting from efficiency gains are used to improve service levels or provide additional services; meaning that they neither show up as operational surpluses nor result in an overall reduction in rates. The benefits of mergers are not always realised, often leaving communities paying more for services, or seeing services change or reduce. This is demonstrated from the following international case studies:

### ***City of Toronto Amalgamation (1998)***

- Stated goal – reduce costs by eliminating duplication and improve efficiency of the delivery of services
- Recent research suggests that the Toronto amalgamation did not achieve the estimated costs savings, nor did it have a significant effect on Toronto's financial sustainability (Slack and Bird, 2013<sup>8</sup>; Schwartz, 2001<sup>9</sup>).
- The estimated one-off amalgamation costs were higher than estimated. It was estimated that the one-off amalgamation costs would be between \$150 million and \$220 million, however, by the end of 2000 it was estimated that one-off amalgamation costs had reached around \$275 million.
- Service levels have been reduced in some parts of the new city and raised in other parts of the new city area (Schwartz, 2001).
- By the end of 2000 the cost of service level harmonisation was estimated to be around \$15.3 million but as service level harmonisation was still underway it was acknowledged that costs would continue to increase (City of Toronto, 2001).

### ***Ontario Amalgamations<sup>10</sup>***

- The results show the municipal public sector grew, both in employment and cost, and expanded at a faster rate than it had in the decade before amalgamation. From 1981 to 1996, Ontario's municipal governments grew by 23.9 per cent overall, adding 39,191 jobs. During the 15 years post-amalgamation, from 1996 to 2011, they grew by 38.8 per cent, adding 104,200 jobs. In total, about 270,000 people work in the municipal public sector in Ontario today, compared with 160,000 people in 1995.
- In 1981, Ontario spent just under \$200 million on local government salaries and wages. By 2011, that number had increased to \$750 million. In 1990, there were 15.8 municipal workers per thousand residents, while in 2010 there were 20.9 workers per thousand.

### ***Auckland Amalgamation (2010)***

- Full impact of amalgamation yet to be determined
- Recent report (AUT 2013)<sup>11</sup> suggests many residents believe reforms have made little difference

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<sup>8</sup> <http://scholarworks.gsu.edu/cgi/viewcontent.cgi?article=1035&context=icepp>

<sup>9</sup> [http://dept.econ.yorku.ca/research/workingPapers/working\\_papers/MontrealPaper3.pdf](http://dept.econ.yorku.ca/research/workingPapers/working_papers/MontrealPaper3.pdf)

<sup>10</sup> [http://www.thestar.com/news/gta/2014/01/13/amalgamation\\_brought\\_fewer\\_ontario\\_cities\\_but\\_more\\_city\\_workers\\_report\\_finds.html](http://www.thestar.com/news/gta/2014/01/13/amalgamation_brought_fewer_ontario_cities_but_more_city_workers_report_finds.html)

- AUT considered the extent to which Auckland Council is providing value for money and note that overall there seems to be an increase in rates revenue, expenditure and staff costs compared to the situation before amalgamation
- The NZ Herald recently reported that the costs of a new IT system to consolidate the numerous systems into one had blown out from the budgeted \$71 million to \$100 million
- New Zealand Office of the Auditor General (OAG) (2012)<sup>12</sup> noted that many services of Auckland Council had yet to be integrated or aligned across the region and that there is a general feeling that it will take two to three electoral cycles (6-9 years) to consolidate and align all services, systems and processes. This means that residents across Auckland will continue to have different levels of service for an extended period of time.
- The OAG (2012) also noted that as Auckland Council aligns service levels, it has rationalised the number of contracts with suppliers for similar services. For example, for the number of parks maintenance contracts has been consolidated from 78 to 12 and this has resulted in service level reductions in some parts of Auckland and the loss of work for smaller locally based contractors.

### ***Queensland Amalgamations (2008)***

- 2009 Treasury Corporation review estimated that the cost of the amalgamation, across 24 of the amalgamated councils, was around \$194 million, the savings were around \$118 million, with around \$11 million potential future efficiencies, resulting in a net estimated cost of \$65 million.
- Treasury Corporation (2009) also note that any cost savings resulting from efficiency gains do not generally show up on the bottom line through operating surpluses as they will most likely be used to provide expanded or better service levels.
- The de-amalgamation applications suggested that over the four years since the amalgamations had taken place that service levels had declined whilst rates and other service costs had increased.
- The general view is that the approach of amalgamated Queensland Councils to alignment of service levels has been mixed; with some councils retaining existing services levels – meaning that efficiency savings have not been realised, whilst some took the approach of adopting the highest service level of previous councils – resulting in increased cost.

## **5. About your Local Government Area**

Holroyd City Council covers 40.19 square kilometres with 60% of the area residential, 30% substantial industry, 7% of the area is commercial and 3% open space.

### **Current and Future Population**

- In 2014 Holroyd had a population of around 111,100<sup>13</sup> people, an increase of around 19.8% since 2006
- By 2031 the population of Holroyd is forecast to be around 168,000 people<sup>14</sup>; an increase of around 26.5% people between 2011 and 2031 however current trends suggest that based on the current actual levels of development activity in the Holroyd LGA, it is estimated that the population by 2032 will grow beyond the above mentioned estimate to projected population of 171,000 people.

<sup>11</sup> <http://www.supercityproject.aut.ac.nz/about>

<sup>12</sup> <http://www.oag.govt.nz/2012/auckland-council/docs/auckland-council.pdf>

<sup>13</sup> Estimated Resident Population, 30 June 2014: <http://profile.id.com.au/holroyd/population-estimate>

<sup>14</sup> Household and dwelling projections prepared by NSW Department of Planning and Environment  
<http://www.planning.nsw.gov.au/en-au/deliveringhomes/populationandhouseholdprojections/data.aspx>

- The Household and Dwelling projections produced by the NSW Department of Planning and Environment forecast that the population of Holroyd would grow by around 1.3% each year. However, between 2011 and 2014 annual population growth was higher, increasing, on average, by 2.2% each year

## Community Demographics

Holroyd is home to a diverse community and according to the 2011 Census:

- 49.5% of Holroyd residents were born overseas and 23% of those born overseas had arrived in Australia within the five years prior to 2011.
- 39% of people in Holroyd City came from countries where English was not their first language
- Of those born overseas, the most common countries of birth were India (7.5%), Lebanon (4.5%), China (2.8%) and Sri Lanka (2.5%)
- In Holroyd 51% of people speak a language other than English at home
- The median age is 34 years of age, approximately 24.5% of our population are under the age of 18 years old and 16.9% were aged 60 years and over and around 21% of the Holroyd population were aged between 35-49 years old.

## Local Economy and Employment

- Holroyd City is a major employment hub for Western Sydney, with approximately 39,940 jobs in the area<sup>15</sup> and an additional 8,000 jobs are forecast to be created in the Holroyd area by 2031.
- Holroyd's Gross Regional Product was \$4.71 billion as of the 30 June 2014<sup>16</sup>
- Around 21.7% of those who work in Holroyd also live in the Holroyd area. Of those who work in Holroyd but do not live in Holroyd, the most common places of residences are:
  - Fairfield (east) 6.2%
  - Blacktown (south-east) 5.9%
  - Penrith (east) 4.6%
  - Fairfield (west) 4.4%
  - Blacktown (south-west) 4.4%, and
  - Blacktown (north) 4.4% respectively

## Our Community Vision, Aspirations and Priorities

During community engagement undertaken for the development of the 2013 Living Holroyd Community Strategic Plan the community identified that they want to participate in decision-making and to be actively involved in planning for growth, development and life in the LGA. In particular, the community told us that:

- The urban form and density is important; there needs to be a balanced approach to housing growth, and the provision of accessible and affordable housing that is in harmony with our existing built and natural environment is a priority.
- Population growth needs to be supported by the provision of adequate transport infrastructure.
- The quality, accessibility and effective management of our infrastructure and services is critical. In particular, the community told Council that the maintenance, location and range of community facilities are a priority and that they didn't want service levels cut.

<sup>15</sup> Estimated as at 30 June 2014 National Institute of Economic and Industry Research (NIEIR)

<sup>16</sup> National Institute of Economic and Industry Research (NIEIR)

- The revitalisation and activation of town centres is important as is the opportunity to be part of a thriving local economy.
- Cultural respect, celebrating diversity, sense of community and community safety are all important.

The Holroyd City Council vision for a city that is Active; Growing; Balanced; Connected and Dynamic reflects these priorities and embodies a whole of community approach to planning for the future.

Holroyd City Council acknowledges that to some extent our neighbouring communities share similar aspirations for safe, inclusive and thriving local communities. However, the Holroyd Community's priorities are different from the other councils and there is a risk that what is important to the Holroyd Community may not be on the agenda of a new merged council.

In particular it is noted the Independent Local Government Review Panel's (ILGRP) focus on developing Parramatta as the second CBD fundamentally requires the focus and funding to be redirected from important employment, economic infrastructure and service delivery to the development of the CBD.

The Parramatta 2038 Community Strategic Plan acknowledges that the predominant focus is on economic growth focused around the creation of Parramatta as Sydney's second Central Business District (CBD). This is not an aspiration shared by the Holroyd community.

## 6. Key Challenges and Opportunities

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• High level of community satisfaction with service delivery</li> <li>• Financially sustainable (TCorp rating and Morrison Low report)</li> <li>• Ability to make strong decisions that are inclusive of community response</li> <li>• Strong partner with State Government e.g. exceeding State targets for delivering new housing</li> <li>• Level of representation</li> <li>• Transport</li> <li>• Railway</li> <li>• Access to M4/ Parramatta Road/ Cumberland Highway/ Prospect Highway</li> <li>• Strong culture of customer service</li> <li>• Low staff turnover</li> <li>• Diversity of services and services aligned to needs and demographics of community</li> <li>• Commitment to environment</li> <li>• High level of community participation and engagement</li> <li>• Provision of regional services and collaborations</li> <li>• Well implemented and established Integrated Planning and Reporting</li> <li>• Strong advocate for the community</li> </ul>	<ul style="list-style-type: none"> <li>• Employment lands not realising full potential</li> <li>• Rate pegging restricting income for councils</li> <li>• Cost Shifting</li> <li>• Legislative and regulatory compliance and reporting burdens (i.e. red tape)</li> </ul>

<ul style="list-style-type: none"> <li>• High level of development growth</li> <li>• Well positioned for proposed Western Sydney Airport</li> </ul>	
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Development and growth of the area</li> <li>• Leveraging off programs and partnerships to further improve quality and range of services</li> <li>• Implementing and improving our assets and infrastructure through the SRV</li> <li>• Continuing to find opportunities for resource sharing and shared services with other councils</li> <li>• Industrial employment lands</li> <li>• Proximity to the proposed western Sydney airport</li> <li>• Big enough to deliver the services our community need</li> <li>• Capacity to fast track major infrastructure works through additional borrowings if needed</li> <li>• Increase profile of the local community and economy</li> <li>• Increased engagement with businesses</li> <li>• Strengthen collaborative arrangements with surrounding councils</li> <li>• Development of regional facilities including the Holroyd Regional Aquatic Wellness Centre and Gipps Road Sporting Complex</li> <li>• Culturally diverse population</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Focus in the Metropolitan Strategy on Parramatta as the second CBD could direct focus away from key employment lands and economic opportunities in Holroyd</li> <li>• Redirection of Holroyd ratepayer funding away from the Holroyd LGA under a forced merger</li> <li>• Reductions in Federal funding</li> <li>• Reductions in State funding</li> <li>• Continuation of Rate Pegging</li> <li>• Timeliness in the delivery of essential infrastructure</li> <li>• Ageing population</li> <li>• Further Cost Shifting</li> <li>• Timeliness in the delivery of State Planning Reforms</li> </ul>

## 7. Performance against the Fit for the Future Benchmarks

### 7.1 Holroyd is Currently Financially Sustainable and Fit for the Future

Holroyd City Council will meet the financial and sustainability benchmarks, set by the NSW Government, over the next five years and therefore has the capacity to continue in its current form (refer to the performance measure/graphs at Section 4.1.1, 4.1.2 and 4.1.3)

Council recently commissioned TCorp to assess its current and projected future financial sustainability in light of the State Government's program to ensure that all NSW Councils are 'Fit for the Future'.

TCorp released their report on Holroyd's financial sustainability in January 2015<sup>17</sup> and assessed Holroyd's current Financial Sustainability Rating (FSR) as 'Moderate' with a 'Positive' outlook. A

<sup>17</sup> <http://www.holroyd.nsw.gov.au/wp-content/uploads/downloads/2015/01/Holroyd-City-Council-Updated-Financial-Assessment-and-Sustainability-Report-16-01-15.pdf>

'Positive' outlook indicates that Council's FSR is likely to improve in the short term (approximately three years). TCorp also stated that based on Council's Long Term Financial Plan, the 'Moderate' rating will further improve to a 'Sound' rating by 2017/18. TCorp note that the:

- Five year SRV will add 44.2% to rates revenue over the five year period. This increase will be permanently integrated into Council's rates and will assist in funding future asset renewals and capital works and improve overall financial performance.
- Review of infrastructure assets, has significantly decreased the annual depreciation expense, reduced the annual operating expenses and improved overall financial performance.

TCorp's recent assessment of Council's FSR supports that Holroyd City Council is financially sustainable, both now and into the future, and is 'Fit for the Future'.

In April 2013 NSW Treasury Corporation (TCorp) provided Holroyd City Council with a Financial Assessment, Sustainability and Benchmarking Report. TCorp's report stated that *'Based on our review of both the historic financial information and the 10 year financial forecast within Council's LTFP we consider Council's financial position is weak in the short term and is likely to deteriorate'*. This resulted in TCorp assigning Council with a Financial Sustainability Rating (FSR) of Weak and Outlook of Neutral<sup>18</sup>.

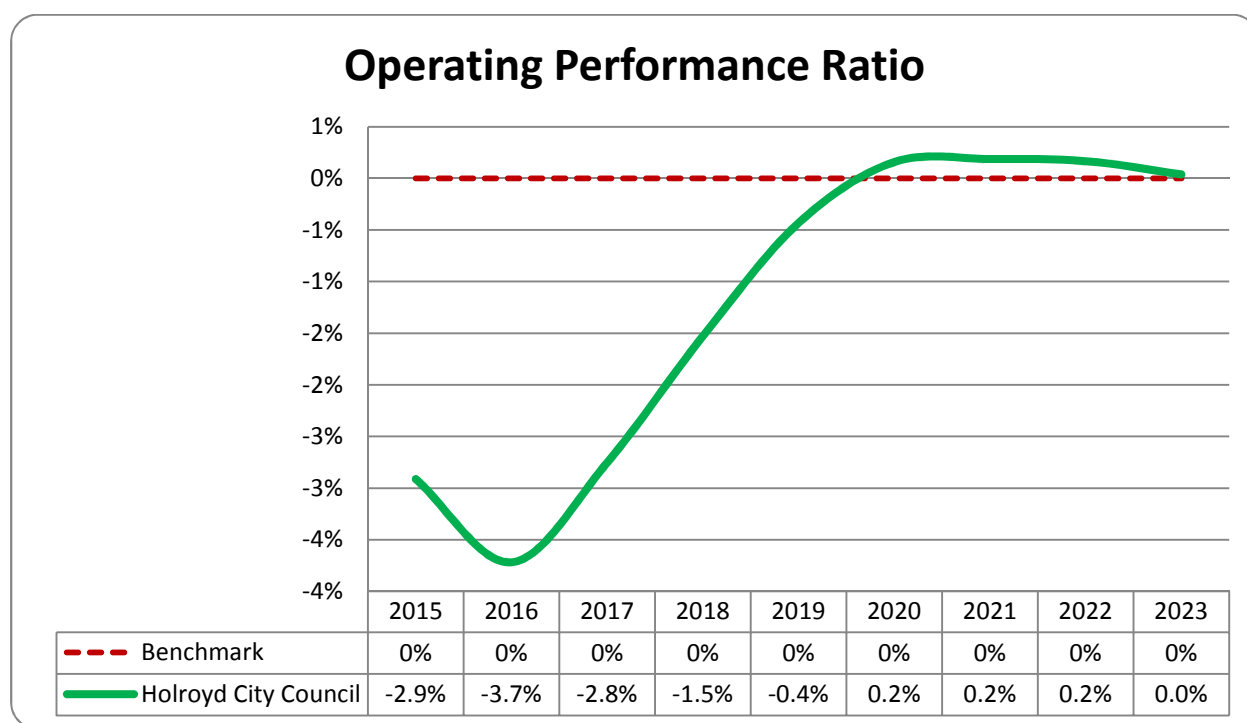
In response to the 2013 TCorp rating Holroyd City Council has undertaken a significant program of work which involved a full review of all Council's assets, infrastructure and services levels resulting in successfully applying for a five year special rates variation (SRV) and undertaking a major review of infrastructure assets which reassessed useful life and this has resulted in significant adjustments to depreciation expense. These amendments to depreciation expenses for the 2013 and 2014 years have been signed off by Council's auditors.

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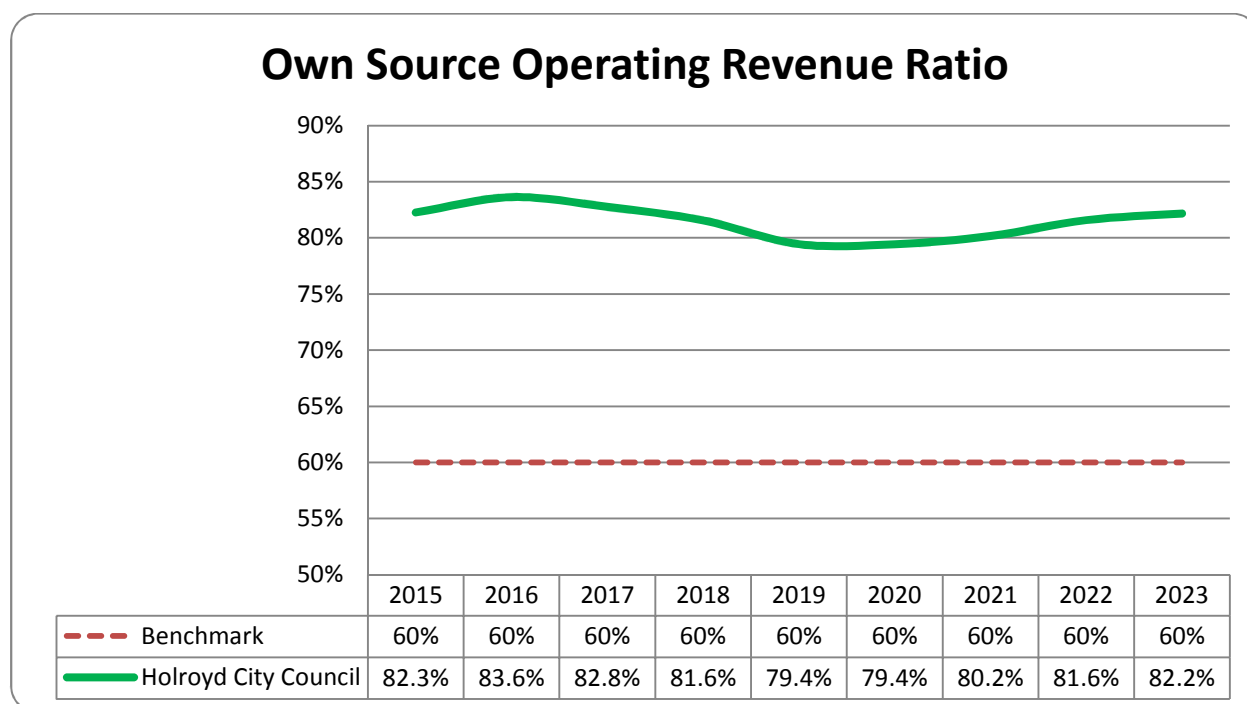
<sup>18</sup> <http://www.olg.nsw.gov.au/sites/default/files/Holroyd-City-Sustainability-Report.pdf>

### 7.1.1 Fit for the Future Sustainability Indicators

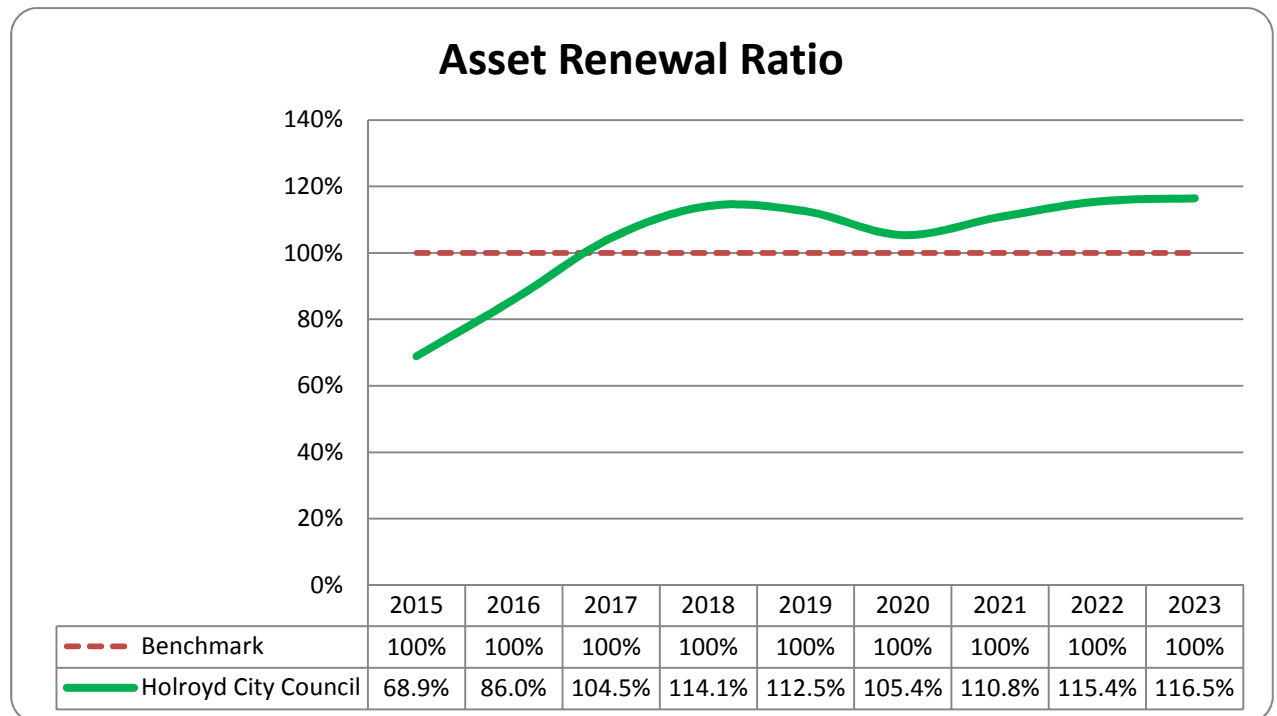
#### Operating Performance Ratio



#### Own Source Revenue Ratio

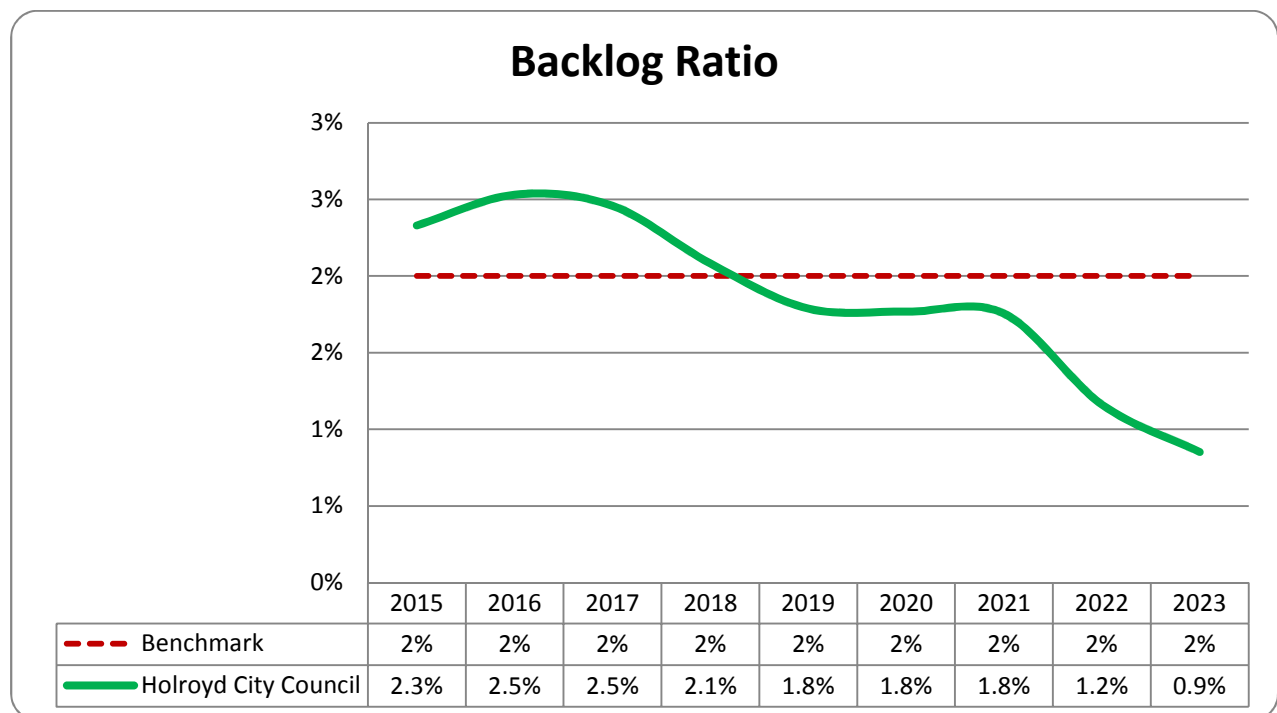


## Building and Infrastructure Asset Renewal Ratio



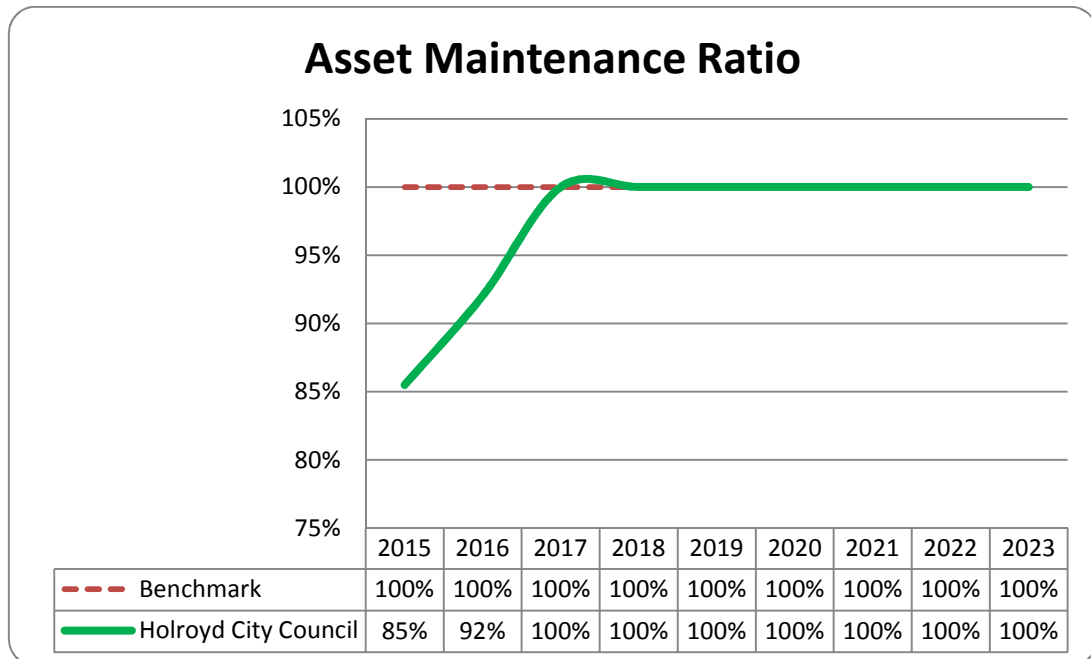
## 7.1.2 Fit for the Future Infrastructure and Service Management Indicators

### Infrastructure Backlog Ratio

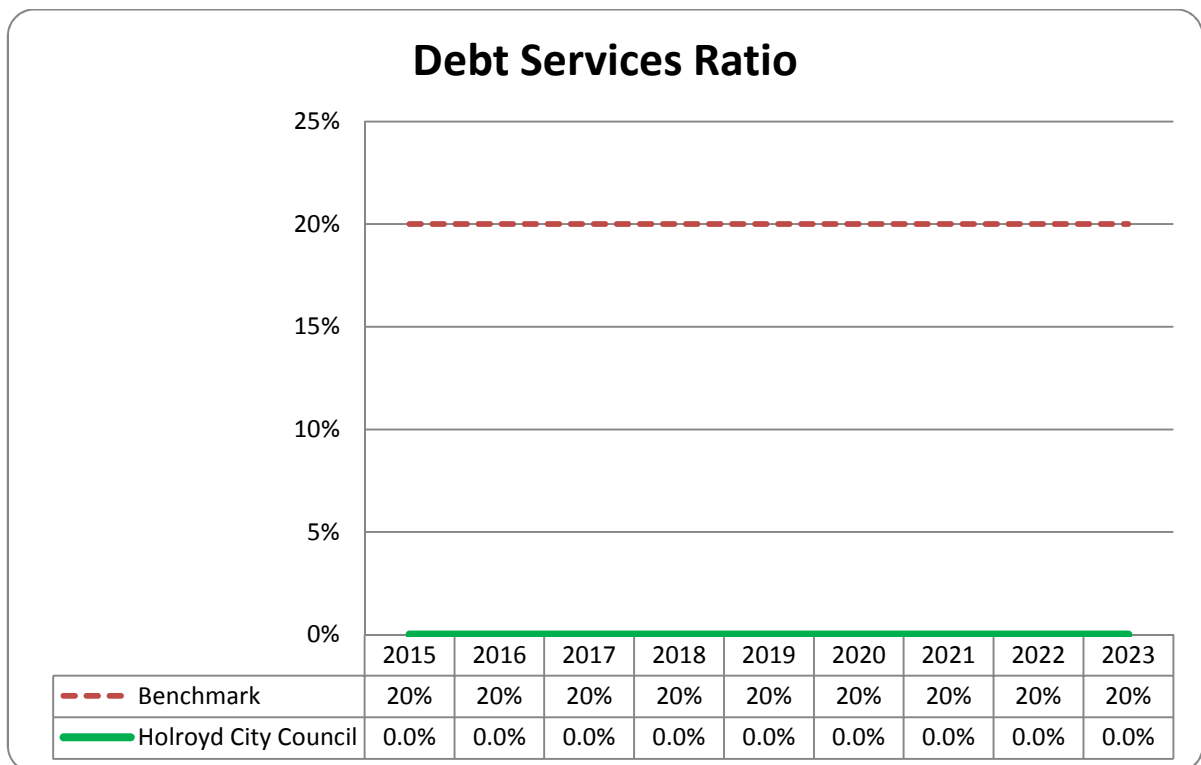




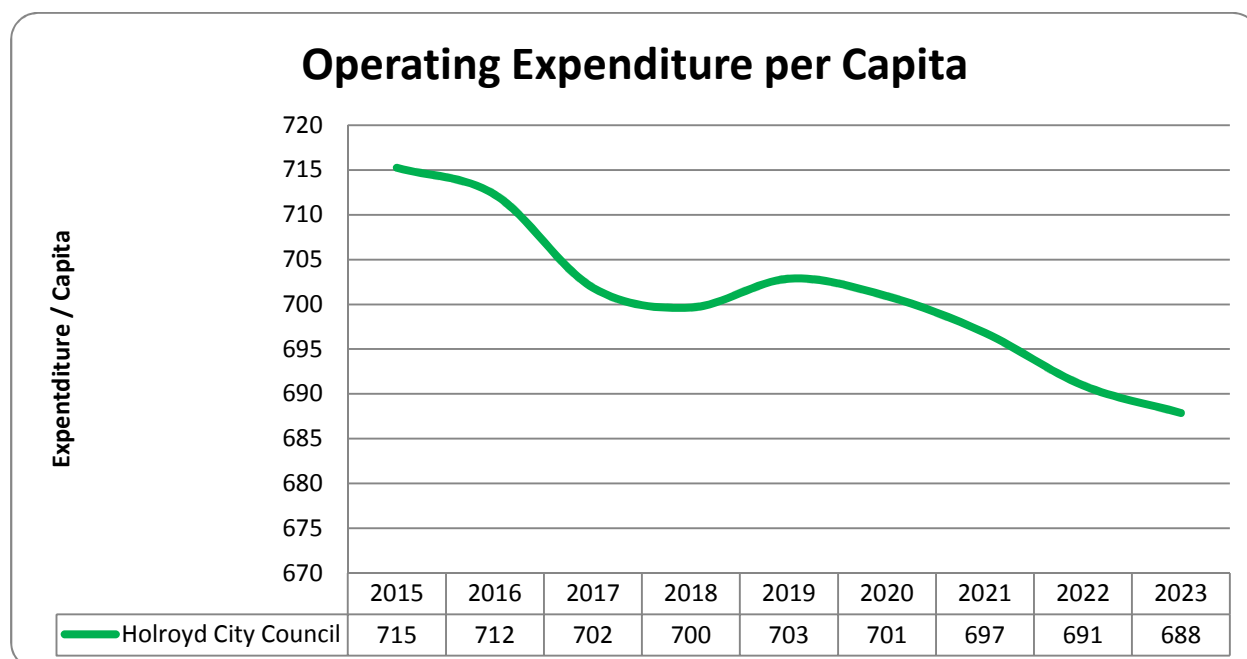
## Asset Maintenance Ratio



## Debt Service Cover Ratio



### 7.1.3 Fit for the Future Efficiency Indicator



## 8. HOW WILL COUNCIL REMAIN FIT FOR THE FUTURE?

Holroyd City Council has committed to improving its efficiency and effectiveness over a long period of time, and this is evidenced by its performance against the Fit for the Future benchmarks.

The Department for Local Government Promoting Better Practice Review Report in May 2013 found that 'Holroyd City Council presents as a well-managed and efficient local government body with strong links to the local community'.<sup>19</sup> Since 2013, Council has implemented all of the recommendations arising from the Promoting Better Practice Review.

A key recommendation from the Promoting Better Practice Review was that Council needs to focus on its asset management planning as a priority. Council underwent a review of its asset management in 2013 to improve its approach to asset management including the treatment of renewals and maintenance, depreciation versus renewal costs and review of all Asset Management Plans.

In addition, Council successfully applied for a Special Rate Variation which commenced in July 2014 to fund extra operating expenditure (including maintenance) and capital expenditure. Following the review of asset management practices and the application of the Special Rate Variation, Council engaged TCorp to review the financial sustainability assessment. This resulted in an improvement to a 'moderate' rating with a 'positive' outlook. TCorp also stated that based on Council's Long Term Financial Plan, the 'Moderate' rating will further improve to a 'sound' rating by 2017/2018.

In addition to Council's track record of commitment to efficiency, quality service delivery and continuous improvement, Holroyd City Council responded to the Fit for the Future challenge by

<sup>19</sup> Department of Local Government, Promoting Better Practice Report – Holroyd City Council, <http://www.holroyd.nsw.gov.au/PDFs/Your%20Council/Reports/Corporate%20Reports/Promoting%20Better%20Practice%20Review%20Report%20-%20May%202013.pdf>

reviewing the improvement opportunities to ensure that it continues to be financially sustainable and to build increased financial scale and capacity over the long term.

### *Improvement Plan Methodology*

Council already has a strong suite of strategic plans, all of which have been developed with extensive community engagement. These existing plans and the extensive feedback from the community were utilised to commence the development of the Improvement Plan.

Council undertook a structured process of identifying, investigating and testing a range of improvement opportunities. Senior staff, management and selected staff from across the organisation were a robust process utilising different technical expertise and perspectives in the preparation of the Improvement Plan initiatives.

The process was as follows:

1. Senior staff and managers completed Improvement Opportunities templates as a 'mini business case' to investigate opportunities in terms of ease of implementation, net financial benefit (or cost), impacts, legacy issues, risks, stakeholder consultation and implementation steps. Staffs were given the freedom to be creative, and to identify opportunities outside of their functional areas.
2. Senior staff and manager workshopped the Improvement Opportunities. Each idea was then workshopped with a series of groups for discussion and evaluation, ensuring input from a financial and governance perspective; engineering, assets and operational perspective; and a community and environmental perspective.
3. The ideas that staff consider were then collated into a list of proposals for consideration by elected Councillors for inclusion as part of Council's Improvement Action Plan.
4. The identified financial benefits are modelled into the Long Term Financial Plan to enable the impact on the Fit for Future ratios to be modelled as Council's improved position.

In addition to the opportunities that are able to be modelled into the Long Term Financial Plan, staff have identified several other potential opportunities which require further work to ascertain the practicality of implementation and estimated financial benefits.

## **8.1 Sustainability**

Holroyd City Council in this submission demonstrates that with its current financial structure it is already sustainable over the long term, accordingly Council does not need to rely on improvement initiatives to meet any of these benchmarks.

Council's sustainability was secured in 2014/2015 with the introduction of the SRV which provides additional rate revenue to fund gaps in operating maintenance and capital expenditure of key assets – buildings, roads and bridges, parks and recreation and stormwater. Over the medium to long term, the additional revenue will also correspondingly improve Council's financial sustainability. This has led to an improvement in this ratio.

That said, Council has a long standing organisational excellence/improvement process in place to identify and recommend organisation improvements to its processes and procedures delivering benefits to both the community and Council.

Holroyd City council will move to implement the additional strategies listed in the table below, in order to build on its already strong performance in sustainability, contributing to a higher:

- Operating performance ratio through generating greater operating surpluses to enable it to continue to meet the growing and diverse community needs over time
- Own source revenue ratio - further increasing Council's control over its operating and financial sustainability.

A range of strategies have been identified for increasing revenue and expanding service capacity, particularly focusing on leveraging services and assets that have potential to generate an income, or generate greater service delivery over the next four year period:

- Introduce a user pays residential parking scheme to provide an additional \$350,000
- Expanding the provision of cooked meals (both frozen and hot meals) providing a regional based service to other Local Government Areas providing an additional \$120,000
- Increase hire of facilities such as Central Gardens (kiosk and Grounds after hours) to generate an additional \$130,000 to be used to invest back into the maintenance of the facility.
- Children Services professional Development Program providing opportunities for professional development for Educators at a regional level generating an additional \$20,000
- The LEP will provide opportunities for the development of Council land and building assets that will lead to generating new revenues for Council which will be used to purchase income producing assets that will provide an ongoing additional own source revenue.

## **8.2 Infrastructure and Service Management**

Holroyd City Council will seek to implement the following strategies in order to build on its Holroyd City Council will seek to implement the following strategies in order to build on its already strong performance in infrastructure and service management:

### **Asset Rationalisation**

With a focus on reviewing underutilised assets, duplicated assets and those at the end of their useful lives, Holroyd City Council will look to maximise the return on land and building assets which can then be applied to new works and services. Council is already developing its Carpark site in McFarlane Street, Merrylands which has the potential to generate a long term income stream of up to \$1.2m pa. Surplus roads and laneways have been identified as the next area of assets to be rationalised and financial estimates are included as part of this Improvement Plan. Funding received from asset rationalisation will be directed to new works and services.

### **Improve Asset Treatment**

Council has identified opportunities to review the type of treatments used for streetscapes as a co-ordination process for revitalising Council's CBD areas and has costed this as part of the Improvement Plan. Ongoing opportunities to improve various asset treatments will continue to be utilised by the organisation.

### **Expanded Utilisation of Existing Assets for Commercial Hiring and Community Use**

Refurbish Merrylands Central Library, particularly focusing on under-utilised spaces such as the foyer and piazza area to include a café/coffee shop. This would optimise the current layout

resulting in improved functionality and efficiency and provide a value add to those community members using the library. This would provide an income from the rental of the café/ coffee shop and activate the piazza.

### **Implement SRV works list**

Through an extensive program of community engagement, Council was able to secure a list of agreed works with our community that underpins the Special Rate Variation. Council has indicated that over the next 10 years of its long term financial plan, it will spend \$57.1m on asset renewal, \$10.5m on asset maintenance and \$29.5m on asset operational costs.

## **8.3 Efficiency**

Council has a decreasing operating expenditure per capita driven by its ongoing commitment to efficient delivery of services and reviewing its operations. In addition, Council has identified the following strategies to further drive efficiency as part of its Improvement Plan:

### **Child Services Review**

Council is currently reviewing the effectiveness and efficiency of the Children's Service Business unit to ensure a cost neutral outcome. The review is due for completion in the third quarter and following a Councillor briefing, agreed actions will be implemented

### **Customer Service Review**

The review of customer service will include the use of RFID technology in Libraries as well as self- service technology and online capabilities to enhance the customer service experience of Council allowing the community to conduct its business with council anytime and anywhere day or night. This will see efficiency gains across the spectrum of Council services and reallocating human resources to other areas of need. This would not replace front counter staff but instead allow the customer flexibility in customer service delivery and save time.

### **Opportunities for Waste Management**

Potential additional income source identified through the Recycling Process contract minimising the need to increase the Domestic Waste Management Charge

### **Harmonisation of Contracts for large scale items**

Through this process, Contracts will be harmonised with other Councils to achieve a common expiry date to assist in negotiation capacity for new contracts.

## 8.4 Improvement Action Plan

Opportunity	Action	Timeframe				Total Saving Target Over 4 Years	Difficulty	Impact	Increases Strategic Capacity?
		2015/16	2016/17	2017/18	2018/19				
Sustainability									
1. User pays System - Resident Parking Permit	Implement a user pays resident parking permit scheme over 3500 properties x 2 permits per property x \$25 per permit biennially		•		•	\$350,000	Medium	•No impact on level of service	Yes
2. Community Food Meals Provision	Council's Nutrition Services (Meals on Wheels) delivers meals which are provided by the Holroyd Centre. Hot and frozen meals could be produced and purchased by other Meals on Wheels. Services eg. Parramatta Meals on Wheels which currently only provides frozen meals	•	•	•	•	\$120,000	Medium	•No impact on level of service	Yes
3. Central Gardens	Hire for functions ( Grounds and Kiosk- after hours) @ \$625.00 per week x 52	•	•	•	•	\$130,000	Medium	•Increased level of service	Yes
4. Hire of Community Services Facilities	Community Services has some facilities which could be available to hire after hours for community events or private functions e.g. Guildford and Wentworthville Youth Centres and the BBQ area at 42 Lane St, Wentworthville These are additional facilities already available for community hire.	•	•	•	•	\$50,000	Low	•Increased level of service	Yes
5. Children's Services Professional Development Program	A yearly training program for Holroyd Educators United (all child care services in Holroyd). Courses will be delivered by Council's Children's Services Educators	•	•	•	•	\$20,000	Low	•Has the potential to increase attendance of outside services	Yes

Opportunity	Action	Timeframe				Total Saving Target Over 4 Years	Difficulty	Impact	Increases Strategic Capacity?
		2015/16	2016/17	2017/18	2018/19				
6. Redevelopment of Wentworthville Branch Library/ Community Centre Site	Opportunity exists to redevelop the Library/ Community Centre precinct site to capitalise on its location on the fringe of the CBD with the inclusion of a residential and commercial opportunities				•	Subject to land site valuation analysis	High	<ul style="list-style-type: none"> <li>•Enhanced customer service</li> <li>•Customers will benefit from more value-added services</li> </ul>	Yes
7. Property Development Opportunities	Buy revenue producing assets - buy and lease out		•	•	•	\$900,000 - \$1.2m	Medium	<ul style="list-style-type: none"> <li>•No impact of level of service</li> </ul>	Yes



Opportunity	Action	Timeframe				Total Saving Target Over 4 Years	Difficulty	Impact	Increases Strategic Capacity?
		2015/16	2016/17	2017/18	2018/19				
Infrastructure and Service Management									
8. Asset Rationalisation	Review of surplus roads/laneways @ \$100,000 per site, one site per annum	•	•	•	•	\$400,000	High	•One off sales revenue and reduced maintenance cost	No
9. Merrylands Central Library - Piazza Coffee Shop	Refurbish Merrylands Central Library to focus on underutilised spaces to include a café @ \$20,000	•	•	•	•	\$80,000	High	•Enhanced customer service	Yes
10. Review type of treatment for streetscapes	Rationalise types of treatments for landscaped streetscapes areas to align profile with traffic and pedestrian hazards and location priority. E.g. review locations of grass and gardens for alternate treatments such as mulching, hardstand or other treatments.	•	•	•	•	\$125,000	Low	•Increased level of service	No
11. Implementation of SRV	The SRV provides permissible general income to increase from \$39.1m in 2013/2014 to \$56.5m in 2018/2019	•	•	•	•	Costs have already been factored in as part of LTFP	Low	•Backlog addressed	No

Opportunity	Action	Timeframe				Total Saving Target Over 4 Years	Difficulty	Impact	Increases Strategic Capacity?
		2015/16	2016/17	2017/18	2018/19				
Efficiency									
12. Opportunities for Waste Management	Recycling Processing Contract (Potential Income 2016) Domestic waste budget, reducing the need to increase waste charge in the long run			•		\$450,000	Medium	•Increased income from Recycling Activities	No
13. Children’s Service Review	Current review of effectiveness and efficiency of the Business Unit to ensure cost neutral outcome	•	•	•	•	Subject to finding /recommendations of the review	Medium	•Enhance efficiency of service	Yes
14. Customer Self-Service Review	Investigate technologies to be increase productivity across Customer Services areas of Council including Customer Services in Council Chambers and Libraries to be applied across online services and self-service kiosks	•	•	•	•	\$240,000	High	•Enhanced customer service •Increase in productivity •Increase in service level to the community	Yes
15. Harmonisation of Contracts for large scale items such as IT	liaise with Councils to determine end dates seeking agreement to extend existing contracts until Councils harmonise ending dates	•	•	•	•	TBA	High	•Enhance efficiency of service	Yes

## 9. Other Actions Considered

### 1. Merged Entity Discussions

Holroyd met with Parramatta, Auburn, Ryde and the Hills Councils to discuss the opportunity of shared services and the potential impact of the proposed merger over several meetings from January 2015 through to April 2015. This resulted in all councils agreeing that a merger was not an option and that each council would make a submission in its own right and that further discussions in relation to shared services outside of this process would take place. Whilst each Council declared in those meetings not to pursue a merger proposal all council's agreed to discuss options for shared services. Council notes that Parramatta and Auburn Councils have subsequently reversed their position in this regard without any consultation or agreement with Holroyd Council.

Holroyd chose to have its business case prepared by Morrison Low who were on the approved list and also had completed work for Ryde Council in this space. The decision not to participate in the development of a joint business case with Parramatta, Auburn and the Hills councils was based on Parramatta and the Hills Councils decision to utilise a consultant not on the list provided by the office of Local Government at a price which was greater than that quoted by Morrison Low.

### 2. Modelling of the Proposed Merger Business Case

#### a) Performance Benchmarks

As part of its Improvement Proposal, Council undertook modelling of the proposed merger with Parramatta, Auburn, Part of Hills and Ryde Council's based on publically available information. This modelling was undertaken by independent consultants Morrison Low. As a merged entity is a sum of its parts, the proposed merged council is forecast to perform against the Fit for the Future benchmarks, in comparison to Holroyd's status quo or base position (2013/2014) as follows:

Benchmark	Holroyd 2013/2014	Holroyd Base 2019/2020	Merged Entity 2019/20
Operating Performance Ratio	No	Yes	No
Own Source Revenue Ratio	Yes	Yes	Yes
Infrastructure Renewal Ratio	No	Yes	Yes
Asset Backlog Ratio	Yes	Yes	No
Asset Maintenance Ratio	No	Yes	No
Debt Service Ratio	Yes	Yes	No
Operating Expenditure Over Time	Yes	Yes	Yes

Based on the merger business case prepared by Morrison Low, the proposed merger is projected to meet just 3 of the 7 Fit for the Future benchmarks by 2020, unlike the Stand Alone business case which would meet all 7 Fit for the Future benchmarks.

Based on this modelling, Holroyd residents are worse off under the proposed merged council in terms of the 'Fit for the Future' benchmarks.

The independent assessment by Morrison Low clearly shows that Holroyd as a Stand Alone council is a superior option to the proposed merged council option. Accordingly, based on the Morrison Low research and strong opposition to a merger by the Holroyd community, Council chose not to pursue the merged council option.

#### **b) Assets Funding Gap increases under a Merged Entity**

The following table demonstrates the significant asset funding gap that would be the responsibility of the merged council as proposed by the ILGRP:

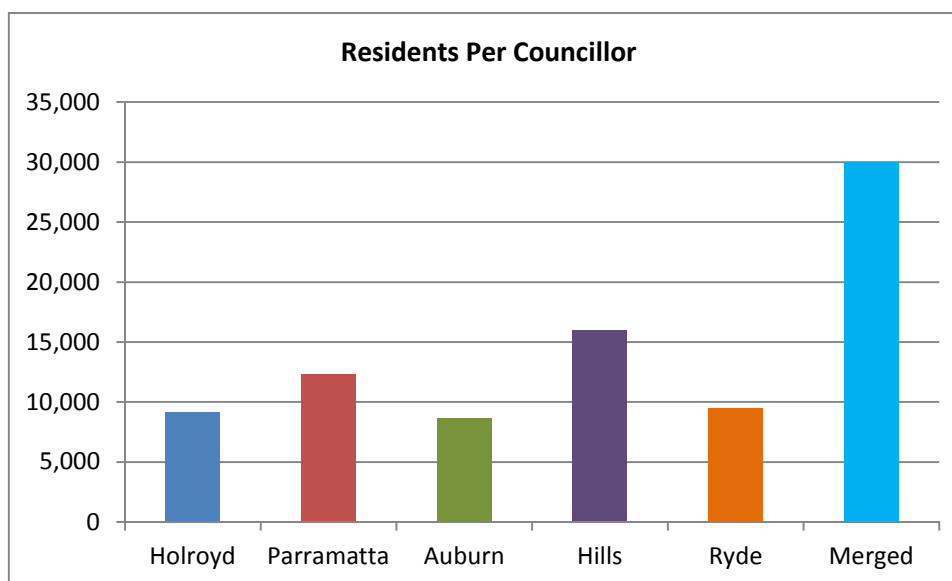
Council	Average funding required per annum (5 years) \$'000	Average funding required per annum (5 years+) \$'000
Holroyd City Council	-198	260
Merged Council	-18,691	-11,568

Holroyd residents would move from a situation of minimal funding required on its assets in the short term, and no funding gap in the medium term, to assuming part responsibility for the significant gap in funding of the proposed merged entity.

A merger along the lines proposed by the ILGRP would see Holroyd residents take up a share of an additional \$122,646,700 in cost to bring assets up to a satisfactory standard which is an additional \$118 per resident more than existing infrastructure backlog liability. Clearly this would be an inequitable outcome for the Holroyd Community.

#### **c) Decreased level of Representation under a Merged Entity**

Levels of representation would decrease significantly under the merger proposal, as demonstrated by the following graph and assuming a maximum number of 15 councillors as allowable under the NSW Local Government Act:



This is considered to be a significant change and unless the merged council can address the apparent loss of representation could have a major negative affect on the community.

#### **d) Risks associated under a merged entity**

The savings modelled are predicated on an unsubstantiated assumption of economies of scale (when in fact empirical analysis suggest that diseconomies of scale in the order of 14% are likely), that infrastructure data is accurate, redundancies, no increases in services levels and a significant reduction in staff numbers over the first four years. The assumptions of no increases to service levels and a reduction in staff numbers are contrary to the scholarly evidence (for example Drew, Kortt and Dollery (2013)) and the experience following Queensland forced amalgamations (QTC 2009). Moreover, there are significant risks associated with the proposed merger, including:

- Inaccurate accounting accrual and Schedule 7 estimates which may well result in very different fiscal outcomes than projected in the business case (Drew and Dollery, 2015b)
- Constitutive implications arising from asset, liability and staff allocations with respect to the dismemberment of Ryde and The Hills Councils (Drew and Dollery, 2015a)
- Disruptive effects arising from different staff cultures (Andrews and Boyne, 2012)
- The high risk of subsequent de-merger activism due to the loss in economic welfare arising from amalgamating heterogeneous populations (Drew and Dollery, 2015b)

### **3) Joint Organisations**

While the State Government has indicated that Joint Organisations were not an option for the Sydney Metropolitan Region, we do note that a number of councils are considering Regional Alliances. Subject to the outcome of the 'Fit for the Future' Program, Council will actively pursue a Regional Alliance with contiguous councils.

### **4) Shared Services**

Holroyd has been involved in shared service arrangements for many years e.g. MetroPool, WSROC Procurement Services and Western Sydney Regional Illegal Dumping Squad (RID)

and continues to discuss with other councils new shared service arrangements. Please also refer to a full list of shared and collaborative services arrangements on page 8 of the 'Supporting Document - 'Fit for the Future' Improvement Proposal.

## 10. Community Engagement Summary and Results

### Background

'Fit for the Future' is an initiative that was launched by the NSW State Government in September 2014 to reform the local government sector. It is the culmination of three years of consultation between the State Government and the local government sector to look at a wide range of reforms to councils within New South Wales to support their sustainability into the future.

Councils have been requested to look at their current situation and consider the future needs of their communities in relation to the recommendations made in the Independent Local Government Review Panel's final report. Councils are required to prepare a submission by 30 June 2015 which will be assessed by an independent expert panel, IPART and John Comrie (Local Government South Australia) selected by the Minister for Local Government, which will make recommendations to the Minister for final implementation.

### Options for the Holroyd Community

Holroyd City Council supports the State Government's objective for councils to be financially sustainable, operating efficiently and working in partnership to achieve key State strategic goals. Holroyd meets and exceeds all 'Fit for the Future' benchmarks in forward projections.

### Executive Summary

Since 2013, Holroyd City Council has conducted an exhaustive engagement program reaching a large number of the community in a variety of methods utilising the IAP2 -International Association for Public Participation Spectrum.

Below is a summary of the results gathered from the various surveys and petitions conducted over the period from April 2013 to June 2015 with a full break down of all other engagement items and a list of all engagement activities being available under the Community Awareness Campaign located in the Local Government Review - Community Engagement Strategy which can be found in Attachment 5 Community Engagement Strategy

Item	Against	Against Merger (%)	For	For Merger (%)
Amalgamation – What it means for you Survey	594	98%	12	2%
Petitions	7,764	100%	0	-
Postcard petitions	1,404	99%	7	1%
Flyers	305	99%	3	1%
DL Postcard	1,606	99%	2	1%
Rate Notice Postcard Survey	2,274	96%	95	4%
Online Survey	1,308	100%	0	-
Phone Survey – Conversation Based	286	71%	64	16% *somewhat supportive 13%

Phone Survey – Automated	550	66%	193	23% *indifferent 10.9%
Local Government Reform – What it Means for You Survey	1,026	87%	131	11% *2% indifferent
<b>Total</b>	<b>17,117</b>		<b>507</b>	

#### **Final Comment**

The results of our Community Engagement shows strong support across all opportunities of engagement indicating that the Holroyd Community are opposed to a merger and that they believe that the scale of Holroyd City Council is appropriate for meeting the outcomes that Community and State Government are seeking.



## 5 HOW WILL THE PLAN IMPROVE PERFORMANCE?

### Expected improvement in performance

Measure / benchmark	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Achieves FTF benchmark?
<b>Operating Performance</b> (Greater than or equal to break-even average over 3 years)	-2.9%	-3.7%	-2.5%	-0.9%	0.3%	0.9%	Yes
<b>Own Source Revenue Ratio</b> (Greater than 60% average over 3 years)	82.3%	83.6%	82.8%	81.6%	79.5%	79.5%	Yes
<b>Building and Infrastructure Asset Renewal Ratio</b> (Greater than 100% average over 3 years)	69%	86%	105%	114%	113%	105%	Yes
<b>Infrastructure Backlog Ratio</b> (Less than 2%)	2.3%	2.5%	2.5%	2.1%	1.8%	1.8%	Yes
<b>Asset Maintenance Ratio</b> (Greater than 100% average over 3 years)	85%	92%	100%	100%	100%	100%	Yes
<b>Debt Service Ratio</b> (Greater than 0% and less than or equal to 20% average over 3 years)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	Yes
<b>Real Operating Expenditure per capita</b> (A decrease in Real Operating Expenditure per capita over time)	\$715	\$712	\$701	\$695	\$702	\$700	Yes

**APPENDIX A**  
**MICROMEX COMMUNITY CONSULTATION REPORT**

# Holroyd City Council

## Amalgamation Research

Prepared by: Micromex Research

Date: February 2015



# Background



# Methodology & Sample

## Data collection

Micromex Research, together with Holroyd City Council, developed the questionnaire.

## Data collection period

Telephone interviewing (CATI) was conducted during the period 27<sup>th</sup> January – 31<sup>st</sup> January 2015.

## Sample

N=403 interviews were conducted.

A sample size of 403 provides a maximum sampling error of plus or minus 4.9% at 95% confidence.

This means that if the survey was replicated with a new universe of n=403 residents, that 19 times out of 20 we would expect to see the same results, i.e. +/- 4.9%.

For the survey under discussion, the greatest margin of error is 4.9%. This means, for example, that the answer 'Yes' to the question on awareness (71%) could vary from 66% to 76% and the answer 'No' (25%) could vary from 20% to 30%.

Therefore, the research findings documented in this report should be interpreted by Holroyd City Council as an accurate and robust measure of the community's attitudes.

## Interviewing

Interviewing was conducted in accordance with the AMSRS Code of Professional Conduct.

## Data analysis

The data within this report was analysed using Q Professional.

## Word Frequency Tagging

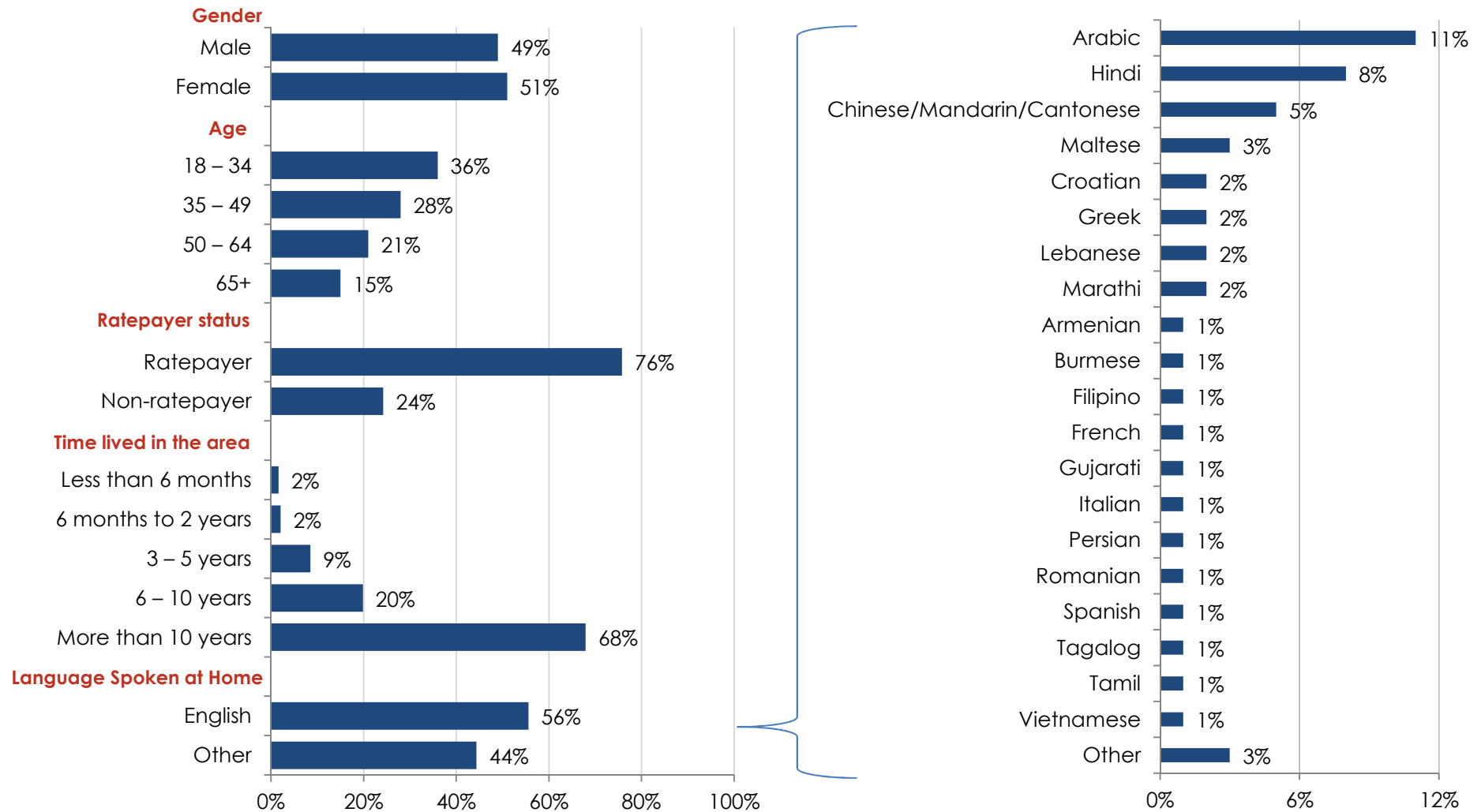
Verbatim responses for open questions were collated and entered into analytical software. This analysis 'counts' the number of times a particular word or phrase appears and, based on the frequency of that word or phrase, a font size is generated. The larger the font, the more frequently the word or sentiment is mentioned.



# Sample Profile



# Sample Profile



Base: n = 403



The sample was weighted by age and gender to reflect the 2011 ABS Census data

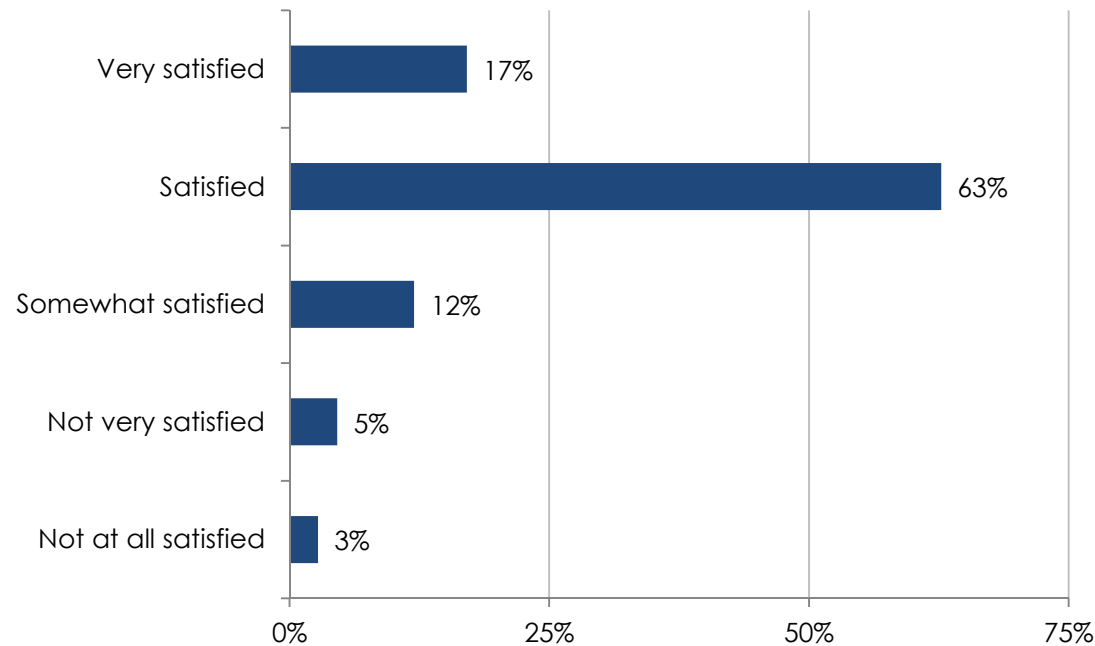


# Detailed Findings



# Overall Satisfaction with the Performance of Council

Q1. In general, how satisfied are you with the performance of Council, and their services, not just on one or two issues but across all responsibility areas?



	Overall 2015	Overall 2013
Mean rating	3.87 ▲	3.56 ▼

NSW LGA BRAND SCORES	Overall 2015	Metro	All of NSW
Mean rating	3.87 ▲	3.45 ▼	3.31 ▼

	Overall	Male	Female	18-34	35-49	50-64	65+	Ratepayer	Non - Ratepayer	English	Other
Base	403	197	206	145	113	85	60	305	98	224	179
Mean rating	3.87	3.78	3.95	3.79	3.84	3.90	4.06	3.83	3.99	3.94	3.78

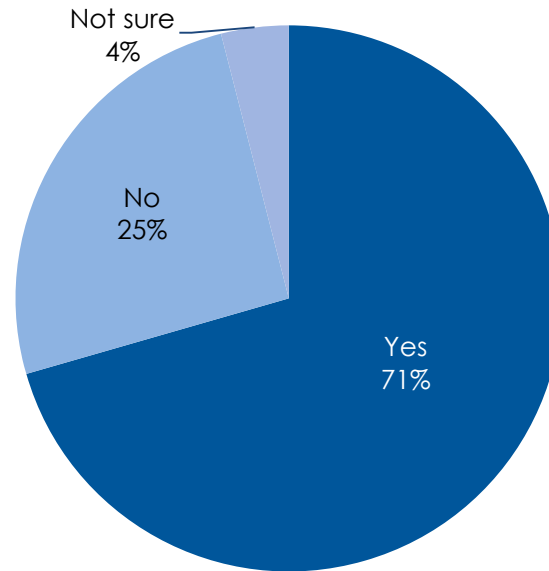
Scale: 1 = not at all satisfied, 5 = very satisfied

▲ ▼ = significantly higher/lower level compared to overall rating

This is a strong result for Council, with 92% of residents at least 'somewhat satisfied' with Council's performance. Mean satisfaction with Council's performance has significantly lifted since 2013 and the absolute mean score is the highest observed in the LGA category in more than 5 years

# Awareness of the Review of Local Government System

Q2. Are you aware that the State Government is reviewing the Local Government system?



	Overall	Male	Female	18-34	35-49	50-64	65+	Ratepayer	Non - Ratepayer	English	Other
<b>Base</b>	<b>403</b>	<b>197</b>	<b>206</b>	<b>145</b>	<b>113</b>	<b>85</b>	<b>60</b>	<b>305</b>	<b>98</b>	<b>224</b>	<b>179</b>
<b>Yes</b>	71%	72%	70%	59%▼	75%	74%	86%▲	78%▲	46%▼	82%▲	56%▼
<b>No</b>	25%	24%	27%	36%▲	21%	23%	12%▼	20%▼	44%▲	17%▼	36%▲
<b>Not sure</b>	4%	4%	4%	5%	4%	3%	2%	2%▼	10%▲	1%▼	8%▲

▲ ▼ = significantly higher/lower level compared to overall rating



**71% of residents stated they were aware the State Government is reviewing the Local Government system**

# Concept Statement

The NSW State Government appointed an independent local government review panel to investigate the need for changes that will ensure councils are sustainable, efficient, and effective.

Based on the review panel's findings, the state government has recommended reducing the number of metropolitan councils from 41 to about 15. This is to be achieved through merging your council with other councils.

The argument against the merger is that a bigger council will be less responsive to the community's needs and local issues. An argument for the merger is that a bigger council could be more economically efficient in the delivery of services.

The review panel has made recommendations for Holroyd Council to be merged with Parramatta, Auburn, and the western portion of Ryde Council. This would create a large Western Sydney Council with a population of over 450,000 residents, however, this is only a recommendation, there is also the option to oppose any merger, or to propose an alternative idea.

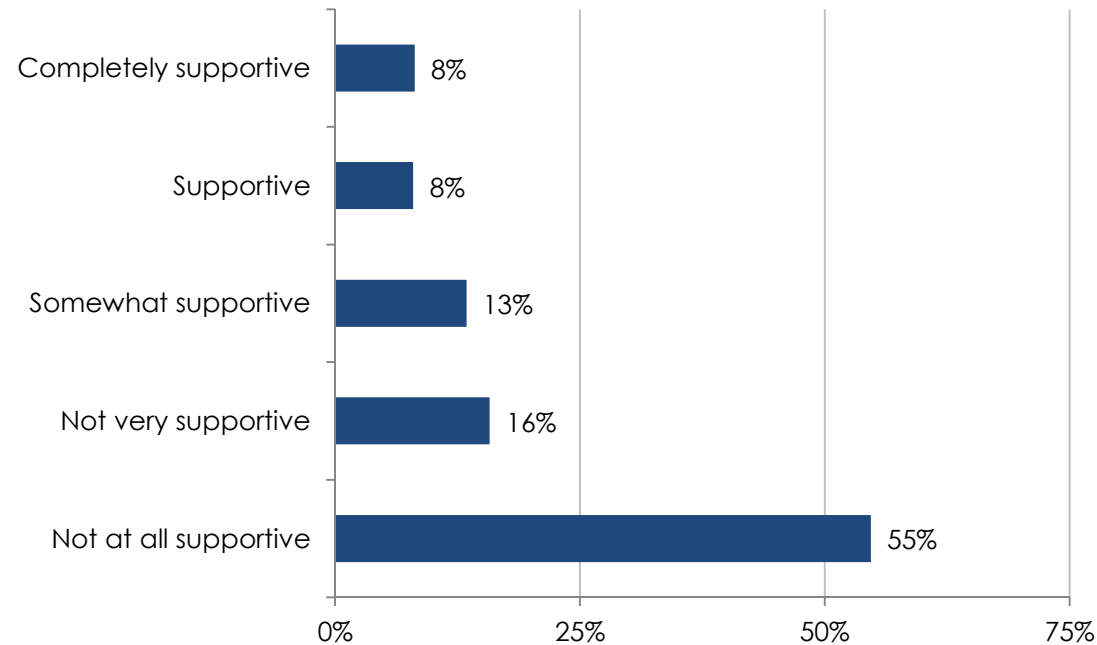
Holroyd Council is a strong and sustainable Council from both a financial and service delivery perspective. Holroyd Council does not support the mega Council proposal as they believe a larger bureaucracy will make it much harder for you, our residents, to be heard.

Holroyd City Council is seeking our community's views on the recommendations.



# Support for the Holroyd City Council Merger

Q3a. How supportive would you be of Holroyd Council being merged with those 3 other councils in western Sydney?



	Overall	Male	Female	18-34	35-49	50-64	65+	Ratepayer	Non - Ratepayer	English	Other
Base	403	197	206	145	113	85	60	305	98	224	179
Mean rating	1.99	2.20	1.79	2.10	2.04	1.97	1.67	1.94	2.16	1.82	2.20

Scale: 1 = not at all supportive, 5 = very supportive



**Support for the amalgamation is very limited, with 71% of residents 'not very' to 'not at all' supportive of Holroyd City Council being merged with the 3 other nominated councils in western Sydney**

# Reason for Level of Support

Q3a. How supportive would you be of Holroyd Council being merged with those 3 other councils in western Sydney?

Q3b. Why do you say that?

<b>Not At All to Not Very Supportive (71%)</b>	
Creating such a large Council area would negatively impact service provision	28%
Larger Council area will lead to less locally effective/responsive Council	25%
Good current performance of Holroyd Council makes a merger unnecessary	21%
Amalgamation would force Holroyd to take on financial/organisational problems of other Councils	13%
Certain areas would be prioritised over others in an amalgamated Council	4%
Concerned over maintenance of specific facilities - <i>community services, green waste, leisure facilities, outdoor areas</i>	3%
Larger population would reduce community consultation/increase Council infighting	3%
Demographics of Councils proposed for merger would not be compatible	2%
<b>Somewhat Supportive (13%)</b>	
Somewhat supportive of amalgamation but some concern over implementation - <i>financial effects, position of Holroyd within new Council, viability of other Councils</i>	3%
Generally in favour of Council reform	2%
No strong preference for either outcome at this stage	2%
Not convinced that an amalgamation would allow for effective service delivery	2%
Supportive of merger if larger Council can achieve better service provision	2%
<b>Supportive to Completely Supportive (16%)</b>	
Merger will allow more efficient service delivery from Council	9%
Dissatisfaction with Holroyd Council performance makes amalgamation attractive	2%
Amalgamation would reduce problem of overgovernment	2%
Larger Council area will be more accountable/transparent/professional	2%



**The majority sentiment is that a large council would provide less effective/responsive servicing for the local community**

# Residents' Verbatim Comments

'Not very' to 'Not At All' Supportive

**"Holroyd Council is a strong financial and effective Council that have always conducted in a positive manner and have no need to amalgamate"**

**"Larger councils lose the personal contact with its residents"**

**"It will be too big an area to be managed effectively by one council"**

**"Larger council would swamp us and our opinions and we would be lost amongst everyone else without a quick response to requests"**

**"Concerned about quality of services falling with merger"**

**"Bigger Council will be less responsive to the community's needs and local issues"**

**"Holroyd is already serving the community well and do not believe the merger into a mega Council would work"**

**"Council area will be too large to service efficiently or effectively"**

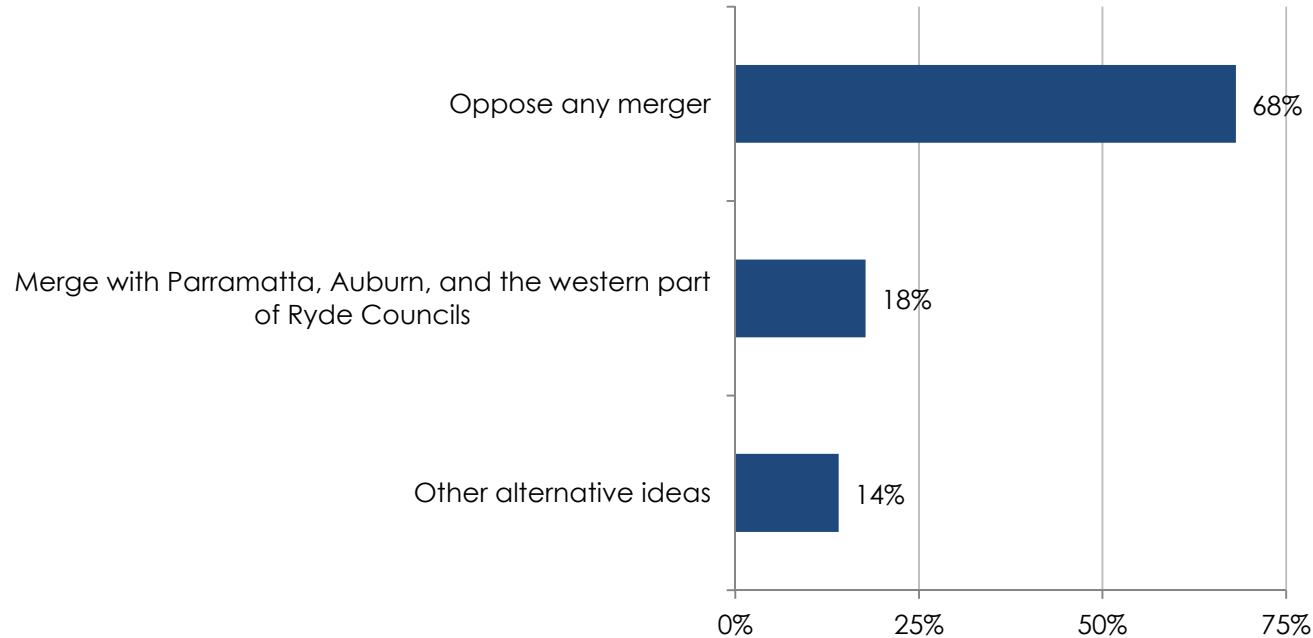
**"Merging with these other Councils may be detrimental to the Holroyd area as the other Councils may not share the same vision or opinions"**





# Preferred Options

Q4. As we indicated, the Review Panel has recommended some options for Holroyd, however, there are also options to oppose the merger, or to propose an alternative idea. Which of the following would be your preference?



	Overall	Male	Female	18-34	35-49	50-64	65+	Ratepayer	Non - Ratepayer	English	Other
<b>Base</b>	<b>403</b>	<b>197</b>	<b>206</b>	<b>145</b>	<b>113</b>	<b>85</b>	<b>60</b>	<b>305</b>	<b>98</b>	<b>224</b>	<b>179</b>
<b>Oppose</b>	68%	64%	72%	65%	65%	67%	84%▲	71%	60%	74%	61%
<b>Merge</b>	18%	19%	16%	22%	20%	15%	9%	15%	25%	11%▼	26%▲
<b>Alternate</b>	14%	17%	11%	14%	15%	18%	7%	14%	15%	15%	12%

▲ ▼ = significantly higher/lower level compared to overall rating



**Support for amalgamating with any council was low,  
with 68% of residents opposed to any merger**

# Alternative Ideas

- Q4. As we indicated, the Review Panel has recommended some options for Holroyd, however, there are also options to oppose the merger, or to propose an alternative idea. Which of the following would be your preference?  
Do you have any other alternative ideas?

	Count
Merge with Parramatta only	27
No significant preference at this time	6
Ensure that the merger creates a small enough council area to maintain services	4
Improve Holroyd Council's structure/efficiency to make the proposed merger unnecessary	2
Merge with Auburn only	2
Merge with Parramatta and West Ryde	2
Conduct the merger based on resident referendum	1
Ensure that the merger is undertaken with an effective council	1
Merge with any proposed council other than Parramatta	1
Merge with Blacktown and/or Fairfield	1
Merge with Fairfield only	1
Merge with Parramatta and Blacktown	1
Merge with Parramatta and Fairfield	1
Merge with The Hills Shire	1
Overhaul of the entire Sydney Council system	1

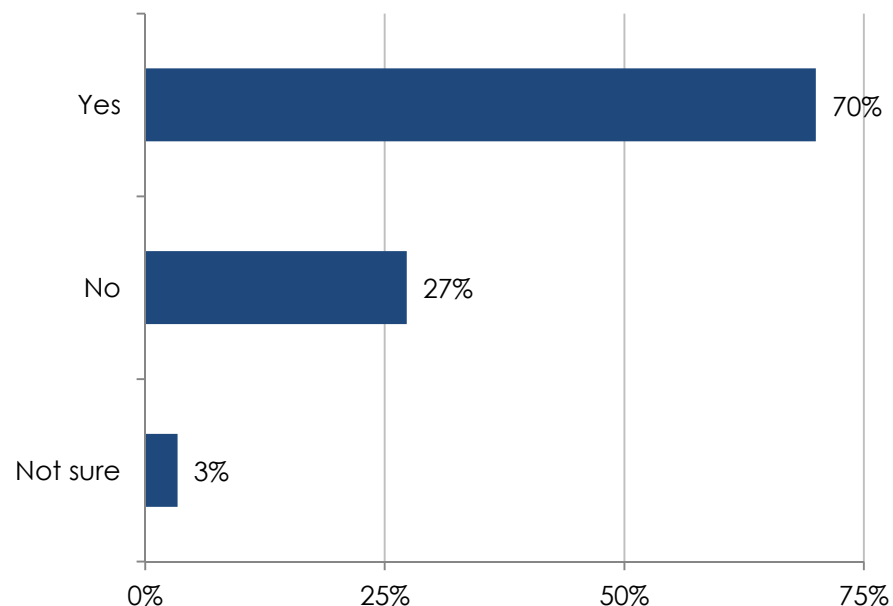
Base: n=52



**Of the 14% who proposed an alternative idea, a merger with 'Parramatta only' was the most suggested idea**

# Awareness of the Proposed Amalgamation

Q5a. Prior to this call were you aware of the proposed amalgamation of Holroyd with other councils?



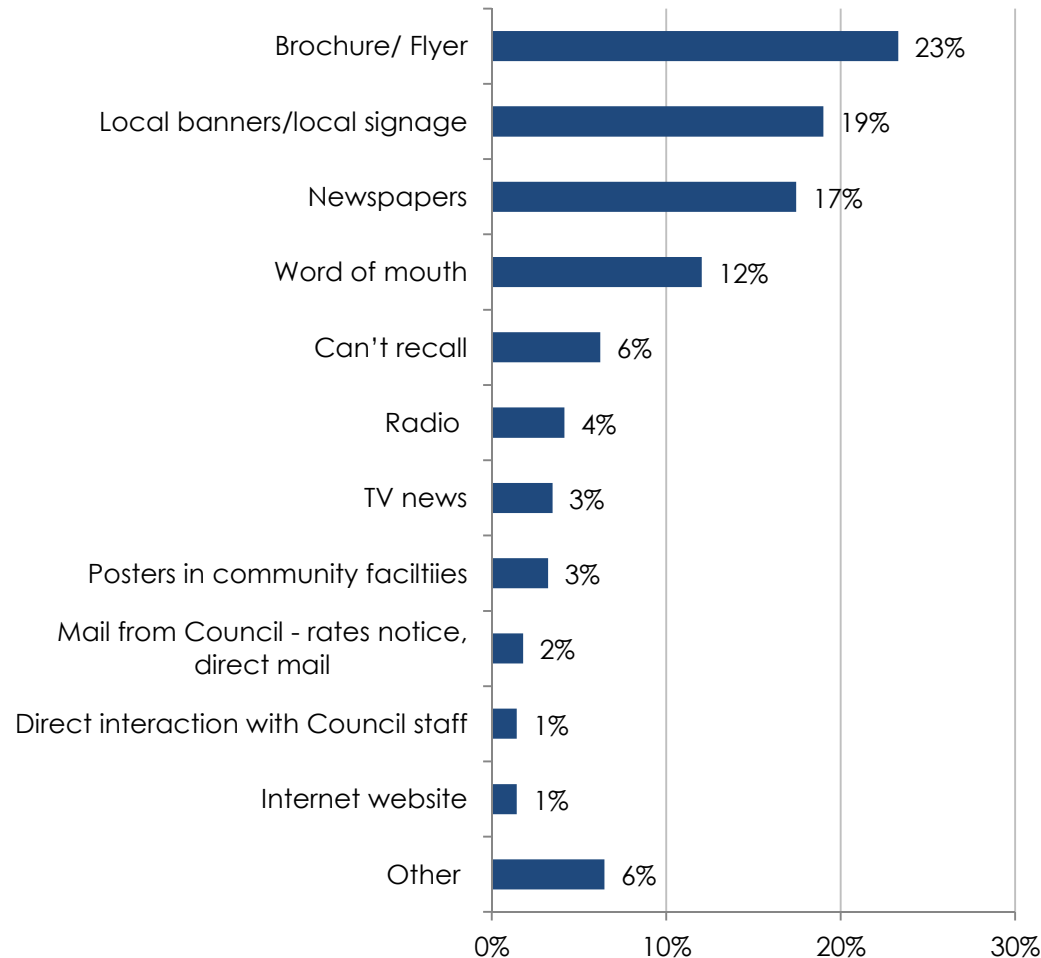
	Overall	Male	Female	18-34	35-49	50-64	65+	Ratepayer	Non - Ratepayer	English	Other
<b>Base</b>	<b>403</b>	<b>197</b>	<b>206</b>	<b>145</b>	<b>113</b>	<b>85</b>	<b>60</b>	<b>305</b>	<b>98</b>	<b>224</b>	<b>179</b>
<b>Yes</b>	70%	68%	70%	56%▼	72%	73%	90%▲	76%▲	49%▼	82%▲	54%▼
<b>No</b>	27%	29%	26%	36%	28%	26%	8%▼	22%▼	44%▲	14%▼	44%▲
<b>Not sure</b>	3%	3%	4%	8%▲	0%	1%	2%	2%	7%	4%	2%

▲ ▼ = significantly higher/lower level compared to overall rating

Awareness of the proposed amalgamation was high, with 70% of residents indicating they had prior knowledge of the proposed merger

# Medium for Receiving Information About Amalgamation

Q5b. Where did you first hear about the proposal to amalgamate Holroyd with other councils?



Base: n=279

Brochure/Flyer (23%) specified	Count
Council printed material - brochure, flyer, leaflet, newsletter, rates notice	29
Public outdoor flyer/banner	11
Brochure at local business/community facility	7
Mail/flyer - unsure of source	6
Community information material	4
Letter from local Member of Parliament	1
Letter from the State Government	1
Newspapers (17%) specified	
Parramatta Advertiser	44
Sydney Morning Herald	8
The Daily Telegraph	8
Parramatta-Holroyd Sun	7
Local paper - unsure	5
Word of Mouth (12%) specified	
Directly from Councillor or Council staff	8
Friend	7
Neighbours/other local residents	7
Recreation activities - community group, local club, sport	6
Family member	5
Work colleague	1

Residents most often heard about the proposed amalgamations from 'brochure/flyer' (23%), 'local banners/local signage' (19%), and 'newspapers' (17%)

# Summary Of Results



# Summary of Results

- Overall community satisfaction with Holroyd City Council is high
- Around 70% were aware that the State Government was seeking to reform the Local Government System
- The majority of residents reject outright any amalgamation
- The key driver of residents' rejection of amalgamation is the belief that a larger council would not be beneficial for the local community as it would be less effective/responsive in servicing the local community



**The Holroyd City community do not support any amalgamation**



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**APPENDIX B**  
**REACHTEL COMMUNITY CONSULTATION REPORT**

30<sup>th</sup> January 2015

## FINAL RESULTS

ReachTEL conducted a survey across the Holroyd Council Local Government area on the night of 29<sup>th</sup> of January 2015. 834 residents completed the survey.

### Filter question:

Do you or any member of your family work for the Holroyd City Council?

Yes – excluded from poll
No – Continue to Q1

### Question 1:

How many years have you lived in the Holroyd Local Government Area?

	Total	Female	Male	18-34	35-50	51-65	65+
Less than 6 months	1.7%	3.3%	0.5%	4.4%	0.4%	0.0%	0.0%
6 months to 2 years	6.2%	4.5%	7.6%	9.1%	8.2%	1.8%	.8%
3 – 5 years	8.8%	9.6%	7.9%	14.1%	10.3%	1.8%	2.4%
6 – 10 years	13.1%	12.2%	14.0%	17.4%	15.6%	7.8%	4.0%
More than 10 years	70.2%	70.4%	70.0%	55.0%	65.4%	88.6%	92.7%

### Question 2:

Do you own or rent the property you are living in?

	Total	Female	Male	18-34	35-50	51-65	65+
Own	76.1%	77.9%	74.3%	65.4%	74.5%	87.5%	89.6%
Rent	23.9%	22.1%	25.7%	34.6%	25.5%	12.5%	10.4%



**Question 3:**

*Generally speaking, how would you rate the performance of Council and their services?*

	<i>Total</i>	<i>Female</i>	<i>Male</i>	<i>18-34</i>	<i>35-50</i>	<i>51-65</i>	<i>65+</i>
<i>Very good</i>	28.7%	26.1%	31.4%	30.2%	26.7%	26.8%	30.6%
<i>Good</i>	36.4%	39.4%	33.3%	37.2%	43.2%	28.6%	32.3%
<i>Satisfactory</i>	26.0%	28.9%	23.0%	25.5%	21.0%	32.1%	29.0%
<i>Poor</i>	4.3%	4.7%	3.9%	0.0%	5.3%	8.9%	6.5%
<i>Very poor</i>	4.6%	0.9%	8.3%	7.0%	3.7%	3.6%	1.6%

**Question 4:**

*Are you aware that the State government is reviewing the Local Government system?*

	<i>Total</i>	<i>Female</i>	<i>Male</i>	<i>18-34</i>	<i>35-50</i>	<i>51-65</i>	<i>65+</i>
<i>Yes</i>	63.9%	61.5%	66.7%	51.5%	67.1%	75.0%	73.4%
<i>No</i>	19.7%	22.3%	16.9%	23.7%	24.3%	11.3%	12.1%
<i>Undecided</i>	16.3%	16.2%	16.4%	24.7%	8.6%	13.7%	14.5%



#### **Introduction:**

*The State Government wants to reduce the number of metropolitan councils from 42 to as little as 15. This is to be achieved by merging local and bordering councils together.*

*The argument for merger is that a bigger council could achieve economic efficiencies and an argument against is that a larger council servicing a population of around 450,000 may be less responsive to community needs or local issues.*

#### **Question 5:**

*Do you support or oppose Holroyd Council being merged with the councils of Parramatta, Auburn and the western portion of Ryde?*

	Total	Female	Male	18-34	35-50	51-65	65+
Strongly support	9.1%	5.4%	13.0%	9.1%	9.5%	8.3%	9.5%
Support	14.1%	15.5%	12.7%	16.2%	12.8%	14.9%	11.1%
Indifferent	10.9%	12.2%	9.5%	9.8%	12.8%	10.1%	10.3%
Opposed	24.2%	27.6%	20.8%	17.5%	25.2%	26.2%	34.9%
Strongly opposed	41.7%	39.3%	44.0%	47.5%	39.7%	40.5%	34.1%

#### **Question 6:**

*Prior to this call, were you aware of the proposed amalgamation of Holroyd with other Councils?*

	Total	Female	Male	18-34	35-50	51-65	65+
Yes	71.8%	72.5%	71.0%	73.2%	67.1%	74.4%	74.4%
No	16.9%	16.2%	17.7%	13.4%	24.7%	14.3%	13.6%
Undecided	11.3%	11.3%	11.3%	13.4%	8.2%	11.3%	12.0%



**Question 7:**

*Where did you first hear about the proposal to amalgamate Holroyd with other Councils?*

	<i>Total</i>	<i>Female</i>	<i>Male</i>	<i>18-34</i>	<i>35-50</i>	<i>51-65</i>	<i>65+</i>
<i>Television</i>	8.5%	5.8%	11.5%	12.3%	4.9%	5.6%	8.7%
<i>Radio</i>	6.1%	6.5%	5.9%	5.9%	6.7%	6.4%	5.4%
<i>Newspapers</i>	31.1%	24.5%	38.2%	12.3%	38.0%	40.8%	50.0%
<i>Friends / Family</i>	7.6%	11.9%	3.1%	5.9%	8.6%	10.4%	6.5%
<i>Online</i>	5.3%	8.1%	2.4%	8.7%	6.1%	1.6%	1.1%
<i>Other</i>	33.3%	36.8%	29.5%	47.0%	30.1%	23.2%	20.7%
<i>Can't recall</i>	8.0%	6.5%	9.4%	7.8%	5.5%	12.0%	7.6%

*Note: Only those respondents who said 'Yes' to Question 6 were included in Question 7*

**Question 8:**

*In a few words, please tell us your feelings towards Holroyd Council amalgamating or merging with other councils.*

This survey was conducted using an automated telephone based survey system among 834 voters. Telephone numbers and the person within the household were selected at random. The results have been weighted by gender and age to reflect the population according to ABS figures. Please note that due to rounding, not all tables necessarily total 100% and subtotals may also vary. Copyright ReachTEL Pty Ltd.



**APPENDIX C**  
**SHARED SERVICES AND COLLABORATIONS**

Shared Service	Description
Holroyd SES	Holroyd SES is sponsored and housed by Holroyd Council. The services are provided to Parramatta, Fairfield and Blacktown Councils when required, not just Holroyd.
Delegation Software Program	Reduced cost by partnering with WSROC
Envisage program	Shared across WSROC and Port Macquarie
Animal Pound	Shared Pound facility in Blacktown
Rid Squad	
Local Government Procurement	Tenders for goods and services
WSROC - Procurement	
Inter Council library loans	
OLG – Procurement	Energy purchases of electricity and gas
Mobile problem waste collection service	With Mission Australia, Parramatta and Auburn Councils
Western Sydney Residential Asbestos Disposal Scheme	Program Control group
Light Years Ahead	Western Sydney Energy Street Lighting Program Control Group
Metro Pool	Insurance Pool with 10 other Councils

Collaboration	Description
WSROC Technical Committee	All traffic engineers in the WSROC area are members of the committee where information such as RMS directions, heavy vehicle regulations, permit parking, traffic strategies are collaborate discussed so that a common policy is shared and followed in the region.
Floodplain Management Committee	Members of the public, Councillors, Council officers, State Government representatives, SES and adjoining Council Officers are members of the committee. The key objective of the committee is to ensure that the flood planning controls for the entire region is consistent through the NSW Floodplain Development Manual.
Bicycle Steering Committee	A committee consisting of Councillors, Council officers, State Government representatives, Bicycle User Groups and other Council (mainly WSROC) Officers. The key objective of the committee is to ensure that the Cycleway network for the Western Sydney region is functional, connected, promoted and funded through joint representation to the funding source.
Endeavour Energy (Street Lighting) Working Group	The group of technical officers from the energy supplier and Council collaboratively works on the network efficiency for energy and environmentally friendly lighting which would service the community effectively.
Local Emergency Management Meetings	Collaboratively working with Parramatta City Council, we have an informal arrangement whereby we alternate the meetings. Police and all other functional areas need only come to one meeting (not two) every three months. Secretarial services are shared between the two councils.
Merrylands City Centre Project	The Merrylands City Centre Project will require Parramatta City for their collaboration around Merrylands Station
LG NSW HR group meetings	
WSROC quarterly meetings	
Seek a Skill	Collaboration between SWC/TAFE/Liverpool and Fairfield Council in 2015. Collaboration between SouthWest Connect/TAFE/TAFE Work skills in 2015
Australian Network on Disability and National Disability Recruitment	Partnership with organisation regarding Disability employment



Collaboration	Description
Lighthouse Program	Partnership in providing additional support to students at risk of leaving school
Holroyd Hay Alliance	Committee, Staff liaison to oversee entire alliance and joint projects
Training	Provision of training and inviting all Councils to attend
Local Government Children's Services Managers Forum	Shared ideas and resources and advocacy for the rights and needs of children
Holroyd Educators United Meeting	All Children's services providers across the LGA work together to achieve strategic goals such as ECO Hubs – Environmentally friendly initiatives program and paint the town Read
Paint the Town REad	Collaboration with local government areas across Australia
Eels read with a mate program	Collaboration with Parramatta Council, Community Migrant Resource Centre to deliver this reading program
Refugee Week Activities	Joint programs with Auburn and Holroyd
Active Koori Women's Program	Collaboration in conjunction with Women's Cumberland Health Centre
Western Sydney Waste Managers Group	
WSROC regional Waste Coordinators	
Joint Waste Reveal and Processing Tender	With Parramatta and Bankstown
Membership with Waste Management Association of Australia	
Waste Educators Network	
CUPS (Council United for Pets – Information sharing network)	
Western Sydney Environmental Educators	

Collaboration	Description
Network	
Sustainable Councils Network	
Sustainable Business Network	
Western Sydney Environmental Health Steering Committee	Public Health partnership
Western Sydney Regional Food Group	
NSW Food Authority State Liaison Group	
Environmental Health Australia	NSW Board (Vice President) National Board (National Director) Food regulation Forum Special interest groups as arise
State Government and Council	Occupation of Council land during the M4 widening project – Holroyd Sports Ground and Junction Street Reserve
State Government and Council	Occupation and acquisition of Council land during the Wentworthville and Pendle Hill Rail Upgrades

**APPENDIX D**  
**DOE PROJECTS - BENEFITS**

## Holroyd City Council

### Driving Organisational Excellence (DOE) Benefits

#### DOE 1

Project	Benefits to Community and Stakeholders	Benefits to Council	Benefits to Staff
<b>Communications Strategy</b>  To ensure communication of information within Council is accurate, relevant and provided in a time and suitable manner for staff receiving the communication	Reduced risk of publications not accurately reflecting the current situation or message being delivered  Up to date and accurate information will be passed on to the community / residents and other stakeholders  Reduced complaints from community regarding inconsistent information	Councillors will have improved information regarding Council operations	Staff will be in a position to solve problems or address issues of residents.  An appropriate set of policies and procedures to guide and co-ordinate Council/staff activities in place  Reduced complaints from staff regarding inconsistent information
<b>Works Plans</b>  Review current processes of performance against work plans – How are workplans consistent with the Management Plan within Children's Services	Allocation and resource utilisation and undertaken in accordance with Council approved plans	Plans are prepared in support of Council's direction -  Number % of work plans consistent with Management Plan: 100%	Planning approaches developed across Council to align department plans with Management Plan

<b>Project</b>	<b>Benefits to Community and Stakeholders</b>	<b>Benefits to Council</b>	<b>Benefits to Staff</b>
<b>Customer Service Strategy</b>  Lack of knowledge of a formal Customer Service Policy has led to limited direction for staff on expected levels of Customer Service	Consistent and appropriate level of service to residents/community  Reduced complaints regarding customer service  Better or improved feedback from community surveys	Council will develop a reputation as a customer driven Council	Customer Service Strategy and Policy in place to guide staff in their dealings with residents/community
<b>Benchmarking</b>  Develop a benchmarking guide to assist staff to develop their own benchmarking programs so as to measure their own performance or productivity	Service delivery can be improved across the range of benchmarked activities/services  Process improvement can be accelerated using benchmarking	Generally, efficiency and productivity of the Council will improve  Number of benchmarking projects/studies being undertaken  Number of benchmarking projects/completed	Staff have a tested approach to benchmarking any Council activity or operation.  Comparisons with other organisations a learning experience for staff.  Streamlined processes means that staff can process more

## DOE 2

Project	Benefits to Community and Stakeholders	Benefits to Council	Benefits to Staff
<p><b>Work planning</b></p> <p>Following the results of the first DOE projects, it was decided that all four teams on the next round of DOE would focus on developing an approach to planning that</p> <ol style="list-style-type: none"> <li>1. Raised awareness among staff (Management Plan and process)</li> <li>2. Was consistent with the Management Plan</li> </ol> <p>Four projects covering</p> <ul style="list-style-type: none"> <li>• Engineering</li> <li>• Corporate and Financial Services</li> <li>• Library and Community Services</li> <li>• Environment and Planning</li> </ul>	<p>Better chance that Council priorities as reflected in the Management Plan will be effected if operational plans are consistent</p> <p>Increased probability that the plan for the City will be achieved</p>	<p>Operational plans consistent with Council's Management Plan</p> <p>Comparison between years facilitated by using standard approaches and formats</p> <p>These approaches/formats enabled/facilitated loading plans on to the intranet</p> <p>Significant increase in awareness and understanding of the Council's Management Plan</p> <p>Number % of work plans consistent with Management Plan: 100%</p>	<p>Streamlined and consistent processes throughout Council</p> <p>Anecdotal evidence that the planning process was less of a disruption/hectic</p> <p>Staff in different departments have an approved process to follow</p> <p>More time to spend on value-adding work (such as improving the quality of plans or implementation strategies)</p> <p>Reduced complaints from staff regarding lack of knowledge of Council's corporate direction.</p>

### DOE 3

Project	Benefits to Community and Stakeholders	Benefits to Council	Benefits to Staff
<b>Depot/Workshop Review</b>  To improve the systems and procedures within the mechanical workshop so as to improve workshop operations	Appropriate levels of maintenance of Council/community assets  Efficiently run Council Depot/community assets	Efficient and capable Council operated service	Council staff are the bulk of the Depot's clients – more efficient and effective service to them  Depot operations improved with the ownership of Depot staff
<b>Corporate Knowledge Management</b>  To improve corporate knowledge management in order to capture, retain and disseminate facts, data and knowledge which will lead to improved decision making	Relevant knowledge can be used and protected for the benefit of the community and stakeholders	Outlines the steps that the Council can take to improve management of its knowledge  More effective storage and dissemination of knowledge and information	Staff have set procedures that can be followed to retain the data and information that they use in their work  These procedures will give staff access to the knowledge and information they need from others

Project	Benefits to Community and Stakeholders	Benefits to Council	Benefits to Staff
<b>Development Assessment Benchmarking</b>  To review Council's development assessment process through a process of benchmarking and provide avenues for improvement in order to enhance efficiency and minimise delays in the process	Streamlined approvals process for development application – increased approvals per month with less delays for developers and residents  More processed per month equals an increase in productivity  Less complex process for developers and residents	Less pressure on planning and development staff – improved retention  Improved reputation for Council	Less pressure on planning and development staff  Staff now have a set of streamlined procedures to follow
<b>Team Development</b>  To develop a system to improve staff relationships in order to promote team development within Children's Services by increasing knowledge and awareness	Teams that are functioning well in Council will arguably lead to better services to the community  Well-functioning teams in Council contribute to a well-functioning Council	The Council now has a <i>toolkit</i> that can be used to improve team development and hence performance throughout Council	Blueprint and tools exist and application explained so that teams throughout Council can take ownership of their development  Experiences users in Children's Services available to assist teams



## DOE 4

Project	Benefits to Community and Stakeholders	Benefits to Council	Benefits to Staff
<b>Staff Surveys</b>  To improve Council's staff feedback system in order to enhance the working environment and ensure staff satisfaction	Addressing the issues identified by staff should lead to a better environment for staff – improved morale – improved performance – better experience for community  “Good” results are an indicator that the Council is managing its HR well	Direct way to find out issues that they need to address in order to meet one of the major stakeholders' needs  The results provide a source for improvement projects  It provides useful information to HR – measure change over time  Provided invaluable baseline data on a range of issues  Council may be able to anticipate potential problems  Acting on the feedback from staff contributes to the Council being a preferred employer	A periodical and anonymous way to let the organisation know how they feel/what their issues are  Subsequent action by HCC will let staff know they are being listened to/making a contribution  An avenue for them to air their dissatisfaction

<b>Project</b>	<b>Benefits to Community and Stakeholders</b>	<b>Benefits to Council</b>	<b>Benefits to Staff</b>
<b>Customer Surveys</b>  To develop a customer survey process that equips all sections of Council with the necessary tools to conduct their own quality customer surveys	The community and stakeholders have an avenue to tell areas in Council what is not meet their expectations	Develops the internal capability to get important feedback from customers  Feedback from customers/the community enables Council to put resources into the right areas to meet community expectations	Staff have a set of procedures to follow to reliably obtain feedback from customers  Important feedback to staff since it will indicate where they are not contribution to their “satisfaction”
<b>External Communications Strategy</b>  To improve Council’s current external communication processes by implementing best practice communication principles	Accurate and timely communications to the community and stakeholders	A standardised process to ensure that communications maintain a quality and consistency expected of Council	A set of principles and procedures for staff in any area to follow ensuring quality and consistency of external communication

<b>Project</b>	<b>Benefits to Community and Stakeholders</b>	<b>Benefits to Council</b>	<b>Benefits to Staff</b>
<b>Governance Report</b>  Review the Governance Reporting system so it provides a mechanism to measure and communicate Council's progress in meetings its obligations	Developing this report will enable a focus on those performance indicators in which stakeholders and the community have an interest	Improvements to all areas of performance for Council – this project seeks to systematically improve its quality  This project links performance planning to performance reporting	Blueprint and process for staff to follow to enable them to come up with performance indicators for their work

## DOE 5

Project	Benefits to Community and Stakeholders	Benefits to Council	Benefits to Staff
<b>Organisational Systems View</b>  This project sought to develop and implement a systems for view for the Council	By improving their understanding of systems, council staff will be able to relate to the community more effectively.	Substantial impact on Council and how its staff conduct business – appreciating throughout Council of its inter connections, inter dependence and inter relationship.	Clearer understanding of how Holroyd Council works and operates as a system. This includes:  Linkages and processes within their own work areas  Linkages and processes in work areas

Project	Benefits to Community and Stakeholders	Benefits to Council	Benefits to Staff
<p><b>Innovation</b></p> <p>Establish a support structure that would standardise the way in which ideas (innovation) are developed and resourced throughout all levels and departments in HCC</p> <p>Embed innovative techniques and prioritise innovation by producing a workplace culture that promotes, supports and resources the implementation of innovative ideas across the organisation</p>	<p>Innovative ideas to improve the organisation and services to the community.</p>	<p>Transparent process for innovation awards</p> <p>Reduced criticism as a result of the above</p> <p>Over time there should be a move towards a more innovative culture/effective Council 0-positive reputation.</p>	<p>Staff develop an appreciation of the impact of their action on other areas and staff in the Council. Clear process for staff to follow when suggesting ideas or innovative solutions to Council problems, issues</p> <p>Innovations implemented should lead to workplace improvements.</p>

<b>Project</b>	<b>Benefits to Community and Stakeholders</b>	<b>Benefits to Council</b>	<b>Benefits to Staff</b>
<b>Benchmarking</b>  To establish guidelines using DOW 1 Benchmarking Report that will assist staff in developing and monitoring outcome based on KPIs	Organisational efficiency and improved service delivery.	Useful comparison against Other Councils, processes and approaches – done professionally it is more reliable than comparison with OLG collated figures.	Easy and understandable path to follow for improved performance  An efficient and accelerated way to improve performance.
<b>Corporate Knowledge Management Implementation</b>  To implement the recommendations prepared by the original Corporate Knowledge Management Team incorporating the expanded use of the Intranet in knowledge sharing between staff	Access to and provision of up to date, accurate and complete information.	Effective management of knowledge in Council  Less internal and external criticism of how information and knowledge is managed in Council.	Laid down procedures for staff to follow – knowledge is managed well when they are followed  Staff have clear roles in managing knowledge in HCC.

## DOE 6

Project	Benefits to Community and Stakeholders	Benefits to Council	Benefits to Staff
<b>Knowledge &amp; Information</b>  Collection, analysis, interpretation and presentation of data and results	Improved ability across Council to access data and information more effectively across Council operations.	Improved ability across Council to use data and information more effectively across Council operations.	Staff will have an approach they can use to collect, analyse, interpret and present data and information.
<b>Knowledge &amp; Information</b>  The use of flowcharting to map the flow of data or steps in the process	A more efficient Council with a greater understanding of their procedures / processes.	Improves corporate knowledge retention.  Flowcharts across the organisation will be the basis for further streamlining of processes.	Consistent and standardised procedures for all areas / staff in HCC.  Easy to use and understand leads to time savings.  Training

<b>Project</b>	<b>Benefits to Community and Stakeholders</b>	<b>Benefits to Council</b>	<b>Benefits to Staff</b>
<b>Knowledge &amp; Information</b>  Developing strategies to encourage staff to display the data and information related to their work	Visible displays of data and information creates a perception with stakeholders and the community that the Council knows what it is doing  Continuing to present data and information visibly at Chambers, in presentations and in publications will be more informative to stakeholders and the community.	Increased sharing of information in Council  Working with the presentation of data and information will lead to familiarity and skill working with and presenting information.	Staff will have an approach / kit to use to assist them to present their data and information  Visible presentation of data facilitates sharing of information among staff / different areas.



## DOE 7

Project	Benefits to Community and Stakeholders	Benefits to Council	Benefits to Staff
<b>Water Conservation</b>  Water Conservation Related to Council Assets	A reduction in demand for mains water, stormwater volumes, flow and pollution loads to downstream waterways. It compliments the sustainable environment and climate change.	A reduction in the use of portable water to irrigate parks and reserves, water conservation in buildings and Carparks and provides a sustainable environment for Council's infrastructure system.	Guidance in incorporating water harvesting and conservation into its Development Control Plan for future developments.

<b>Project</b>	<b>Benefits to Community and Stakeholders</b>	<b>Benefits to Council</b>	<b>Benefits to Staff</b>
<b>Events Management</b>  How Holroyd City Council can professionalise and standardise its events management	Structured and well organised events which are enjoyable to the community	Improved work procedures and controlled events, with less risk involved	Clear outline of event management on major and minor scales Simple, effective check list available, and essential documents included, to make the planning of an event less challenging and time consuming.
<b>Grants and Subsidies</b>  To develop a “Grants and Subsidies Monitoring System” for Council.	A system that provides evidence of what grants council has applied for and of these which have been successful. If there is a partnership regarding a particular grant the stakeholder can see how the funding is tracking.	A system that ensure that all financial deadlines are meet and assist in the finalising of the grant.	Provides a one stop system, with assistance of the grant page on the intranet, for staff to manage their grants.
<b>OH &amp; S Risk Assessments</b>  OH&S Risk Assessments in Children’s Services	A greater level of safety for children whilst in the care of Holroyd City Council Children’s Services staff.	A process which simplifies the current way we conducted risk assessments resulting in excursions and workshops being conducted in a safe manner.	Staff are better informed about what is involved in competing risk assessments which aids in a smooth process within I the community.

## DOE 8

Project	Benefits to Community and Stakeholders	Benefits to Council	Benefits to Staff
<b>Citywide Public Domain Master plan</b>  A guide for the future design and development of the Holroyd Local Government Area (LGA) and improve the standards of Council's public interface	A more efficient system that provides clear, consistent signage throughout the Holroyd LGA	Simplifies the use of signage by providing a better technical guideline on size, shape and type of signage for different purposes	The Masterplan which includes technical specification, will provide a consistent approach to different areas within Council for manufacturing signage

Project	Benefits to Community and Stakeholders	Benefits to Council	Benefits to Staff
<b>TRIM</b>  To ensure all staff are aware of their recordkeeping responsibilities under the State Records Act in particular the standard on electronic recordkeeping (Standard 4)	Increased community satisfaction due to of quicker response times to issues and enquiries  Improved communication between community and council  Documents which are readily available for community to view if requested / required	Increased staff accountability for documents and files  Improved response times by staff responding to community enquiries  Relevant documents being saved into Council's records management system	Documents management being improved with documents no longer being 'lost' as they are electronic and sent to their Green Tray  Training allowing consistency in recording documents and using the document management system to its fullest

## DOE 9

Project	Benefits to Community and Stakeholders	Benefits to Council	Benefits to Staff
<b>Water Harvesting</b>  To provide a working document with technical specification on how to make the water harvesting tanks (devices) operate effectively and efficiently within Council assets and include it in DCP	A reduction in demand for mains water, stormwater volumes, flow and pollution loads to downstream waterways. It compliments the sustainable environment and climate change	A reduction in the use of portable water to irrigate parks and reserves, water conservation in buildings and Carparks and provides a sustainable environment for Council's infrastructure system	Guidance in incorporating water harvesting and conservation into its Development Control Plan for future developments
<b>Corporate KPIS</b>  To develop key performance indicators (KPI's) in line with the 'Performance Measurement' recommendations adopted in DOE 4, that allow management to monitor the progress of key activities	Enabling the community to see the progress Council is making towards the long term vision of the city  Improving Councils performance by monitoring trends via community surveys and key performance indicators	KPIS ensure Council is moving towards its goals and improving the performance within each department	Allowing KPIs to form part of Councils Delivery Program and Operational Plans which individual work plans contribute to the overall performance of Council

<b>Project</b>	<b>Benefits to Community and Stakeholders</b>	<b>Benefits to Council</b>	<b>Benefits to Staff</b>
<b>Community Engagement</b>  To assist the Community to become more involved in decision making processes and activities through the use of appropriate methods of community engagement	Improved community engagement with the community and stakeholders to involve them in decision making of Council and the long term strategies and objectives for the city	The ability to have community input into the decisions Council make on the future direction of the city  Data collection to be able to benchmark and trend data collected	Having different engagement methods to use when engaging with the community  Having a variety of information sources when developing plans and strategies for the city

## DOE 10

Project	Benefits to Community and Stakeholders	Benefits to Council	Benefits to Staff
<b>Transporting Children</b>  To develop a cost effective, time efficient and safe way to transport children	Provides a streamlined transportation service at an affordable price at Council's child care centres – in particular Council's Out of School Hours Centres	A cost effective, efficient and safe way to transport children within Children's Service enabling cost savings and efficiency gains to be provided to Council	Improved Work Procedures for staff to carry out the task of transporting children ensuring that it complies with WHS safety and legislation
<b>Electronic Timesheets</b>  To create a more efficient timesheet process for payroll and all employees of Council, using current technologies	An improved Council function which enables the payroll section of Council to be more efficient and allow cost savings to be applied to other areas within the finance department	A more efficient timesheet process for payroll and all employees of Council, using current technologies	Staff are able to access their pay and leave entitlements in an online system  Electronic payslips provided to staff upon request  Leave can be requested using an online system

<b>Project</b>	<b>Benefits to Community and Stakeholders</b>	<b>Benefits to Council</b>	<b>Benefits to Staff</b>
<b>Council Signage</b>  To provide Council with a number of options to choose a standard signage template for a Citywide Public Domain approach	Stakeholders and the community are benefiting from the OH&S practices adopted by the Council and in particular the Depot by the investment into better practice OH&S which reduces injury related expenses	Council is fulfilling its responsibilities in regard to OH&S that affect both staff and the public  The investment into better practice OH&S reduces injury related expenses for Council	Strong awareness of OH&S throughout the Depot and related sites increases safety for staff and those who visit those sites which reduce the potential for injury to Field Staff transporting OH&S signs.
<b>E-Planning</b>  Create a roadmap for Council's e-planning system	An online system allows the community to lodge development applications online  An online system allows the community and stakeholders to enquire about the status of development applications in an easy to use electronic system	An electronic system allows an electronic stamp to endorse DA plans and documents.  An electronic system require hardcopies of approved DA plans and documents to be scanned by Corporate Information which will save time for the staff in the planning area which can allocate resources in other areas	Electronic systems and procedures which include pre-lodgment check, integration of on-line payment systems and management of documents that are lodged electronically and compiling details from on-line forms all save the time of Council staff which can in turn improve DA processing times



## Field DOE

Project	Benefits to Community and Stakeholders	Benefits to Council	Benefits to Staff
<b>Customer interaction</b>  Enable field staff to respond to the public particularly following an incident	An improved Public Incident Form which channels communication appropriately and covers the interests of the individual and the community as a whole.	An improved system that allows Council to fulfill its duties of care and responsibility.	An improved process so field staff have a process they can use to respond to and address public incidents.
<b>Communications in the workplace</b>  To improve communications between gangers and supervisors, particularly in cases of urgency and / or emergency	Field Staff “on site” can be contacted and address community and individual resident problems quickly.	Improved communications that enable more effective management of Field operations  Initiative has been implemented positively impacting efficiency and with no reduction in accountability.	Effective communication system that will provide a more reliable for OH&S emergencies.

<b>Project</b>	<b>Benefits to Community and Stakeholders</b>	<b>Benefits to Council</b>	<b>Benefits to Staff</b>
<p><b>CRMS – Customer Request Management System</b></p> <p>Reduce the errors and duplication associated with poor CRMS information</p>	<p>Individual resident and community issues addressed more effectively</p>	<p>More effective communication across the Council (between customer service and the Depot)</p> <p>Improved process at the Depot to compensate for errors or unclear information coming through on customer requests.</p>	<p>Reduced errors or unclear information in customer requests results in less duplication, error and waste in Field operations – efficiency is increased.</p>
<p><b>OH &amp; S – Awareness and transport of signage</b></p> <p>To review the level of awareness of OH&amp;S at the Depot operations and recommend improvements.</p>	<p>Stakeholders and the community are benefiting from the OH&amp;S practices adopted by the Council and in particular the Depot by the investment into better practice OH&amp;S which reduces injury related expenses</p>	<p>Council is fulfilling its responsibilities in regard to OH&amp;S that affect both staff and the public</p> <p>The investment into better practice OH&amp;S reduces injury related expenses for Council</p>	<p>Strong awareness of OH&amp;S throughout the Depot and related sites increases safety for staff and those who visit those sites which reduce the potential for injury to Field Staff transporting OH&amp;S signs.</p>

Project	Benefits to Community and Stakeholders	Benefits to Council	Benefits to Staff
<p><b>To review and improve communications between Field Staff and supervisory/administrative staff in order to operate effectively</b></p> <p>Review and improvement of communication between the Field Staff and supervisory / administrative staff at the Depot</p>	<p>Improved communication between the supervisors and the staff contributes to a more efficient operation. This in turn provides the community with improved services.</p>	<p>Improved efficiency which enable improvements to be made in areas and in turn cost savings can be identified and implemented</p>	<p>Staff are clear of their roles and responsibilities.</p> <p>Improved morale and work procedures.</p>
<p><b>Review of Satellite Amenities for Field Staff</b></p> <p>To improve satellite amenities in order to improve / clarify working environment / conditions for field staff</p>	<p>Improving amenities for staff, this increases morale and work efficiency. This in turn improves the outputs of Council which benefit the community</p>	<p>Ensuring the WHS Act is adhered to by improving satellite amenities which assists the staff in maintaining their wellbeing and contributing to better services</p>	<p>Improved amenities provides the staff with suitable facilities for meal breaks which contribute to the health, safety and wellbeing of staff. This in turn contributes to a more efficient and productive operation</p>

## **APPENDIX E**

### **SERVICE PROFILES**

### Service Profile

<b>Section Name:</b> General Manager's Section	<b>Section Code:</b> GM-GM1
<b>Department:</b> General Manager's Department	
<b>Brief Description:</b> The General Manager's Section has the legal and strategic responsibility for the overall implementation of Council's day to day activities and ensuring that all activities, finance and data reported to Council is completed, accurate, timely and in accordance with the law. The General Manager has specific governance responsibilities, and is the link between the elected Councillors and Council Staff, implementing actions arising from their decisions in Council Meetings to effectively administer the Holroyd Local Government Area.	

<b>Service:</b> GM Expenditure	<b>Service Code:</b> GM-GM1
<b>Programs:</b> Internal Audit, ES Admin, Councillors, Citizenship Ceremonies, Probity, Governance, Legal Issues, Complaints Management	

### Service Profile

<b>Section Name:</b> Human Resources	<b>Section Code:</b> GM-HR
<b>Department:</b> General Manager's Department	
<b>Brief Description:</b> Human Resources fosters a safe and caring work environment for staff that encourages a high level of service to the community and ensures that staff are rewarded fairly and equitably for their services. Supports the community through work experience programs	

<b>Service:</b> HR Admin	<b>Service Code:</b> GM-HR1
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**Programs:** HR Admin, Organisational Development

<b>Service:</b> Employee Related Costs	<b>Service Code:</b> GM-HR2
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**Programs:** IR Investigations, Well Being Program, Vaccinations, Counselling, Gender Equity Team, Staff Awards, Photo IDs, Corporate Uniforms, Staff Christmas Function

<b>Service:</b> WHS	<b>Service Code:</b> GM – HR3
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**Programs:** Work Health and Safety legislation, WHS training, Workplace Tragedy Memorial Event

<b>Service:</b> Recruitment	<b>Service Code:</b> GM-HR4
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**Programs:** Medicals, Recruitment and Selection, Disability Awareness, Promotion as Employer of Choice

<b>Service:</b> Training	<b>Service Code:</b> GM-HR5
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**Programs:** Training, Child Protection, School Based Programs – Work experience, Seek A Skill Expo, Behind the Scenes Tours

### Service Profile

<b>Section Name:</b> Public Relations	<b>Section Code:</b> GM-PR
<b>Department:</b> General Manager's Department	
<b>Brief Description:</b> Public Relations manages the public profile of Holroyd City Council and its Local Government area through transparent communications of Council affairs, effective promotions of Council's and Holroyd's services, facilities and initiatives, and the delivery of events that build the image of the City and unify its residents and visitors.	

<b>Service:</b> Online Communications	<b>Service Code:</b> GM-PR1
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**Programs:** Manages the provision of online information between the organisation and the public via the Council website; as well as the provision of online information within the organisation via the Intranet.

<b>Service:</b> Events Coordination	<b>Service Code:</b> GM-PR2
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**Programs:** Delivers major and minor events that are funded by the General Manager's Department. Provides support to other departments and the community, where required, when they are running events.

<b>Service:</b> Promotions	<b>Service Code:</b> GM-PR3
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**Programs:** Generates awareness of and engagement in those major and minor events that are funded by the General Manager's Department; as well as events, projects and programs managed by the various Departments across the organisation. Develops the Holroyd Herald and other promotion materials.

<b>Service:</b> Marketing	<b>Service Code:</b> GM-PR4
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**Programs:** Generates awareness of and engagement in the services offered by the organisation and those facilities, projects, programs, and initiatives managed by the various Departments across the organisation through social media assets.

<b>Service:</b> Advertising Bookings	<b>Service Code:</b> GM-PR5
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**Programs:** Books advertisements in the Corporate Page of the Holroyd Sun and Parramatta Advertiser newspapers for the various Departments.

<b>Service:</b> Major Campaigns	<b>Service Code:</b> GM-PR6
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**Programs:** Communicating with media outlets in regards to major campaigns – for example: Hands Off Holroyd, Bonds Site,

<b>Service:</b> Media Relations	<b>Service Code:</b> GM-PR7
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**Programs:** Manages the provision of information to the media regarding Council news and matters on the agenda of the Mayor, Council, or media.

<b>Service:</b> Mayoral Support	<b>Service Code:</b> GM-PR8
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**Program:** Works with the Mayor in communicating with stakeholders and the community by providing copy writing, photography, and design support as requested.



### Service Profile

<b>Section Name:</b> Administrative Services	<b>Section Code:</b> CFS-ADM
<b>Department:</b> Corporate and Financial Services	
<b>Brief Description:</b> Provide quality administrative support and governance on a corporate wide basis for Councillors, staff and the community	

<b>Service:</b> Administration	<b>Service Code:</b> CFS-ADM1
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**Programs:** Access to information, Corporate Support to Councillors, Production of Business Paper, Coordinate Council Elections

<b>Service:</b> Corporate Information	<b>Service Code:</b> CFS-ADM2
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**Programs:** Record Keeping in accordance with State Records Act

<b>Service:</b> Print Centre Operations	<b>Service Code:</b> CFS-ADM3
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**Programs:** Provide Quality Printing Function to Council

<b>Section Name</b> Property	<b>Section Code:</b> CFS-PRP
<b>Department:</b> Corporate and Financial Services	
<b>Brief Description:</b> Management of strategic property matters on behalf of Council	

<b>Service:</b> Property Services	<b>Service Code:</b> CFS-ADM1
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**Programs:** Manage all property matters in accordance with the direction from Council

### Service Profile

<b>Section Name:</b> Corporate Strategy and Engagement	<b>Section Code:</b> CFS-CSE
<b>Department:</b> Corporate and Financial Services	
<b>Brief Description:</b> Provide strategic corporate directions for the organisation through linking community aspirations with Council operations and resources. Review processes to ensure efficiency and effectiveness. Deliver efficient and effective telephone and counter services through Council's customer service Unit. Managing major strategic projects.	

<b>Service:</b> Corporate Planning	<b>Service Code:</b> CFS-CSE1
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**Programs:** Performance reporting, community engagement, development of Community Strategic Plan, Delivery Program, Operational Plan and coordination of Resource Strategy plus special projects.

<b>Service:</b> Process Improvement	<b>Service Code:</b> CFS-CSE 2
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**Programs:** Business analysis, project management, system re-design

<b>Service:</b> Customer Service	<b>Service Code:</b> CFS-CSE3
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**Programs:** Front Counter customer service, reception, CRM management, telephone cell, cheque processing, mail, customer engagement, JP services, welcome kits, Pager and messenger service

<b>Service:</b> Major Projects	<b>Service Code:</b> CFS-CSE4
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**Programs:** Major projects of strategic significance including Special Rate Variation implementation and monitoring Local Government reform project.

### Service Profile

<b>Section Name:</b> Information Technology	<b>Section Code:</b> CFS-IT
<b>Department:</b> Corporate and Financial Services	
<b>Brief Description:</b> Provide a stable IT infrastructure to support Council's business systems and services to the community	

<b>Service:</b> Information technology services	<b>Service Code:</b> CFS-IT1
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**Programs:** Councillor support, User support, User hardware maintenance, wide area network support, system maintenance (including licenses), systems development, mapping (GIS) development, corporate projects, phones (landline and mobiles), security maintenance, DR/BCP, telecommunication services

### Service Profile

<b>Section Name:</b> Risk Management / Internal Audit Facilitator	<b>Section Code:</b> CFS-RM
<b>Department:</b> Corporate and Financial Services	
<b>Brief Description:</b> To implement risk management strategies, policies and programs that create a risk aware and proactive organisational risk culture and to ensure cost effective insurances are maintained for all Council activities and assets to comply with Section 382 of the Local Government Act.	

<b>Service:</b> Risk Management	<b>Service Code:</b> CFS-RM1
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**Programs:** Risk management and insurance services internal and external, including Workers' Compensation. Management all claim up to Delegation authority. Manage Councils Insurance Budget.

Represent Council at Metropool at Risk Management and Board level.

<b>Service:</b> Internal Audit and Governance	<b>Service Code:</b> CFS-RM2
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**Programs:** In conjunction with the General Manager coordinate Council Internal Audit and Governance function and program. Manage four external Audits per year and associated reports for the External Audit and Governance Committee and Council.

### Service Profile

<b>Section Name:</b> Financial Services	<b>Section Code:</b> CFS-FS
<b>Department:</b> Corporate and Financial Services	
<b>Brief Description:</b> To provide, maintain and develop financial services and systems to required standards capable of satisfying all regulatory and customer requirements while assisting to secure the preservation of community infrastructure and services	

<b>Service:</b> Accounts Payable	<b>Service Code:</b> CFS-FS1
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**Programs:** Provide Council's accounts payable function

<b>Service:</b> Debt Recovery	<b>Service Code:</b> CFS-FS2
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**Programs:** Coordinates the collection of rates and sundry debtors

<b>Service:</b> Financial Accounting	<b>Service Code:</b> CFS-FS3
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**Programs:** Annual Financial Statements, various statutory returns, maintain and develop financial systems, responsible accounting officer, maintain Council's investment portfolio, Investment register, and preparation of all relevant statutory returns, reports and collation of statistics as required

<b>Service:</b> Management Accounting	<b>Service Code:</b> CFS-FS4
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**Programs:** Long Term Financial Plan, Annual Budgets, Budget Reviews, maintains & develops budgetary systems, Preparation of all relevant statutory returns, reports and collation of statistics as required

<b>Service:</b> Payroll	<b>Service Code:</b> CFS-FS5
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**Programs:** Provide Council's payroll function, preparation of all relevant statutory returns, reports and collation of statistics as required.

<b>Service:</b> Rates	<b>Service Code:</b> CFS-FS6
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**Programs:** Production and issuing of rate notices, Production of S603 certificates, maintain the rating database, Preparation of all relevant statutory returns, reports and collation of statistics as required, Prepare annual estimates of rate income, Prepare rating strategy analysis and modelling as required

<b>Service:</b> Purchasing	<b>Service Code:</b> CFS-FS7
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**Programs:** Co-ordinate Council's Purchasing function, Co-ordinate Council's Fleet Management function

<b>Service:</b> Finance	<b>Service Code:</b> CFS-FS8
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**Programs:** Responsible for overall finance operation

### Service Profile

<b>Section Name:</b> Library and Community Services Administration	<b>Section Code:</b> LCS-LCS1
<b>Department:</b> Library and Community Services	
<b>Brief Description:</b> To effectively and efficiently provide quality human services which are appropriate to identified community need and in accordance with the principles of access and equity.	

<b>Service:</b> LCS Administration	<b>Service Code:</b> LCS -LCS1
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**Programs:** Management, Planning Supervision, Reporting, community Donations, Grants, scholarships, clerical, carpooling, order maintained, training and recruitment

<b>Service:</b> Business Profile	<b>Service Code:</b> LCS – LS2
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**Program:** Business database, communication & engagement of businesses, place making analysis, promotion of unique opportunities, build networks with key stakeholders, educational seminars, provide information for Council website.

### Service Profile

<b>Section Name:</b> Children's Services	<b>Section Code:</b> LCS-CHNS
<b>Department:</b> Library and Community Services	
<b>Brief Description:</b> To provide professional Children's services that strives to meet the varying needs of families through positive partnerships that develop the child in a safe community	

<b>Service:</b> Management	<b>Service Code:</b> LCS -CHN1
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<b>Service:</b> Community Development	<b>Service Code:</b> LCS – CHN2
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<b>Service:</b> Inclusion Support	<b>Service Code:</b> LCS – CHN3
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<b>Service:</b> Administration	<b>Service Code:</b> LCS – CHN4
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<b>Service:</b> 0-5 years	<b>Service Code:</b> LCS – CHN5
<b>Service:</b> Holroyd Children's Centre – GG and BB	<b>Service Code:</b> LCS – CHN6
<b>Service:</b> Wenty Children's Centre	<b>Service Code:</b> LCS – CHN7
<b>Service:</b> Guildford West Children's Centre	<b>Service Code:</b> LCS – CHN8
<b>Service:</b> Pemulwuy Children's Centre	<b>Service Code:</b> LCS – CHN9
<b>Service:</b> The Sometime Centre – Merrylands and Friend Park	<b>Service Code:</b> LCS – CHN10
<b>Service:</b> Merrylands Children's Centre - FDC	<b>Service Code:</b> LCS – CHN11

<b>Service:</b> 5-13 years	<b>Service Code:</b> LCS – CHN12
<b>Service:</b> Guildford West OOSH	<b>Service Code:</b> LCS – CHN13
<b>Service:</b> Ringrose OOSH	<b>Service Code:</b> LCS – CHN14
<b>Service:</b> Pendle Hill OOSH	<b>Service Code:</b> LCS – CHN15
<b>Service:</b> Parramatta West OOSH	<b>Service Code:</b> LCS – CHN16
<b>Service:</b> Pemulwuy OOSH	<b>Service Code:</b> LCS – CHN17
<b>Service:</b> Widemere OOSH	<b>Service Code:</b> LCS – CHN18
<b>Service:</b> Sherwood Grange OOSH	<b>Service Code:</b> LCS – CHN18



### Service Profile

<b>Section Name</b> Community Services	<b>Section Code:</b> LCS-CS
<b>Department:</b> Library and Community Services	
<b>Brief Description:</b> To effectively and efficiently provide quality human which are appropriate to identified community needs and in accordance with the principles of access and equality.	

<b>Service:</b> Aged/Disability Admin	<b>Service Code:</b> LCS - CS1
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**Programs:** Information/referral on issues relating to aged/people with disability and specials events and programs

<b>Service:</b> Holroyd Social Inclusion Services	<b>Service Code:</b> LCS – CS2
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**Program:** Provides programs for seniors and people with disability. These include Wellness activities – gentle exercises, guest speakers, performers, Social outings & special functions, Shopping services, Accessible transport, Companionship visits in the home, Culturally appropriate meals and programs, Dementia specific programs and Aboriginal and Torres Strait Islander programs. All programs are delivered to people residing in the Holroyd LGA and other programs extend to individuals residing in the Auburn and Parramatta LGA's.

<b>Service:</b> Holroyd Peer Support Program	<b>Service Code:</b> LCS – CS3
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**Program:** Provides non centre based outings/activities for people 18 to 65 years of age with a mild intellectual disability living in the Holroyd LGA

<b>Service:</b> Holroyd Nutrition Services	<b>Service Code:</b> LCS – CS4
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**Program:** Provides services to seniors and people with a disability and their carers. These include a balance nutritional diet, Home delivered meals – hot or frozen, Supported Meals – dementia, Centre Based Meals, Delivered meals to community groups, culturally appropriate meals and textured modified meals. All programs are delivered to people residing in the Holroyd LGA and other programs extend to individuals residing in the Parramatta LGA.

<b>Service:</b> Holroyd Aged / Disability Services – Service Development Team	<b>Service Code:</b> LCS – CS5
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**Program:** provides services to seniors, people with a disability and their carers. These include information and referral, assessments and development of support plans, Volunteer recruitment and training and special events.

<b>Service:</b> Community Development Admin	<b>Service Code:</b> LCS – CS6
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**Program:** Provides information and support to Council staff and community organisations to build capacity and to address identified need.

<b>Service:</b> Cultural Development	<b>Service Code:</b> LCS – CS7
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**Program:** Develops and implements policies and plans which support Council's cultural vision as well as organised activities and events which enhances cultural development within Holroyd. Organises *Culture in the Chamber* and other cultural arts programs

<b>Service:</b> Community Projects Officer	<b>Service Code:</b> LCS – CS8
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**Program:** Works with the Holroyd community to build capacity and implements various funding programs ie. Community Builders, CDSE and CAP

<b>Service:</b> Community Projects Officer - Multicultural	<b>Service Code:</b> LCS – CS9
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**Program:** Works with the ATSI and CALD communities to build capacity and to address matters relating to these communities. Organises Harmony Day and NAIDOC activities

<b>Service:</b> Social Planning	<b>Service Code:</b> LCS – CS10
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**Program:** Updates and implements Council's Social Plan, SIA comments.

<b>Service:</b> Community Services Admin	<b>Service Code:</b> LCS – CS13
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**Program:** Oversees the operation of the community services section as well as implements small and one off projects ie. Volunteer Luncheon and safety projects

<b>Service:</b> Youth Services Admin	<b>Service Code:</b> LCS – CS14
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**Program:** Oversees operation of Council's direct Youth Services and performs community development tasks relevant to youth

<b>Service:</b> Wentworthville Youth Services	<b>Service Code:</b> LCS – CS15
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**Program:** Provides direct youth activities for young people in the Wentworthville area

<b>Service:</b> Guildford Youth Services	<b>Service Code:</b> LCS – CS16
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**Program:** Provides direct youth activities for young people in the Guildford area

### Service Profile

<b>Section Name:</b> Library Services	<b>Section Code:</b> LCS-LS
<b>Department:</b> Library and Community Services	
<b>Brief Description:</b> To provide equitable access to quality information, cultural and recreational materials for all.	

<b>Service:</b> Library Services/Administration	<b>Service Code:</b> LCS -LS1
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**Programs:** Management ,Planning, Supervision, Reporting, Training, Recruitment, Administrative support including ordering of stationery, maintaining office equipment, mail out of overdue notices, preparing cash floats, Timesheets, Library rosters.

<b>Service:</b> Library Services/Children's and Young Adults' Services	<b>Service Code:</b> LCS – LS2
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**Program:** Provision of in-house and outreach programs for children and young adults, including: Storytime/Bubba Time sessions, School holiday activities, Children's Book Week, Youth Week, Midweek Madness (afterschool program), Holroyd Toy Library, Wii facilities, Development and maintenance of children's and young adults' resources(digital and non-digital)

<b>Service:</b> Library Services/Client Services	<b>Service Code:</b> LCS – LS3
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**Program:** Day to day operation of Greystanes and Wentworthville Branch Libraries and of the Circulation Desk at Merrylands Central Library; Home Library Service, Volunteer recruitment, training and development; Library courier/Library delivery, English conversation classes, Book Clubs - English and Chinese, Book sales, Binding, laminating and fax services, Adult activities e.g. author talks, Development and maintenance of Adult Fiction, Basic English and non-English language resources (digital and non-digital)

<b>Service:</b> Library Services/Information Services	<b>Service Code:</b> LCS – LS4
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**Program:** provision of reference and information service at all Libraries, Document delivery , Local studies, Family history, Community information, Volunteer recruitment, training and development, Development and maintenance of Adult Non-Fiction, Reference (including databases), Serials, Audio-Visual and Sheet Music resources (digital and non-digital)

<b>Service:</b> Library Services/Technical Services	<b>Service Code:</b> LCS – LS5
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**Program:** Online ordering, accessioning, processing and cataloguing of all new resources; Maintenance of and support for Library Management System; Public Computer Centres including public access internet, word processing and other programs, scanning, printing, photocopying; Computer workshops

### Service Profile

<b>Section Name:</b> Engineering Support	<b>Section Code:</b> ES-ES
<b>Department:</b> Engineering Services	
<b>Brief Description:</b> <ul style="list-style-type: none"><li>• Program for land acquisition as funds permit and coordinate the works program from S94 contributions of the community</li><li>• Liaise with Park Committees and Sporting Clubs for effective delivery of services and facility improvements</li><li>• Develop effective disability access in all buildings and public areas within Holroyd</li><li>• Provide support services for the efficient operation of Engineering Services</li></ul>	
<b>Service:</b> Engineering Support	<b>Service Code:</b> ES – ES1

**Programs:** Project Management of major infrastructure works; Provide Engineering input for the Access Committee; Provide Engineering input for the Community Safety Committee; Development of Section 94 Open Space Works Program; Bookings for Council managed sportsgrounds and reserves.

## Service Profile

<b>Section Name:</b> Assets and Operations	<b>Section Code:</b> ES- AO
<b>Department:</b> Engineering Services	
<b>Brief Description:</b> <ul style="list-style-type: none"> <li>• Implement asset management techniques to effectively manage Council's infrastructure</li> <li>• Management of Council's roads, drainage and major fleet operations</li> <li>• Provide the local emergency services agencies with support to be able to respond to the needs of residents</li> <li>• Ensure that the Holroyd area is clean and tidy and the envy of those visiting the Council area</li> <li>• Increase the efficiencies of the Depot operations and adopt more cost effective programs</li> </ul>	

**Service:** Support Services - Asset Management

**Service Code:** ES-AO1

**Programs:** Construction of new footpaths, park facilities through ward funds, roads, footpath, kerb and gutter renewal works through SRV funds; preparation and review of AMPs using consultants; condition rating assessment of Infrastructure Assets

**Service:** Civil Infrastructure - Drainage Maintenance

**Service Code:** ES-AO2

**Programs:** Creek maintenance; stormwater drainage maintenance; GPT maintenance (clearing of booms, de-silting, general cleaning); wetland de-silting; litter basket maintenance; minor pipe and pit repair; clearing of blocked stormwater drains.

**Service:** Support Services - Operations Admin

**Service Code:** ES-AO3

**Programs:** Infrastructure asset management planning, capital works contract and project management; maintenance management; parks and bushland maintenance supervision; road and drainage maintenance supervision, Works Depot Store Management.

**Service:** Open Space - Parks maintenance

**Service Code:** ES-AO4

**Programs:** Turf wicket maintenance; croquet maintenance; field line-marking; goalpost maintenance; irrigation maintenance; mowing – ovals; synthetic cricket wicket maintenance; tennis court maintenance; field renovations; utilities; electrical; fence maintenance; bees and pest control, bush regeneration; creek maintenance; floral garden maintenance; general garden maintenance; mowing ground maintenance; sign maintenance; play equipment maintenance; softfall maintenance; spray control; tree maintenance; nature strip maintenance; walkway maintenance; mowing - special requests; outskirts maintenance; utility; security; parks furniture; quick response; Central Garden Zoo

<b>Service:</b> Streetscapes - Public Cleaning	<b>Service Code:</b> ES-AO5
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**Programs:** Streetscape maintenance; Chambers Carpark cleaning; public amenity; Be-Tidy maintenance/replacement; bin emptying; bus shelter maintenance; bus shelter cleaning; CBD bin maintenance; dumped rubbish collection; graffiti removal; hand sweeping; mechanical sweeping

<b>Service:</b> Civil Infrastructure - Roads & Footpath	<b>Service Code:</b> ES-AO6
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**Programs:** Roads and path capital works; supervision of road maintenance; regional road maintenance - heavy patching, line-marking, re-sheeting, fence maintenance; local road maintenance - heavy patching, line-marking; heavy pothole repair, fence maintenance; kerb and gutter maintenance; restorations; roadside general; footpath; maintenance; Hyland Road tipping; sign maintenance

<b>Service:</b> Support Services - Workshop	<b>Service Code:</b> ES-AO7
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**Program:** Supervision of plant and equipment maintenance; plant running expenses; small plant maintenance; plant replacement

### Service Profile

<b>Section Name:</b> Technical Services	<b>Section Code:</b> ES- TS
<b>Department:</b> Engineering Services	
<b>Brief Description:</b> <ul style="list-style-type: none"> <li>Effectively manage parks and open spaces within Holroyd for the benefit of all residents</li> <li>Educate for safer roads in Holroyd</li> <li>Provide safe and efficient movement of traffic in Holroyd in order to provide a safe environment for the residents</li> <li>Ensure provision of drainage, vehicular crossing and footpaths is maintained in new developments and new projects completed efficiently</li> <li>Provision of sound and up-to-date drainage and flood information and formulation of flood mitigation programs which will facilitate protection of property and persons from flood risks.</li> </ul>	

<b>Service:</b> Technical Services - Development Engineering	<b>Service Code:</b> ES-TS1
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**Programs:** Provide engineering input to Council's development control responsibilities associated with urban development , commercial development and new subdivisions; Assessment of DAs and CCs including inspections and compliance; vehicular crossing designs including inspections and compliance; manage on-site detention (OSD) implementation, legal protection(88B,88G) and maintenance audits; survey, design and compliance of roadwork's associated with development including vehicular crossings, footpath paving, kerb, gutter and drainage, being in accordance with appropriate road design principles, Council's standards and specifications.

<b>Service:</b> Technical Services - Traffic Engineering	<b>Service Code:</b> ES-TS2
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**Programs:** Provide for safe and efficient movement of traffic in the City; improve traffic related safety and amenity of local residential, commercial and industrial areas; improve pedestrian safety; provide an improved street lighting standard; provide engineering input into Council's development control responsibilities, including controls and inspections; efficiently and effectively deal with the assessment of development applications; promote and educate road safety initiatives; provide all the capital works programs before the end of the financial year.

<b>Service:</b> Technical Services - Stormwater Management Engineering	<b>Service Code:</b> ES-TS3
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**Programs:** Water quantity (flood studies & mapping, flood controls on development); quality (pollution control devices); Asset management of the drainage network, including all SQIDS (Stormwater Quality Infrastructure Devices) and Council controlled detention basins; implementation of the Stormwater Management Charge (SMC) program; flood advice to internal and external customers; Floodplain Management Committee and water harvesting (WSUD).

<b>Service:</b> Technical Services - Road Safety	<b>Service Code:</b> ES-TS4
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**Programs:** To identify road safety problems, areas and issues; develop, modify and maintain a strategy to reduce the accident rate and maintain it at a lower level; the facilitation of Local Government Road Safety program in Council, fostering existing partnerships and encourage wider community ownership and participation in road safety issues; the development, coordination and implementation of local and contribution towards state-wide road safety projects and campaigns; research and prepare grant submissions to maximise external funding opportunities; the development and implementation of Council's Road Safety Strategic and Action Plans; implementation of Road Safety education/behavioral programs to address identified local road safety issues; monitoring and reporting on the effectiveness of traffic safety devices and other actions to improve road safety; investigate the availability of local sponsorships for road safety promotions and initiatives; school site meetings; representation of Council at Road Safety related meetings and forums.

<b>Service:</b> Technical Services - Landscape & Parks Improvements	<b>Service Code:</b> ES-TS5
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**Programs:** implement Council's parks improvements projects on time and within budget (Budget - \$3.5m); improvements for parks to be determined and estimates listed in the Parks Forward Plan; provide effective support to achieve improvements in accessibility in the public areas within the city; grant applications relating to parks and open space development; event organisation with other Council departments including National Tree Day; Assess DAs(Landscaping), including inspections; assess DA's (Landscaping), including inspections.



### Service Profile

<b>Section Name:</b> Facilities Management Unit	<b>Section Code:</b> ES- FM
<b>Department:</b> Engineering Services	
<b>Brief Description:</b> Management of all Council facilities and Buildings	

**Service:** Facilities Management – Administration

**Service Code:** ES-FM 1

**Programs :**Planning and project management of minor building capital works, provide FMU input for S94 planning, acquisition of new land, development and disposal of operational and community land (excluding roads) and land improvements as required, optimisation of commercial returns from its property portfolio considering the objectives of Council, management of Council's leases for its property portfolio, airspace and substratum leasing of roads, facilitation, liaison and coordination of various departments and Council groups e.g. S355 & property committees, active management of energy and water utilities, providing efficiencies and saving, by reducing Council's carbon footprint, facilities management to provide appropriate and safe workplace environments for new and existing staff and users, asset management planning for buildings and facilities, business continuity planning.

**Service:** Facilities Management – Swim Centres

**Service Code:** ES-FM 2

**Programs:** Aquatic leisure through Council's Swim Centres, to assist in providing an effective and efficient operation in the maintenance and improvement of Council's 3 Swim Centres, management and operation of the following services:

- Learn to Swim Program
- Aqua Aerobics
- General community aquatic needs
- School carnivals/school sport
- Swim club carnivals

**Service:** Facilities Management – Building Maintenance

**Service Code:** ES-FM3

**Programs:** Provision of fit for purpose buildings analysing the cost of retention/refurbishment versus the cost of acquisition of purpose built facilities, Maintenance and capital works, programmed and based on an informed assessment of the capacity of the properties to meet the current and future needs of users and to comply with relevant regulatory standards for fire protection, access etc, Common building-related services eg;

- Fire equipment audits, fire alarm
- evacuations testing
- security
- cleaning

- building inspections, routine maintenance, asbestos register
- programmed maintenance
- Indoor Plants
- SES building operations and maintenance
- Carpentry services to public infrastructure

<b>Service:</b> Facilities Management - Function Centres	<b>Service Code:</b> ES-FM4
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**Programs:** Management of Holroyd Centre, Management of Red Gum Centre, to provide high quality service for the Holroyd and Red Gum Centres to ensure they are financially viable, efficient and smooth running, to provide high quality catering service for Council civic events, ensure as far as possible, the reputation and standing of the Holroyd Centre is maintained and enhanced and provide Council with sound advice to assist the development of policies that will enable Council to achieve satisfactory financial returns from the Centre consistent with Council's overall strategy.

<b>Service:</b> Facilities Management - Facilities Bookings	<b>Service Code:</b> ES-FM5
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**Programs:** Bookings for Council managed facilities, to provide community facilities that meet the needs of the community, management, coordination and monitoring of facility usage via an electronic bookings database, promotion, marketing and maintenance of community facilities, tennis courts and a community bus.

### Service Profile

<b>Section Name:</b> Engineering Support	<b>Section Code:</b> ES-ES
<b>Department:</b> Engineering Services	
<b>Brief Description:</b> <ul style="list-style-type: none"><li>• Assist in land acquisition as funds permit and coordinate the works program from S94 contributions of the community</li><li>• Liaise with Park Committees and Sporting Clubs for effective delivery of services and facility improvements</li><li>• Develop effective disability access in all buildings and public areas within Holroyd</li><li>• Provide support services for the efficient operation of Engineering Services</li></ul>	

<b>Service:</b> Engineering Support	<b>Service Code:</b> ES – ES1
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**Programs:** Project management of major infrastructure works; Provide engineering input for the Access Committee; Provide engineering input for the Community Safety Committee; development of Section 94 Open Space Works Program; bookings for Council managed sportsgrounds and reserves.

### Service Profile

<b>Section Name:</b> Environment and Planning Services Administration	<b>Section Code:</b> EPS- Admin
<b>Department:</b> Environment and Planning Services	
<b>Brief Description:</b> To effectively and efficiently provide quality support services to the Environment and Planning Services Department	

<b>Service:</b> EPS Admin	<b>Service Code:</b> EPS-A1
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**Programs:** Administration support for various areas within planning and development

### Service Profile

<b>Section Name:</b> Environmental Health	<b>Section Code:</b> EPS- EHU
<b>Department:</b> Environment and Planning Services	
<b>Brief Description:</b> <ul style="list-style-type: none"> <li>• Deliver effective management, development and conservation of main-made resources for the purpose of promoting the social and economic welfare of the community and a better environment;</li> <li>• Natural environment that is sustainable for future generations being visually attractive and pollution free;</li> <li>• Safe and healthy environment meeting reasonable community expectations;</li> <li>• Community which is confident that personal safety is assured;</li> <li>• Coordinated plans, procedures and infrastructure for the prevention of, preparation for and response to hazards within the City; and</li> <li>• Provide superior customer service in working with industry, commercial businesses and the community to protect and enhance the public health and safety, environmental values and amenity of Holroyd City and its community.</li> </ul>	

<b>Service:</b> Sustainability and Policy	<b>Service Code:</b> EPS-EHU1
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**Programs:** Coordination of Council's energy and water efficiency works including the development of Council's Energy Savings Action Plans and Water Efficiency Plans, coordinating the Energy and Water Management Advisory Team, coordinating Council's involvement with regional energy and water efficiency initiatives. Enhance the capacity of the community to minimise their environmental footprint through direct engagement and promotional material including the management of three websites, an app and the delivery of workshops and the Schools Sustainability Expo. Promote Council's waste reduction programs. Coordinate council's asbestos awareness campaign, asbestos removal program and Council's involvement with regional asbestos management programs.

<b>Service:</b> Environmental Health	<b>Service Code:</b> EPS-EHU2
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**Programs:** FoodWise Program, Legionella Surveillance, Public Health and Skin Penetration Surveillance, Holroyd Environmental Assessment Program Erosion and Sediment Control Program, Public Swimming Pool and Spa inspections, Background Noise monitoring, Local Waterway/Creek Monitoring, investigations of environmental and public health nuisances regarding overgrown vegetation, keeping of animals and accumulation of rubbish on private properties; investigation of environmental/pollution incidents; environmental assessment of developments.

<b>Service:</b> Parking Patrol	<b>Service Code:</b> EPS-EHU3
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**Programs:** Issuing of Penalty Infringement Notices for breaches of parking and associated offences under the Road Rules 2014, Local Government Act, 1993, Road Transport Act 2013, Protection of the Environment Operations Act, 1997 and the Regulations; Regulation of restricted on street parking zones and Council Carpark Free Parking Areas; Report irregularities

in signposting and vandalised signs. Gathering and providing of intelligence on the misuse of restricted street car parking zones. Ensure access to RMS DRIVES 24/Taranatella Database is conducted in accordance with Council's General Terms of reference with RMS; Enforcement of Load Limited Roads; Enforcement of illegal use of footpath areas in CBD locations; Prepare and present evidence in Court; Community education. Parking Patrol Officers attend schools to present specifically to parents of children in kindergarten. Additional to these presentations there are general presentations conducted at P&C Meetings and the annual Principal Forum; Enforcement of littering from motor vehicle offences.

<b>Service:</b> Environmental Protection Officer
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<b>Service Code:</b> EPS-EHU4
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**Programs:** Companion Animal enforcement and education; Registration of Companion Animals program, Dangerous Dog and Restricted Breed Inspection Program; Assistance provided to Council's Animal Impounding Contractor; Patrols of cycleways and parks for unleashed dogs; Participation in Erosion and Sediment Control Program; Enforcement of Load Limited Roads; Enforcement of uncovered and insecure loads on trucks and passenger vehicles; Enforcement of littering from motor vehicle offences; Investigation of environmental and public health nuisances regarding overgrown vegetation, keeping of animals and accumulation of rubbish on private properties, Enforcement of abandoned articles in public places; Syringe removal from public places; Enforcement of illegal dumping of rubbish; Enforcement of refuse burning pursuant to The Protection of the Environment Operations Act; Quick response to Asbestos related complaints; Patrols for illegal use of Council assets/Parks; After hours response to paging service; Deliveries of various items to Councillors and VIPs Attendance and assistance provided at Council Meetings and Functions; Attendance and assistance at Council events.

<b>Service:</b> Waste Management
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<b>Service Code:</b> EPS- EHU5
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**Programs:** Domestic waste collection; Domestic recycling collection; Kerb side clean up collection; Commercial waste collection; Commercial recycling collection; Green waste drop off service; Illegally dumped waste collection service; E-waste drop off service; Sharps collection program; Household chemical collection; Mobile problem waste collection service; Paid kerb side clean up service; Illegally dumped rubbish education and enforcement; Domestic waste and recycling education and engagement; Development application waste management assessment; Mattress recycling program; Responsible Pet Ownership Education; Animal Impounding Service; Administer Council's Companion Animal Advisory Committee;

<b>Service:</b> Administration
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<b>Service Code:</b> EPS-EHU6
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**Programs:** Administrative functions in support of all activities of Environmental Health

### Service Profile

<b>Section Name</b> Development Services	<b>Section Code:</b> EPS- DS
<b>Department:</b> Environment and Planning Services	
<b>Brief Description:</b> Responsible for the carrying out of regulatory functions associated with development, building and trees, namely: Development Assessment; Building/Development Certification; Fire and Pool Safety Programs; Building and Land-use Compliance; Tree and Landscape Assessment; and Tree/Noxious Weeds Compliance.	

<b>Service:</b> Development Services	<b>Service Code:</b> EPS-DS1
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**Programs:** Development Pre-lodgement /Enquiry Services; Development Application Assessment; Post Determination Application Assessment; Defending Appeals

<b>Service:</b> Building Services	<b>Service Code:</b> EPS-DS2
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**Programs:** Building/ Development Certification; Fire Safety Audits & Admin; Pool Safety Audits; Development and Building Compliance

<b>Service:</b> Tree Management & Landscape Services	<b>Service Code:</b> ESP-DS3
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**Programs:** Tree Application Assessment; DA Landscape Plan Assessment; Tree/Noxious Weed Compliance

### Service Profile

<b>Section Name</b>	Strategic Planning	<b>Section Code:</b> EPS- SP
<b>Department:</b> Environment and Planning Services		
<b>Brief Description:</b> <ul style="list-style-type: none"><li>• Overseeing land use planning and design strategies, plans and policies to achieve economically, socially and environmentally sustainable urban growth</li><li>• Ensuring statutory planning obligations under the EP&amp;A Act and other relevant legislation are met</li><li>• Ensuring public facilities and infrastructure are provided for new development through robust development contribution plans</li><li>• Effective management of Holroyd's heritage through statutory controls within the planning framework and heritage assistance and award programs</li></ul>		
<b>Service:</b> Strategic Planning		<b>Service Code:</b> EPS-SP1

**Programs:** Strategic Planning Projects; Studies and Strategies, Rezoning Proposal Strategic Assessment; LEP Review and Planning Proposals, DCP Review and Update; Urban Policy Review; Environmental Impact Statement Review; Planning Advisory Service; 149 Planning Certificates; Heritage Awards Program; Heritage Grants Program; Heritage Advisory Service; Street & Suburb Naming; Local Infrastructure Strategies; Contributions Plan Review; Economic Growth Strategy; Economic Growth Projects