



Community Engagement Strategy Local Government Reform

2012 - 2015

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 on page 9 of this document.

| Item | Against | Against Merger (%) | For | For Merger (%) |
|--|---------------|--------------------|------------|------------------------------------|
| Amalgamation – What it means for you Survey (Annex 2) | 594 | 98% | 12 | 2% |
| Petitions (Annex 4) | 7,764 | 100% | 0 | - |
| Postcard petitions (Annex 14) | 1,404 | 99% | 7 | 1% |
| Flyers (Annex 3) | 305 | 99% | 3 | 1% |
| DL Postcard (Annex 13) | 1,606 | 99% | 2 | 1% |
| Rate Notice Postcard Survey (Annex 8) | 2,274 | 96% | 95 | 4% |
| Online Survey | 1,308 | 100% | 0 | - |
| Phone Survey – Conversation Based (Appendix A of Submission) | 286 | 71% | 64 | 16% *somewhat supportive 13% |
| Phone Survey – Automated (Appendix A of Submission) | 550 | 66% | 193 | 23% *indifferent 10.9% |
| Local Government Reform – What it Means for You Survey (Annex 9) | 1,026 | 87% | 131 | 11% *2% indifferent |
| Total | 17,117 | | 507 | |

Introduction

Over the next 10, 20 and 25 years, our population, technologies and economy are going to change dramatically. As the providers of core services to our communities, it falls upon local government to consider what these changes will mean, both for our communities and for the councils that serve them.

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 are being 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, selected by the Minister for Local Government, which will make recommendations to the Minister for final implementation.

Our People and Our City

Covering more than 4,000 hectares (40 square kilometres), Holroyd City is located 25 kilometres west of the Sydney CBD. It is made up of the suburbs of: Girraween, Granville (part), Greystanes, Guildford (part), Guildford West, Harris Park (part), Holroyd, Mays Hill, Merrylands (part), Merrylands West, Parramatta (part), Pemulwuy, Pendle Hill (part), Smithfield (part), South Wentworthville, Toongabbie (part), Wentworthville, Westmead (part), Woodpark and Yennora (part).

An additional 47,000 people are expected to call Holroyd home by the year 2031. An extra 18,000 homes will be built and our infrastructure, roads and community facilities will need to be renewed and maintained to increasingly high standards. Our natural and built environment will be even more precious to us than ever.

Holroyd City is home to 110,100 people (*ABS ERP 2014*). The latest Census information shows that 43% of our population were born overseas, with 39% coming from a non-English speaking background.

The average age of our population is 34 years, with the 35-49 year old age group our largest (21.1%). Holroyd is home to many children, with the 0-4 year (8.2%), 5-9 year (7%) and 10-14 year (6%) groups represented strongly across our population. We also have an increasing senior community, with those aged 65 years and over comprising 12% of the City population. More than 5% of our community identify themselves as requiring assistance in day to day tasks.

NSW Local Government Review

Destination 2036

Over 350 representatives from every council in the State gathered in Dubbo on 17 and 18 August 2011 to begin the process of creating a strong and viable local government sector. Destination 2036 provided an opportunity for Mayors and General Managers across NSW to come together to begin the conversation of reforming Local Government. It was a forum to explore issues and develop structures and approaches for local government in NSW to allow the sector to meet the needs and expectations of our communities.

Destination 2036 was the start of a new way of planning, which moved local government in NSW from talking about and reacting to change, to managing change so as to create a strong future. In effect, it began the strategic plan and delivery program for NSW local government, mirroring key elements of the integrated planning and reporting frameworks.

Destination 2036 reflected the NSW Government's commitment to work constructively with local government and to recognise local government as a partner.

Destination 2036 Action Plan

The final 'Destination 2036 Action Plan' was launched by the then Minister for Local Government the Hon. Don Page. The Action Plan, prepared by an Implementation

Committee, set out the actions that would be delivered over the coming years to meet the needs of NSW communities and achieve the vision of creating strong communities through partnerships. The five key directions established in the Action Plan are as follows:

| | Direction | Focus |
|---|--|---|
| 1 | Efficient and effective service delivery | Establish frameworks that facilitate and encourage effective, responsive and innovative service delivery |
| 2 | Quality Governance | Enhance the governance framework to ensure community confidence in their council and to further enable local government to meet community needs and challenges |
| 3 | Financial Sustainability | Ensure the financial sustainability of Councils |
| 4 | Appropriate Structures | Develop a variety of local government structural models to suit different environmental context |
| 5 | Strong Relationships | Improve the relationship between the State and Local Government by working as partners, with clear understanding of respective roles and responsibilities and for the benefit of our communities. |

The Independent Local Government Review Panel

The Independent Local Government Review Panel (the panel) was formed to oversee an independent review of local government, focusing on ways to strengthen the effectiveness of local government. They were tasked with reviewing council's structures, and finances and in turn design a way forward for Councils to become solid partners with the state government.

The Panel released a series of discussion papers including:

- Strengthening your Communities – (July 2012)
- Better Stronger Local Government – The Case for Sustainable Change (November 2012)
- Future Directions for NSW Local Government – Twenty Essential Steps (April 2013)
- Revitalising Local Government - (October 2013)

Better Stronger Local Government – The Case for Sustainable Change

The Independent Local Government Review Panel released its second discussion paper – Better, Stronger Local Government – The Case for Sustainable Change' November 2012 which focused on future reform including proposed changes to council structures, financial management, service provision and governance.

The release of the document was then supported by a series of face to face consultation meetings, of which Holroyd City Council attended providing feedback on behalf of its community on the issues of structure, financial management, service provision and governance.

Future Directions for NSW Local Government – Twenty Essential Steps

The Independent Local Government Review Panel was established to advance the program of review and reform launched at the Destination 2036 forum held in Dubbo in August 2011. Its task was to undertake a broad range review, looking ahead to 2036 and beyond, and to formulate options for governance models, structures and boundary changes:

- To improve the strength and effectiveness of local government
- To help drive the key strategic directions set out in the 'Destination 2036 Action Plan', and to further the objectives of the State Plan *NSW 2021*.

The Future Directions for NSW report provided a progress report and was a basis for further consultation by the panel. It set out the latest thinking of the Independent Local Government Review as it provided further reporting on a *Better, Stronger Local Government: The Case for Sustainable Change*.

Holroyd Council is a dynamic Council with a projected population growth of 40,000 residents, 14,700 new dwellings and over 5,000 new jobs over the next 20 years. This growth is supported by \$272m in developer contributions which will assist Council in meeting the needs of our changing and growing population. These statistics were taken into consideration when submitting our report to the panel and were highlighted in the community engagement materials supplied.

In its submission, Holroyd City Council agreed that sustainability is a major issue that facing the Local Government sector as a whole and there are barriers that the State Government needs to consider, moving forward.

These barriers were identified as:

- State barriers and red tape in regards to transferring assets and recycling assets
- Rate pegging which has not kept up with the building and construction index
- Wages growth being inconsistent with the NSW Government Wages Policy

Holroyd City Council has undergone a considerable amount of engagement with its community, to educate and promote long term sustainability, based on its financial and asset management planning. Holroyd City Council has also maintained an open communication plan during the early phase of the local government reform under the future direction for NSW Government. Please refer to the engagement table "Stage 1 – External Community Engagement and Awareness" on page 7 of this document.

Revitalising Local Government Report

'Revitalising Local Government' was the final report released by the Panel and provided its recommendations for the reform of Local Government in NSW. This also formed the basis for the Fit for the Future guidelines.

The Panel was tasked with formulating options for a stronger and more effective system of local government. The Panel provided a report that moved away from 'one size fits all', and instead sought to give communities more options for the way local government is arranged and how it operates.

In its submission in response to this report, Holroyd City Council acknowledged the need for reform to secure a sustainable future for Local Government that supports the needs of its community. Council identified four main areas of importance that must be further investigated in order to address the sustainability issues faced by Councils. Those four areas are:

1. Financial Sustainability
2. Leadership and Governance
3. State- Local Relations
4. Meeting Infrastructure Needs

Whilst Holroyd City Council's position is that it is firmly opposed to amalgamation, Holroyd City Council strongly encouraged the State Government to recognise that this presented an opportunity for State and Local Government to develop strong partnerships in addressing real reform for the sustainability of Local Government and to seek to work with our community and stakeholders to ensure that real reform was implemented.

Fit for the Future

'Fit for the Future' is the initiative that was launched by the NSW State Government in September 2014 to reform the local government sector. It was 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.

The program requires councils to make a submission to the NSW Government by 30 June 2015, responding to the findings of the Independent Local Government Review Panel. For Holroyd City Council, this means considering merging with neighbouring councils, a change of boundary lines, or the possibility of shared services or a joint organisation.

NSW Councils are being 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.

Within the proposal, the NSW Government has identified seven 'Fit for the Future' benchmarks which councils must meet. These are based around measures for:

1. Scale and Capacity
2. Sustainability
3. Infrastructure and Service Management, and
4. Efficiency

All NSW councils have been requested to undertake a self-assessment, prepare a road map to become 'Fit for the Future' and present their submissions to the NSW Government by 30 June 2015.

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, and are proud to say that Holroyd already meets the criteria under the Fit For The Future proposal.

Holroyd City Council is also open to the prospect of shared services with other local government areas. This would mean working in partnership to deliver the same services in different local government areas.

A Joint Organisation arrangement is one option that Holroyd is considering which will allow a forum for local Councils and the State to work together to deliver priorities such as jobs, education, housing, roads and transport. A Joint Organisation will also help to connect priorities from local Councils' Community Strategic Plans with planning for growth, infrastructure and economic development and provide a means of delivering projects across council boundaries.

Summary of findings

As a conclusion and in response to all three submissions made by Holroyd City Council, the following key priorities were established and are Holroyd City Council's view's of the reform process overall:

- Cease rate pegging and cost shifting as a matter of priority
- Elevating the integration between assets and finance through clear guidelines reflected in the Delivery Program
- Provide effective and clear mechanisms on strong and capable local representation
- Facilitate strong working partnerships between State and Local Governments through a series of working groups as suggested by the Sydney Metropolitan Mayors Association.
- Support the ongoing development of grant programs to support large infrastructure projects.

Engagement Methods

In line with Holroyd City Council's Community Engagement Policy, The International Association for Public Participation (IAP2) has devised a model to identify the core principles of community engagement. The model builds a scale of engagement objectives, which have assisted Council in determining activities and methods for inviting community participation and classifying outcomes based on the impact of the engagement on the decision making process. Each principle has been given an index coloured symbol, used to reference the engagement methods outlined in this strategy, to the principle that the activity is designed to embody.





| Principle | Description | Index |
|-------------|---|-------|
| Inform | Provide balanced and objective information to help understand a problem, alternatives, opportunities and/or solutions | ■ |
| Consult | Obtain feedback on alternatives and/or decisions | ● |
| Involve | Work directly with stakeholders throughout the process, to ensure that concerns and aspirations are consistently understood and considered | ▲ |
| Collaborate | Partner with the community in each aspect of the decision, including development of alternatives and identification of the preferred solution | ★ |
| Empower | To place final decision making in the hands of the public | ✓ |

Community Awareness Campaign

In order to meet the requirements of the 'Fit for the Future' package, Holroyd City Council has developed an extensive community consultation program which provides numerous opportunities for residents, ratepayers and network of community groups, sporting associations and special interest groups to be informed and involved in the consultation process which will inform the final Submission to The Minister For Local Government.

Holroyd City Council is currently seeking input from the community on the Fit for the Future package. There is a variety of engagement methods and tools that will be used throughout the consultation process, and have been identified within the Engagement Strategy.

STAGE 1: External Community Engagement and Awareness

| Activity/Materials | Objective | Date | Results | Principle |
|---|---|--|---|--|
| 'Amalgamation – What it Means For You' <ul style="list-style-type: none"> Information Pack (Annex 1) Survey (Annex 2) | Information pack and survey based on the summary of the Future Direction of Local Government Report | May 2013 | Against mergers 588 For mergers 11 |   |
| Community Champions Community Champion Brochures (Annex 3) | 8 Community Champions to support segmented targeting strategy, speaking to the people, connection, humanises impacts of amalgamation. 10 Online Community Champions to encourage further engagement and drive to the online petition | Ongoing | |  |
| Face to Face Engagement <ul style="list-style-type: none"> Full suite of Local Government Reform Reports Petition (Annex 4) | PetFest Living Holroyd Expo Australia Day Waitangi Day Holroyd Family Festival Children's Services Expo | 14 Sept 14 20 Oct 15 26 Jan 15 7 Feb 15 21 March 15 21 May 15 | Petitions signed against mergers 230 150 287 358 404 45 |  |

| Activity | Objective/Location | Date | Results | Principle |
|--|--|-----------|---|-----------|
| Media | Media Releases | Ongoing | 22 | ■ |
| | Holroyd Herald (Annex 5) | Ongoing | 5 | |
| | Radio spots | Ongoing | 6 | |
| | Newspaper | Ongoing | 54 | |
| Social Media | Facebook (Annex 6) | Ongoing | Reach 25,632 users | ■ |
| | Twitter (Annex 7) | Ongoing | Post Clicks Engagement 4,439 Likes, Comments and Shares 1,231 | ■ |
| Direct mail out to all ratepayers providing a Survey on the proposed mergers Survey card (Annex 8) | Collect data on support of options proposed under 'Fit for the Future' | 23 Jan 15 | Rate Notice Postcards (32,000 sent) Against Mergers 2,252 For Mergers - 93 | ● |
| Petition provided to each household providing a Petition Postcard accompanying the Holroyd Herald (Annex 14) | Collect data on support of options proposed under 'Fit for the Future' | Dec 2014 | Holroyd Herald Petition Postcard (32,000 sent) Response 1,411 | |
| Fit for the Future – Local Government Reform Information Brochure providing State Government Context and Local Government Options (Annex 11) | Distribution via walkers to all 36,000 households | May 2015 | Survey – 1026 (86.9%) against merger, 24 (2%) indifferent, 131 (11.1%) for a merger. Total responses = 1181 | ● |
| Direct mail out to Council database including invitation to 2 x Public Meetings Letter invitation (Annex 10) | Invite community to 2 x Public Meetings | 3 Feb 15 | Invitation sent to 4,371 members of the community 4 x adverts in local papers and banners advertising the meeting dates Result: 500 in attendance across two meetings | ■ |

| Activity | Objective/Location | Date | Results | Principle |
|--|---|---|--|-------------|
| Engagement at our Local Schools <ul style="list-style-type: none"> Petition (Annex 4) | Westmead Public School Widemere Public School Girraween Public School Ringrose Public School Hilltop Public School Sherwood Grange Public School | 2 April 15 2 April 15 29 April 15 8 May 15 24 April 15 28 April 15 | Engaged with 85 53 47 45 61 48 | ★ ● ▲ |
| Engagement at our Libraries <ul style="list-style-type: none"> Petition (Annex 4) | Merrylands Library | 8 April 9 April 15 April 18 April 29 April | Petition result as at 25 June 2015 9,142 against a merger | ● |
| | Wentworthville Library | 14 April 23 April 28 April 29 April 30 April 1 May | Petition result as at 25 June 2015 9,142 against a merger | ● |
| | Greystanes Library | 9 April 16 April | Petition result as at 25 June 2015 9,142 against a merger | ● |
| Childcare Centres <ul style="list-style-type: none"> Petition (Annex 4) | Awareness of Campaign | Ongoing | Petition result as at 25 June 2015 9,142 against a merger | ● |
| Community Centres <ul style="list-style-type: none"> Petition (Annex 4) | Awareness of Campaign | Ongoing | Petition result as at 25 June 2015 9,142 against a merger | ● |
| Petitions <ul style="list-style-type: none"> Petition (Annex 4) | Ongoing Petition | Ongoing | Petition result as at 25 June 2015 9,142 against a merger | ✓ |

| Activity | Objective/Location | Date | Results | Principle |
|--|---|--|--|-------------|
| Surveys Refer to Appendix A of the Submission | Phone Survey Providers: 1. Micromex 2. Reachtel | 27 January 2015 – 31 January 2015 27 January 2015 | Phone Surveys Conversation based 71% opposed forced mergers Phone Survey - Automated 65% opposed forced mergers | ✓ |
| Public Meetings <ul style="list-style-type: none"> Full suite of Local Government Reform Reports Petition (Annex 4) | Two public meetings held to inform the community of the position of Council as well as the position of elected Members and Candidates on their positions in relation to the proposed options under Fit for the Future | 26 Feb 15 19 March 15 | 500 members of the community attended two x public meetings | ● ★ ▲ |

Internal Community Engagement and Awareness

| Activity | Objective | Date | Results | Principle |
|------------------|----------------------------|--------------------------------|--|-----------|
| Staff Engagement | Council Steering Committee | Weekly meetings since May 2014 | Ongoing meetings | ● |
| | Staff Meetings | TBA | 9 October 4 December 9 December 24 February 18 March | ● |
| | Consultative Committee | 9 April 16 April | 11 February 1 April | ● |
| | Staff Newsletters | TBA | 30 January 6 February 20 February 6 March 24 April 10 June 2015 | |

STAGE 2: ADOPTION

| Activity | Objective | Date | Results | Principle |
|-------------------------------|---|--------------|--|-----------|
| Fit for the Future Submission | Council Meeting to adopt final Submission and Business Case | 23 June 2015 | Submit to IPART by 30 June 2015 | ✓ |

Community Engagement Results

Surveys

- Amalgamation – What it means for you Survey ([Annex 2](#))
Against Mergers - 588
For Mergers - 11
- Rate Notice Postcard Survey (32,000 households) ([Annex 8](#))
Against Mergers - 2,274
For Mergers - 95
- Phone Surveys ([Appendix A of the Submission](#))
Conversation based - 71% opposed forced mergers
Automated - 65% opposed forced Mergers
- Local Government Reform and What it Means For You Survey ([Annex 9](#))
1026 (86.9%) against merger
24 (2%) indifferent
131 (11.1%) for a merger

Community Response

| Item | Against | Against Merger (%) | For | For Merger (%) |
|--|---------------|--------------------|------------|------------------------------------|
| Amalgamation – What it means for you Survey (Annex 2) | 594 | 98% | 12 | 2% |
| Petitions (Annex 4) | 7,764 | 100% | 0 | - |
| Postcard petitions (Annex 14) | 1,404 | 99% | 7 | 1% |
| Flyers (Annex 3) | 305 | 99% | 3 | 1% |
| DL Postcard (Annex 13) | 1,606 | 99% | 2 | 1% |
| Rate Notice Postcard Survey (Annex 8) | 2,274 | 96% | 95 | 4% |
| Online Survey | 1,308 | 100% | 0 | - |
| Phone Survey – Conversation Based (Appendix A of Submission) | 286 | 71% | 64 | 16% *somewhat supportive 13% |
| Phone Survey – Automated (Appendix A of Submission) | 550 | 66% | 193 | 23% *indifferent 10.9% |
| Local Government Reform – What it Means for You Survey (Annex 9) | 1,026 | 87% | 131 | 11% *2% indifferent |
| Total | 17,117 | | 507 | |

Additional Community Engagement Tools

- Holroyd City Council's dedicated 'Hands off Holroyd' website - <http://www.holroyd.nsw.gov.au/handsoffholroyd/>
- Holroyd City Council's Hands off Holroyd Video (Annex 11) <http://www.holroyd.nsw.gov.au/handsoffholroyd/hand-off-holroyd-video/>
- Signage – Holroyd City Council Trucks (Annex 12)

List of Community Engagement Material

- Annexure 1 - Amalgamation and What it Means for You – Information Pack
- Annexure 2 - Amalgamation and What it Means for You – Survey
- Annexure 3 - Community Champions – Group Brochure
- Annexure 4 - Say No to Amalgamation – Petition Pack
- Annexure 5 - Holroyd Herald articles
- Annexure 6 - Facebook – Screenshot
- Annexure 7 - Twitter – Screenshot
- Annexure 8 – 'Hands off Holroyd' – Community Survey Card
- Annexure 9 - Local Government Reform and What it Means for You – Information Pack and Survey
- Annexure 10 - Letter to the community – Invitation to the public meetings
- Annexure 11 - Hands off Holroyd Video – Screenshot
- Annexure 12 - Sample Truck Signage
- Annexure 13 – Amalgamation You will be Worse Off – Community Flyer
- Annexure 14 – Postcard Petition

Further Information

For further information in relation to Holroyd City Council's Local Government Reform Engagement Program or any related documents, please contact Council on 9840-9840.

ANNEXURE 1

Amalgamation

What it means for you

Holroyd City Council

16 Memorial Avenue
PO Box 42
Merrylands NSW 2160
T 9840 9840
F 9840 9734
E hcc@holroyd.nsw.gov.au
www.holroyd.nsw.gov.au



How amalgamation will impact you

More debt.

As an efficient council, we didn't have any debt at the end of the 2012 financial year. Auburn, Parramatta and Ryde councils on the other hand had a combined debt of \$98.75m. If amalgamated, you will pay for the debts incurred by the other councils.

Less of the services you do want.

We are proud of delivering services that meet the needs of families, like upgrading playgrounds and improving sports grounds. But this might not be a priority for a council like Auburn. If amalgamated, you will get less of the services you really want.

More of the services you don't want.

As a council that listens to what our residents want, we strive to avoid delivering services you think are wasteful, like maintaining golf courses and propping up artist studios. But what you think is wasteful, Parramatta residents might think are needed. If amalgamated, you will pay for more services you don't want.

Less focus on local infrastructure.

Your rates pay for the infrastructure you use, like local streets and stormwater systems. If amalgamated, your rates could be spent on fixing infrastructure in areas like Auburn, where infrastructure is not up to Holroyd's standard. You will pay for infrastructure so far outside our area that you won't even use it.

More bureaucracy and red tape.

Larger organisations tend to be more disconnected from their local community. An amalgamated council will mean more bureaucrats, more compliance measures and less action on the ground, much like the Roads and Traffic Authority, Australia Post and Medicare.

Less focus on developing our area.

Our main centres are in Merrylands and Wentworthville so as a forward thinking council, we put work into improving these areas. If amalgamated, the main area will be the Parramatta CBD so our decision makers will focus on CBD development at the expense of the town centres where our families live, work and play.

More charges.

We keep charges for community facilities like sports grounds, libraries and community centres as low as possible so our community groups and residents can enjoy them. Because Parramatta Council has different priorities, their charges are higher than ours. If amalgamated, you will pay more charges for community facilities.

Less community service.

With 100,000 residents you can speak to Councillors and staff that know who you are face to face, over the phone, via mail, online or at Council meetings. The amalgamated city will have around 450,000 residents so much like other large organisations, you will have less access to decision makers and likely talk to a machine.

More risk.

Amalgamations cost a lot of money and have not always been proven to work. In Queensland, ratepayers had to pay a lot of money to amalgamate only to pay even more money to de-amalgamate because they didn't work. Amalgamation is a risk that will end up costing you, whether it does or doesn't work.

Less of what you moved here for.

Your rates pay to build the city that meets your needs like social support for seniors, immunizations for children, community centres for youth and micro-chipping for pets. If amalgamated, you will pay to build a city that's less likely to meet your needs.

ANNEXURE 2

Amalgamation

What it means for you

Holroyd City Council

16 Memorial Avenue
PO Box 42
Merrylands NSW 2160
T 9840 9840
F 9840 9734
E hcc@holroyd.nsw.gov.au
www.holroyd.nsw.gov.au



Dear neighbour,

The Independent Local Government Review Panel, which was commissioned by the State, is proposing to amalgamate Holroyd into a mega city spanning Auburn, Parramatta and Ryde, with over four times the population of Holroyd, and one council servicing the region.

To the left of this page is a brief sheet which explains how we think amalgamation will impact our local community and behind are feedback forms. These are wide-ranging reforms and we want the Independent Local Government Review Panel and State Government to know what our residents think about amalgamation before a decision is made.

As an active member of the Holroyd community, we ask that you please help us gather this information by:

- telling other local residents how it will impact them;
- asking them to fill out an feedback form (this should only take around 5 minutes);
- and mailing this book back in the reply paid envelope provided no later than on 20 June 2013.

If residents you speak to would prefer to fill out an feedback form online or if you would like to direct residents to the form via email, the link is <http://www.holroyd.nsw.gov.au/your-say/your-say/surveys-feedback/>.

Your views and leadership on this matter would be valued and I look forward to working with you to get the best outcome for our ratepayers.

If you have any questions or would like further information, please feel free to contact the Mayor's office on 9840 9711.

Yours sincerely,

Clr Ross Grove
Mayor
Holroyd City



How amalgamation will impact you

More debt.

As an efficient council, we didn't have any debt at the end of the 2012 financial year. Auburn, Parramatta and Ryde councils on the other hand had a combined debt of \$98.75m. If amalgamated, you will pay for the debts incurred by the other councils.

Less of the services you do want.

We are proud of delivering services that meet the needs of families, like upgrading playgrounds and improving sports grounds. But this might not be a priority for a council like Auburn. If amalgamated, you will get less of the services you really want.

More of the services you don't want.

As a council that listens to what our residents want, we strive to avoid delivering services you think are wasteful, like maintaining golf courses and propping up artist studios. But what you think is wasteful, Parramatta residents might think are needed. If amalgamated, you will pay for more services you don't want.

Less focus on local infrastructure.

Your rates pay for the infrastructure you use, like local streets and stormwater systems. If amalgamated, your rates could be spent on fixing infrastructure in areas like Auburn, where infrastructure is not up to Holroyd's standard. You will pay for infrastructure so far outside our area that you won't even use it.

More bureaucracy and red tape.

Larger organisations tend to be more disconnected from their local community. An amalgamated council will mean more bureaucrats, more compliance measures and less action on the ground, much like the Roads and Traffic Authority, Australia Post and Medicare.

Less focus on developing our area.

Our main centres are in Merrylands and Wentworthville so as a forward thinking council, we put work into improving these areas. If amalgamated, the main area will be the Parramatta CBD so our decision makers will focus on CBD development at the expense of the town centres where our families live, work and play.

More charges.

We keep charges for community facilities like sports grounds, libraries and community centres as low as possible so our community groups and residents can enjoy them. Because Parramatta Council has different priorities, their charges are higher than ours. If amalgamated, you will pay more charges for community facilities.

Less community service.

With 100,000 residents you can speak to Councillors and staff that know who you are face to face, over the phone, via mail, online or at Council meetings. The amalgamated city will have around 450,000 residents so much like other large organisations, you will have less access to decision makers and likely talk to a machine.

More risk.

Amalgamations cost a lot of money and have not always been proven to work. In Queensland, ratepayers had to pay a lot of money to amalgamate only to pay even more money to de-amalgamate because they didn't work. Amalgamation is a risk that will end up costing you, whether it does or doesn't work.

Less of what you moved here for.

Your rates pay to build the city that meets your needs like social support for seniors, immunizations for children, community centres for youth and micro-chipping for pets. If amalgamated, you will pay to build a city that's less likely to meet your needs.

Feedback Form

Please return this form to Holroyd City Council via fax 9840 9734, email hcc@holroyd.nsw.gov.au or post in the reply paid envelope included.

First name

Last name

Postal Address

Email Address

Contact Number

Do you think Holroyd should be amalgamated with Auburn, Parramatta and Ryde?

☒ Yes

☒ No

Why?

The Panel is also reviewing the role of Mayors and Councillors so we would also like to invite you to have your say.

Do you think the community or Councillors should elect the Mayor?

☒ Community

☒ Councillors

Who should determine how much the community pays in rates?

☒ The elected Council

☒ The Minister for Local Government

☒ State Government

How many Councillors should Holroyd have?

☒ Same as we have now (12)

☒ More or less (insert number of Councillors)

How much should Councillors be paid compared to State politicians?

☒ Less

☒ The same

☒ More



Feedback Form

Please return this form to Holroyd City Council via fax 9840 9734, email hcc@holroyd.nsw.gov.au or post in the reply paid envelope included.

First name

Last name

Postal Address

Email Address

Contact Number

Do you think Holroyd should be amalgamated with Auburn, Parramatta and Ryde?

☒ Yes

☒ No

Why?

The Panel is also reviewing the role of Mayors and Councillors so we would also like to invite you to have your say.

Do you think the community or Councillors should elect the Mayor?

☒ Community

☒ Councillors

Who should determine how much the community pays in rates?

☒ The elected Council

☒ The Minister for Local Government

☒ State Government

How many Councillors should Holroyd have?

☒ Same as we have now (12)

☒ More or less (insert number of Councillors)

How much should Councillors be paid compared to State politicians?

☒ Less

☒ The same

☒ More



ANNEXURE 3

Holroyd City Council
16 Memorial Avenue
PO Box 42
Merrylands NSW 2160
T 9840 9840
F 9840 9734
E hcc@holroyd.nsw.gov.au
www.holroyd.nsw.gov.au/noamalgamation

Speak Up against amalgamating Holroyd



Amalgamation...

you'll be worse off

The State Government is looking at having just one council serve all of Holroyd, Parramatta, Auburn and Ryde. This is called amalgamation. QLD tried it in 2008 and have since had to de-amalgamate 5 councils at a cost of \$8m-\$13m each because communities were worse off.

The thing is, your rates don't just go to roads and rubbish. They are spent on things that communities need to come together and stay together like sportsgrounds for local sporting teams, playgrounds for children, community centres for community groups and open areas around shops, clubs and restaurants.

If amalgamated, you will lose what's great about Holroyd... your place for family, friends and community.

Front cover image (left to right): Ken Morrissey, resident for 45 years; Robyn Main, Secretary of Wentworthville Community Garden and resident for 23 years; Yong Li, Owner of Rainbow Cafe Merrylands and resident for 12 years.



Say NO to amalgamating Holroyd by signing the petition on the right hand panel of this brochure and mailing it using the reply paid envelope provided.

Dear Premier,

I am against the amalgamation of Holroyd with any other local government area.

I believe that Holroyd should remain an independent local government area, supported by the State Government in delivering the services and infrastructure the Holroyd community needs today and into the future.

Date _____

Title

- ☐ Mr
☐ Mrs
☐ Miss
☐ Ms

First name _____

Last name _____

Age

- ☐ 18-25
☐ 26-39
☐ 40-49
☐ 50-59
☐ 60-69
☐ 70+

Address line 1 _____

Address line 2 _____

Suburb _____

Postcode _____

PRIVACY NOTE: Council will collect and hold the personal information contained in this petition for the purpose of forwarding your position on the amalgamation of Holroyd to the Premier of NSW and to contact you if further amalgamation related matters arise. The intended recipients of the personal information are officers within Council and the Office of the Premier of NSW. The supply of personal information by you is voluntary, however if you cannot provide, or do not wish to provide the information sought, Council may be unable to include your position on the amalgamation of Holroyd in the petition to the Premier of NSW.

You may make an application for access or amendments to your personal information held by Council under the Privacy and Personal Information Protection Act 1998 (PPIP Act) or the Government Information (Public Access) Act 2009 (GIPA Act). You may also make a request that Council suppress your personal information from a public register. Council will consider any such application in accordance with the PPIP Act.

ANNEXURE 4

Petition

To the Honourable the Speaker and Members of the Legislative Assembly of New South Wales.

The Petition of the residents of Holroyd Local Government Area.

Brings to the attention of the House the issue of Amalgamation (Local Government Reform).

The undersigned petitioners therefore ask the Legislative Assembly to stop any amalgamation of Holroyd Local Government Area with any other Local Government Area and allow Holroyd Local Government Area to remain independent.

| Name | Address | Signature | Email* (optional) |
|------|---------|-----------|-------------------|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

**please provide email address if you wish to remain informed of this campaign however this is not a requirement for tabling at the Legislative Assembly*

ANNEXURE 5

Holroyd Herald Special Edition

You'll be worse off if Holroyd is amalgamated SAY NO

Also in this edition

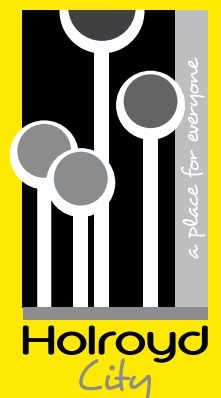
Highlights from past quarter - pg 6

PetFest 2014 - pg 8

Living Holroyd Expo 2014 - pg 9

Swim Centre Free Family Pass - pg 10

Spring 2014



Mayor's Message

Clr Nasr Kafrouni



As I reach the end of my Mayoral term, I feel a great sense of pride in the achievements of the past year and a great deal of optimism around the challenges of the year ahead.

Over the past 12 months, we have secured the service and infrastructure standards our community has come to expect through a moderate rate variation.

Within the first weeks of the variation we have begun tackling our infrastructure maintenance and renewal backlog, approving a 95% increase in our 2014/15 roads budget to \$3.9m.

We have maintained downward pressure on Development Application (DA) determination times and promoted our investment-forward Local Environmental Plan (LEP), to see the market respond enthusiastically – over the first three quarters of 2013/14 we received a record-breaking \$500m worth of DAs,

more than double the value of DAs received in the full 2012/13 financial year.

In the year ahead, we will launch a groundbreaking communications campaign designed to make building and renovating simpler for our residents and help everyone understand the impact of illegal building works on the pockets of residents and our community.

With champions of our community, we have launched a campaign to keep our residents informed on the Independent Local Government Review Panel's (ILGRP) proposal to merge Holroyd, Parramatta, Auburn and Ryde into one area with just one council. This is, to amalgamate our areas.

This special edition Holroyd Herald provides details on the amalgamation proposition and urges residents to stand beside other community members and speak up against amalgamating Holroyd. Please, have your say by filling out the enclosed reply paid postcard and returning it to us.

Residents of Holroyd, it has been my honour to serve as your Mayor.

I look forward to continuing my work with you on growing and strengthening our great City as Councillor.

Amalgamation... You'll be worse off

Dear residents,

The State Government is looking at joining Holroyd, Parramatta, Auburn and Ryde into one area. This is called amalgamation. Queensland tried it in 2008 and has since had to de-amalgamate 5 councils at a cost of \$8m-\$13m each because communities were worse off.

If our City is amalgamated, there will be just one council serving 480,000 residents and an area 4 times the size of Holroyd.

- You will be stuck with the \$110m debt of Parramatta, Auburn and Ryde.

- You could face higher fees and paid parking.
- Your rates will be spent on infrastructure you don't use and services you think are a waste.
- You could face more delays when you have a council-related problem.
- Your local businesses and development could suffer.
- You will be surrounded by plenty of people but no community.

You *can* do something about it. **Say NO at www.holroyd.nsw.gov.au/noamalgamation**

Regards,

North Ward

Clr Lisa LAKE

Clr Joseph RAHME

Clr Yvette WHITFIELD,
JP, CMC (Deputy Mayor)

South Ward

Clr Dr John BRODIE

Clr Pam COLMAN

Clr Nasr KAFROUNI
(Mayor)

East Ward

Clr Peter MONAGHAN

Clr Eddy SARKIS, JP

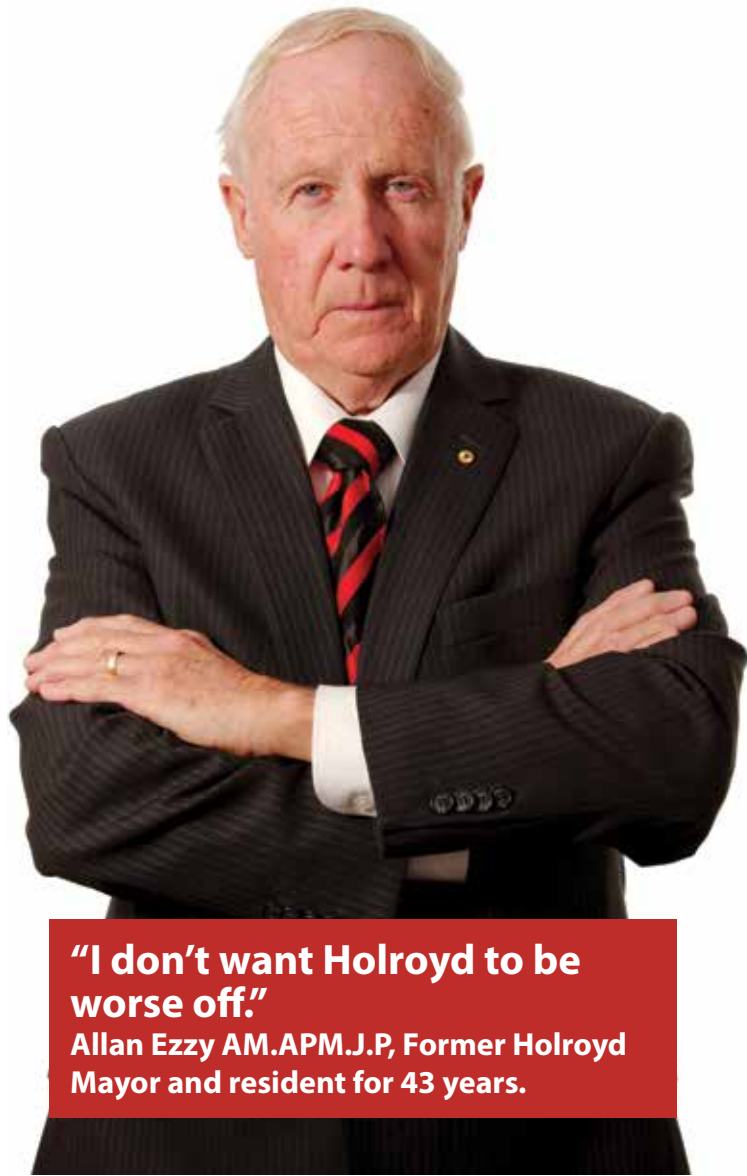
Clr Michael ZAITER

West Ward

Clr Greg CUMMINGS

Clr Ross GROVE

Clr Nadima KAFROUNI



"I don't want Holroyd to be worse off."

Allan Ezzy AM.APM.J.P, Former Holroyd Mayor and resident for 43 years.

Amalgamation will fracture our community

Former Mayor Mr Allan Ezzy APM AM has said forced amalgamation for Holroyd City Council will cause a fracture in the Holroyd community.

The long-time Councillor and Greystanes resident has voiced his concerns over the limited access residents will be given in times of need if the State Government merges Holroyd with Parramatta, Auburn and Ryde.

"It's going to cause a lot of problems when Holroyd residents can't get direct access to the information they need or speak to someone about their local issues," said Mr Ezzy.

"That's going to be the case if we're forced to be a mega City of almost 480,000 people and let's face it nobody wants to feel like just another number.

"Having seen this happen in England and Scotland too, sooner or later, people on the fringes will get disinterested and you'll see Holroyd's community spirit killed off.

"Holroyd is a place that encourages people to be involved in their community and it's been the same story for the 43 years I've lived here.

"Holroyd might be, to use the expression, punching above our weight but there's an undeniable sense of community spirit that's alive in our local groups and volunteers.

"We're financially sound, there's good management, the community has access to a range of facilities, and that could all be lost if we're forced to merge with other areas who won't invest or maintain the things we love about Holroyd."

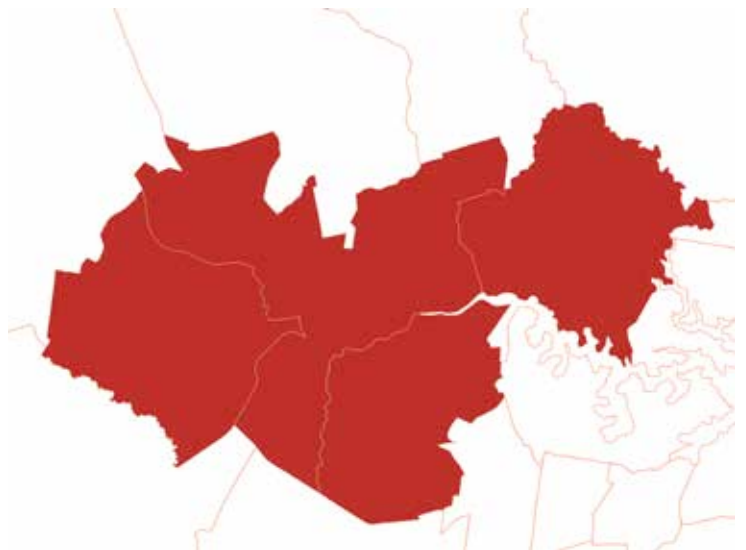
Mr Ezzy is one of Holroyd's Anti-Amalgamation Champions.

Your city today



Population: 108,889
Number of councils: 1

Your city if amalgamated

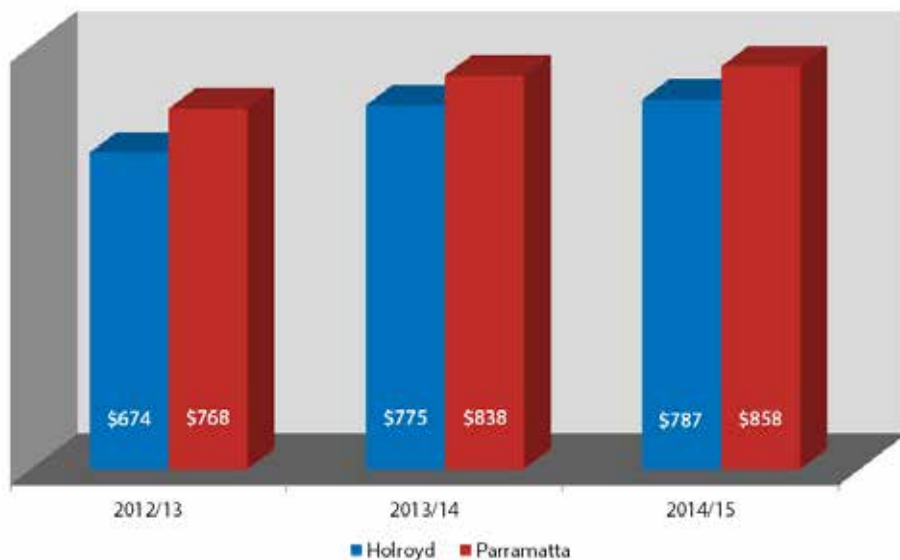


Population: 480,000
Number of councils: 1

With 100,000 residents, you can still contact Councillors and Council staff who are experts in local area matters. If amalgamated, there will be just one council to 480,000 residents across a massive area, so it could take you much longer to get in touch with the right person when you have a problem.

Everything could change

A major problem with Holroyd amalgamating with a city like Parramatta is that Parramatta's community and area are very different from ours and so are their priorities. Here are a few of the things that could change if Holroyd is amalgamated.

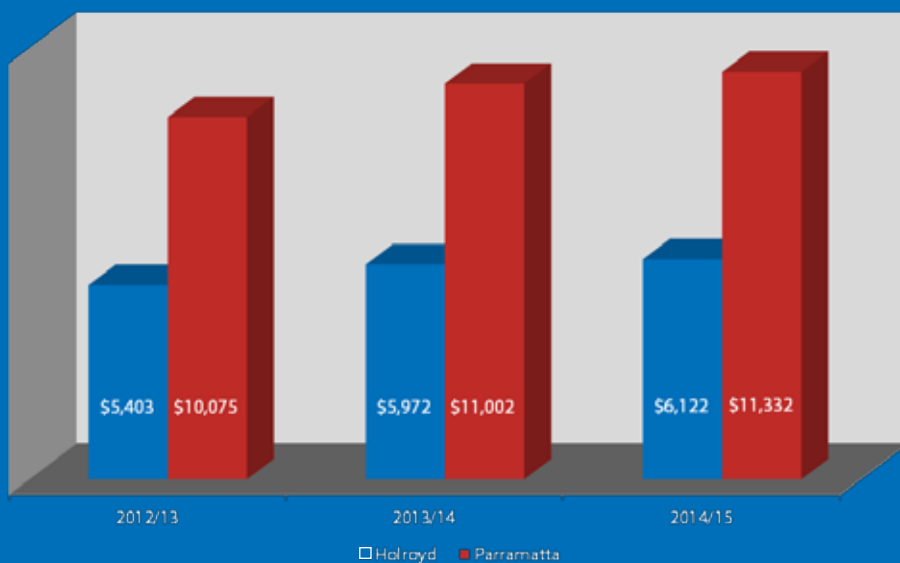


Residential Rates

In 2012/13, our average residential rate was 14% lower than Parramatta's.

In 2013/14, our estimated average residential rate was 8% lower.

In 2014/15 and even with our special rate variation in place, our estimated average residential rate is still 9% lower than Parramatta's.

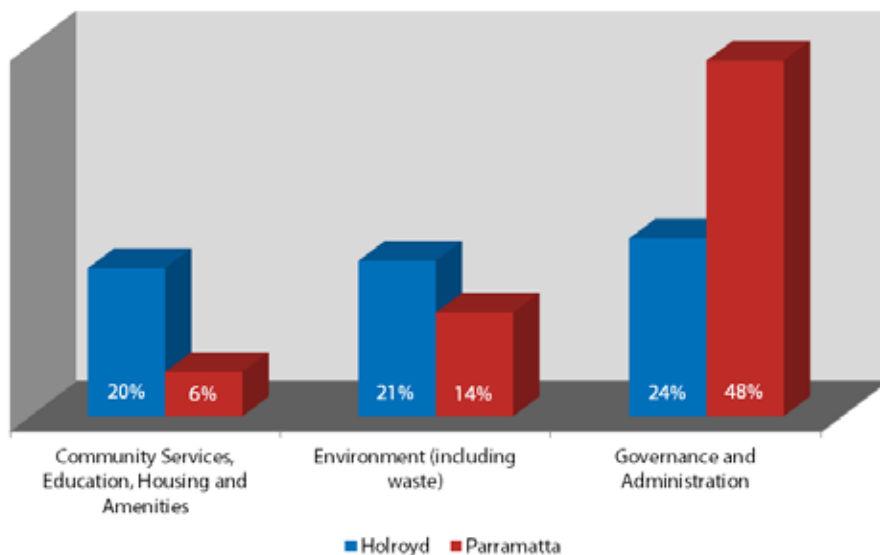


Business Rates

In 2012/13, our average business rate was 86% lower than Parramatta's.

In 2013/14, our estimated average business rate was 84% lower.

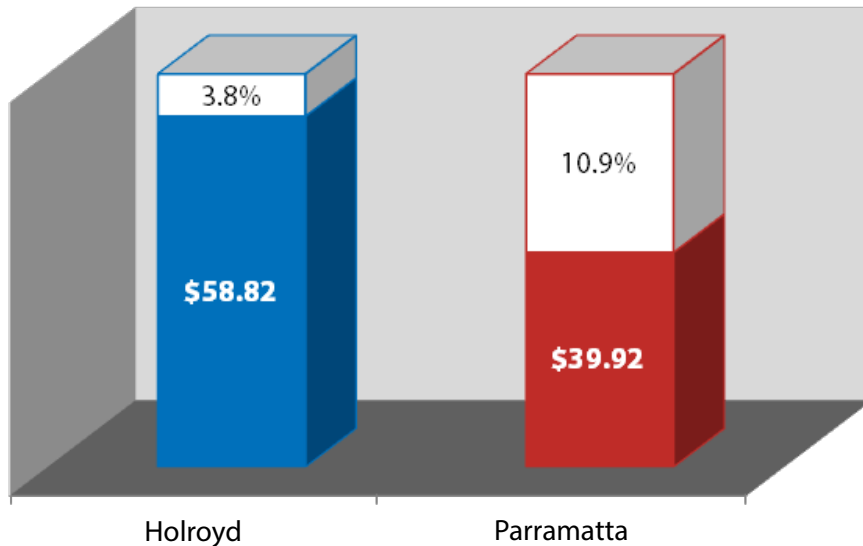
In 2014/15 and even with our special rate variation in place, our estimated average business rate is still 85% lower than Parramatta's.



Percentage of Expenditure Spent on Services

In 2012/13, we invested over 3 times more of our expenditure into community services, education, housing and amenities and 1.5 times more into environmental services than Parramatta, because these are services that our residents have told us are important to them.

We spent 2 times less of our expenditure on governance and administration than Parramatta, because our residents have told us that they want a lean and efficient Council.



Infrastructure Expenditure and Backlog

In 2012/13, we spent 47% more per capita on repairing, maintaining and renewing roads, bridges and footpaths than Parramatta, because our residents have told us that infrastructure is a priority.

In 2012/13, our infrastructure backlog ratio was almost 3 times lower than Parramatta's.

■ Roads, Bridges and Footpath Expenditure per Capita

□ Infrastructure Backlog Ratio

Big debt and higher charges

You will be stuck with the \$110m debt of Parramatta, Auburn and Ryde.

At the end of the 2012/13 financial year, Holroyd didn't have any debt. Parramatta had a debt of \$92.1m, Auburn \$14.7m and Ryde \$3.4m. This is a total debt of \$110.2m.

If amalgamated, your rates will be spent on repaying this debt.

You could face higher fees and paid parking.

Holroyd has competitive fees for libraries, sportsgrounds and community centres, especially when compared to Parramatta and Ryde and unlike these two cities, our street parking is free.

If amalgamated, demand for our facilities will go up and you could face higher charges and a fee for street parking.



"I don't want a big debt and higher charges."

Dr Jeanie Wood, 2013 Holroyd Citizen of the Year and resident for 43 years.



"I don't want service and infrastructure cuts."

Julie Dilles, Founder of Wenty Up Markets and resident for 48 years.

Service and infrastructure cuts

Your rates will be spent on infrastructure you don't use.

When you're part of a smaller city, your rates go to building and fixing infrastructure you're likely to use every day, like roads, footpaths, parks and playgrounds in your neighbourhood. If amalgamated, your rates will be spent on infrastructure as far as Ryde that you won't use.

Your rates will be spent on services you think are a waste.

When you're part of a smaller community, there's a better chance you won't end up paying for services you think are a waste of ratepayer dollars, like mowing Parramatta's golf course or managing its artist studios. If amalgamated, your rates will be spent on services that residents from Auburn to Ryde want and that you think are a waste.

No more Holroyd

You will be surrounded by plenty of people but no community.

Your rates don't just go to roads and rubbish. They are spent on things that communities need to come together and stay together like sportsgrounds for local sporting teams, playgrounds for children, community centres for community groups and open areas around shops, clubs and restaurants.

If amalgamated, you will lose what's great about Holroyd... your place for family, friends and community.

Local business and development suffering

Your main Town Centres could be neglected.

Councils focus on developing the main centres of their city which for Holroyd, are the Merrylands and Wentworthville Town Centres.

If amalgamated, the main centre of the mega city will be the Parramatta CBD so your local centres will probably get less attention.

You could face more red tape and compliance measures.

Big corporates, like energy companies and tax agencies, are known for being out of touch with their communities.

If amalgamated, you will face a mega council that will have more bureaucrats, more compliance measures and less action on the ground.



"I don't want local business and development to suffer."

Mariya Gojan, President of Merrylands Chamber of Commerce and worked in Holroyd for 11 years.

Say NO

to amalgamating Holroyd

Amalgamation is not just another policy the government is fighting over. It's a real change that the State Government is close to making a decision on.

You *can* do something about it.

Speak up against amalgamating Holroyd and get as many people as you can to speak up with you.

Please fill out the enclosed reply paid postcard and drop it into your nearest post box.

Join the amalgamation discussion on Facebook



follow us:

"We need to speak up."

Mark Dring, President of a local high school P&C and resident for 21 years.



Hands Off Holroyd

Say NO to forced mergers



Residents support Holroyd's fight

More than 71% of local residents do not support the Baird Government's plans to force Holroyd City Council to merge with other councils in Western Sydney, according to a new poll.

The statistically valid survey also showed that 92% of people were satisfied with the overall performance of Holroyd City Council.

When compared with the mean scores of other NSW councils, Holroyd has the highest observed mean rating out of five for a council in more than five years.

"The results speak for themselves, people in Holroyd are worried about the negative impacts of a merger with the other councils," Mayor Cummings said.

"People said they didn't support a merger because they were concerned about how it will negatively impact service provision and how Holroyd will inherit the debts of the other councils.

"The poll shows that across the community, there was a high awareness about Council's proposed merger and that the vast majority of residents don't want it and are sending a very clear message to the Baird Government: Hands off Holroyd!"

Local services at risk

Local services and community programs, including free immunisation clinics, childcare and Meals on Wheels, could all change, even disappear if Holroyd City Council is forced to merge with other councils.

Mayor Greg Cummings, has warned that young families and the elderly living in Holroyd would bear the brunt of changes to crucial, everyday services and programs across the community.

"We are extremely concerned about the impact on current services for Holroyd's residents and businesses," Mayor Cummings said.

"Residents could be sluggish with higher rates and timed, paid parking meters could be introduced across Holroyd, just like in Parramatta.

"The other big risks the community is facing are cuts to some of our most popular services such as free immunisation clinics.

"If these Council services are changed, scaled back or are removed altogether, we estimate up to 400 jobs could be lost from the Holroyd area, 150 alone from our childcare services.

"That's why the Baird Government's forced merger of our Council is bad news for everyone living and working in Holroyd."

Say NO to amalgamating Holroyd with neighbouring areas





The Mayor with Community Champion, Yong Lee, former owner of Rainbow Cafe, Merrylands

Lee with some words of wisdom

He might be done serving coffees and lunch on a daily basis but former Rainbow Café owner, Yong Lee, isn't done dishing out the news on what residents and local business owners stand to lose if Holroyd is forced to merge with other councils.

As a Community Champion in Holroyd's Anti-Amalgamation campaign, Mr Lee has a catchcry that he has been sharing with his customers.

"We must stop the State Government wanting to amalgamate Holroyd - don't waste our money because it's not as easy as it looks," said Mr Lee.

"My challenge is to anyone out there who supports amalgamation to show me how money saved from this exercise will support any of us and 'give back' to the community.

"I think local residents haven't really realised what the costs are going to be if Holroyd is forced to merge with Parramatta, Auburn and some of Ryde.

"Everything with a logo is going in the bin, that's the law, and this cost alone is a big burden for the people of Holroyd.

"Residents might be thinking that merging together with bigger councils is going to save money on local resources but I know they're not thinking hard enough."

Thousands want Hands off Holroyd!

Thousands of local residents and business owners have joined the fight against the forced merger of Holroyd City Council – warning Premier Mike Baird: Hands off Holroyd!

With a new website, Mayor Greg Cummings wants to see more locals go online and join the 9,000 people who have already signed up to the 'Hands off Holroyd' campaign.

"The message is loud and clear – the community won't stand by and watch the Baird Government wipe Holroyd off the map," Mayor Cummings said.

"More and more residents and business owners are getting worried about how their daily services will suffer if Holroyd is forced to merge with Auburn, Ryde and Parramatta councils.

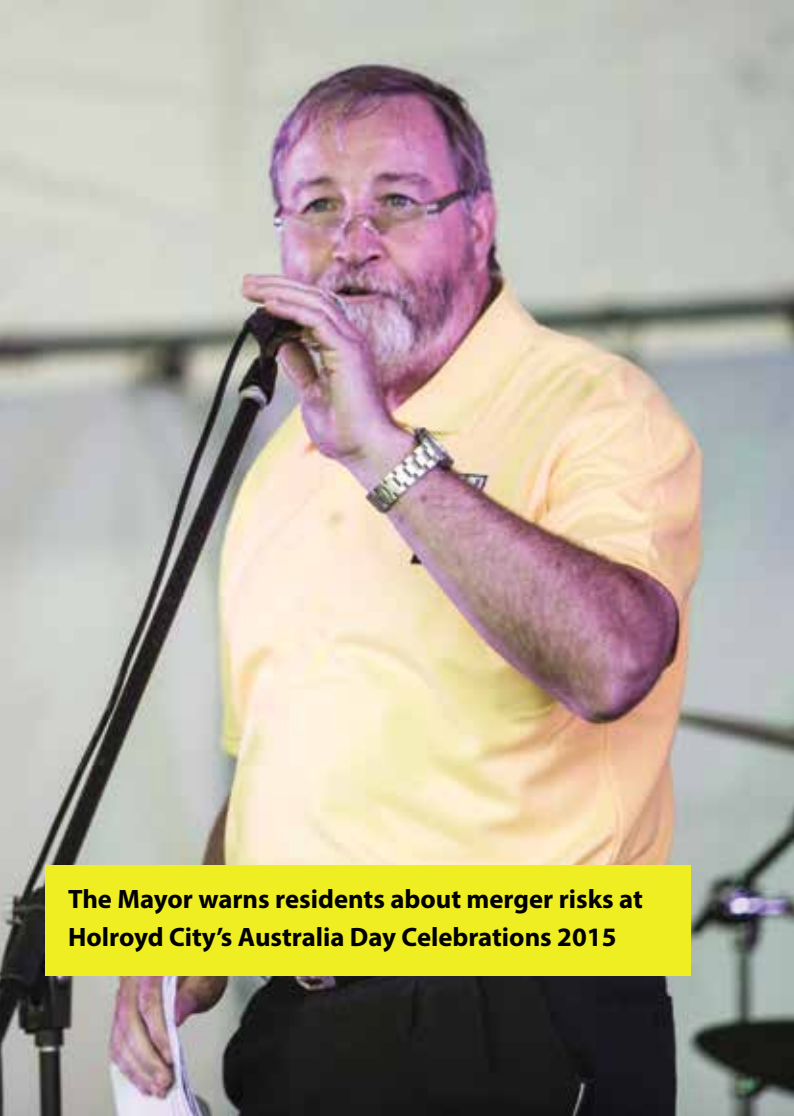
"We've heard of residents walking around the neighbourhood with petitions, business owners talking to their customers and community service providers taking them to functions to get those much-needed signatures of support.

"They're actively getting involved in the campaign, standing up for Holroyd and standing up to Mike Baird – telling him that Holroyd must remain independent."

To sign the petition, please visit handsoffholroyd.com.au and tell Mike Baird: Hands off Holroyd!



Quality childcare services could be at risk if Holroyd is forced to amalgamate



The Mayor warns residents about merger risks at Holroyd City's Australia Day Celebrations 2015

Keep Holroyd's proud history here

Mayor Greg Cummings used his Australia Day message to warn Holroyd residents how the forced merger of Holroyd City Council could result in the loss of hundreds of local jobs and a dramatic change to local services.

Mayor Cummings said the future of Council's successful Australia Day and other community events will also be at risk if the Baird Government forces Holroyd to merge.

"This could be the last time the people of Holroyd get to celebrate Australia Day as we know it," Mayor Cummings said in his address.

"Holroyd City Council has proudly represented this community for more than 140 years, but Holroyd could be literally wiped off the map by the Baird Government.

"As Mayor, I am publicly warning the community about the impacts that a forced merger will have on Holroyd's long list of every day services at a time when the City continues to grow.

"The future of Council organised events like this year's Pool Party and Australia Day Concert will also be at risk, if Holroyd is swallowed up by a mega Council based in Parramatta.

"In the face of amalgamation, the community needs to stand united and stay proud of our 140 year history."

Financial thumbs up for Holroyd

Holroyd City Council is pleased to announce that it has been given a 'Positive' financial outlook as part of the ongoing financial assessment of 152 NSW councils.

Mayor Greg Cummings described the results of the NSW Treasury Corporation (TCorp) Report, as being 'extremely favourable', supporting Council's position that Holroyd is financially sustainable now and well into the future.

"The bottom line is that Holroyd has been given the financial thumbs up from TCorp," Mayor Cummings said.

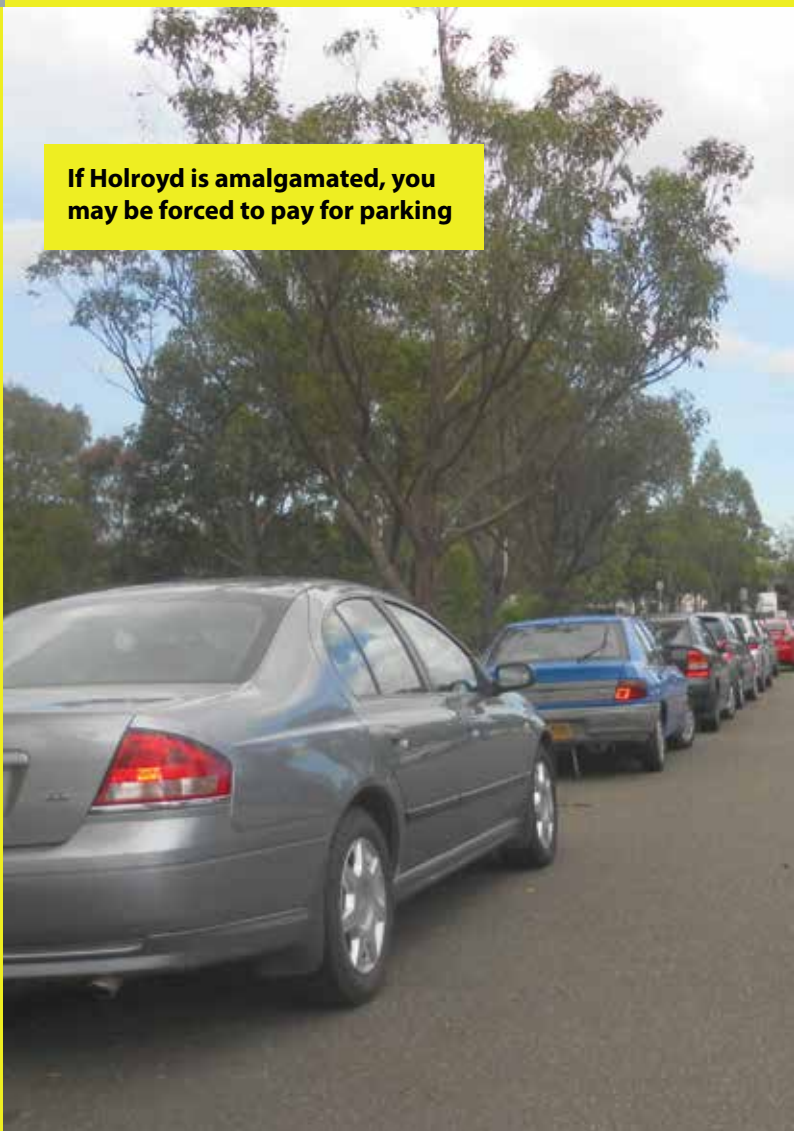
"TCorp have assessed Council's current 'Financial Sustainability Rating' (FSR) as being 'Moderate' with a 'Positive' outlook.

"TCorp added that Council's rating will improve even further to 'Sound' over the next three years, based on Council's adopted long term financial plan.

"Putting it in perspective, a 'Sound' rating means there would only be two councils out of the 152 in NSW which have a better FSR than Holroyd.

"We should not be forced to be merged with other councils – because we are 'Fit for the Future.'"

If Holroyd is amalgamated, you may be forced to pay for parking





Holroyd Mayor with Member for Fairfield, Guy Zangari, at Woodpark Reserve's new playground

Local MPs must show their support

Mayor Greg Cummings is calling on Western Sydney State MPs, who represent residents from the Holroyd area, to publically declare if they will fight the Baird Government's plans for the Council to be merged.

Mayor Cummings said it was now time for the Member for Granville Tony Issa, the Member for Parramatta Geoff Lee, Member for Smithfield Andrew Rohan and the Member for Fairfield Guy Zangari to come out, once and for all, and tell the community now if they will fight for the future of Holroyd.

"Holroyd is faced with being literally wiped off the map by the Baird Government, if we are forced to merge with Ryde, Auburn and Parramatta councils," Mayor Cummings said.

"Our local MPs must now let ratepayers and businesses know if they truly support local services, infrastructure and jobs – by opposing our forced merger.

"As we head toward the State Election, it's important that people who live and work in Holroyd know if Mr Issa, Mr Lee, Mr Rohan and Mr Zangari will stand up for their community.

"We need them to stand up for Holroyd and tell Mr Baird: Hands off Holroyd."

To sign the petition, please visit handsoffholroyd.com.au and tell Mike Baird: Hands off Holroyd!

HANDS OFF HOLROYD

Say NO to Mergers

PUBLIC MEETING

Come and have your say

Thursday 19 March 2015

6pm for a 6.30pm start

The Holroyd Centre - 17 Miller Street, Merrylands

Please RSVP at rsvpevents@holroyd.nsw.gov.au
or call Council's Customer Service Centre on 9840 9840.

**Sign the petition and say NO to Mergers
at www.handsoffholroyd.com.au**

Holroyd Herald

Holroyd City Council Newsletter

Winter 2013



What amalgamation means
to you.
Page 2



Party with your pets at
PetFest 2013.
Page 5



Merrylands Community
Garden one of eight to go
ahead in future plans.
Page 7

How amalgamation will impact you

More debt.

As an efficient council, we didn't have any debt at the end of the 2012 financial year. Auburn, Parramatta and Ryde councils on the other hand had a combined debt of \$98.75m. If amalgamated, you will pay for the debts incurred by the other councils.

Less of the services you do want.

We are proud of delivering services that meet the needs of families, like upgrading playgrounds and improving sports grounds. But this might not be a priority for a council like Auburn. If amalgamated, you will get less of the services you really want.

More of the services you don't want.

As a council that listens to what our residents want, we strive to avoid delivering services you think are wasteful, like maintaining golf courses and propping up artist studios. But what you think is wasteful, Parramatta residents might think are needed. If amalgamated, you will pay for more services you don't want.

Less focus on local infrastructure.

Your rates pay for the infrastructure you use, like local streets and stormwater systems. If amalgamated, your rates could be spent on fixing infrastructure in areas like Auburn, where infrastructure is not up to Holroyd's standard. You will pay for infrastructure so far outside our area that you won't even use it.

More bureaucracy and red tape.

Larger organisations tend to be more disconnected from their local community. An amalgamated council will mean more bureaucrats, more compliance measures and less action on the ground, much like the Roads and Traffic Authority, Australia Post and Medicare.

Less focus on developing our area.

Our main centres are in Merrylands and Wentworthville so as a forward thinking council, we put work into improving these areas. If amalgamated, the main area will be the Parramatta CBD so our decision makers will focus on CBD development at the expense of the town centres where our families live, work and play.

More charges.

We keep charges for community facilities like sports grounds, libraries and community centres as low as possible so our community groups and residents can enjoy them. Because Parramatta Council has different priorities, their charges are higher than ours. If amalgamated, you will pay more charges for community facilities.

Less community service.

With 100,000 residents you can speak to Councillors and staff that know who you are face to face, over the phone, via mail, online or at Council meetings. The amalgamated city will have around 450,000 residents so much like other large organisations, you will have less access to decision makers and likely talk to a machine.

More risk.

Amalgamations cost a lot of money and have not always been proven to work. In Queensland, ratepayers had to pay a lot of money to amalgamate only to pay even more money to de-amalgamate because they didn't work. Amalgamation is a risk that will end up costing you, whether it does or doesn't work.

Less of what you moved here for.

Your rates pay to build the city that meets your needs like social support for seniors, immunizations for children, community centres for youth and micro-chipping for pets. If amalgamated, you will pay to build a city that's less likely to meet your needs.

Feedback Form

First name

Last name

Postal Address

Email Address

Contact Number

Do you think Holroyd should be amalgamated with Auburn, Parramatta and Ryde? ☐ Yes ☐ No

Why?

The Panel is also reviewing the role of Mayors and Councillors so we would also like to invite you to have your say.

Do you think the community or Councillors should elect the Mayor?

- ☐ Community
☐ Councillors

How many Councillors should Holroyd have?

- ☐ Same as we have now (12)
☐ More or less (insert number of Councillors)

Who should determine how much the community pays in rates?

- ☐ The elected Council
☐ The Minister for Local Government
☐ State Government

How much should Councillors be paid compared to State politicians?

- ☐ Less ☐ The same
☐ More





Clr Ross Grove
Mayor
Holroyd City

**“all of these works are only
made possible through
the City’s mature approach
toward promoting growth”**

Message from the Mayor

Clr Ross Grove

A lot has happened since the last Holroyd Herald went to print and we are starting to see the dividends of a well-run City emerge in the form of increased investment, improved infrastructure and better customer service.

Merrylands and Wentworthville

In partnership with two very active local business communities, the City is pleased to announce that we will be reinstating the overhanging festive lighting that was once so iconic to the Merrylands Town Centre. This decision reverses a decision by the previous council not to proceed with these works.

We’re also pleased to see the state government commitment to the delivery of lifts at Wentworthville Train Station. Congratulations to Geoff Lee MP, and the business and community leaders for getting behind this effort.

Bigger, better parks and libraries

The City has released plans to inject \$272M in community infrastructure works to meet the needs of our growing population. These works include multi-million dollar upgrades to our libraries, a new town square, land acquisition for increased parkland and road intersection upgrades.

Funded through development contributions, all of these works are only made possible through the City’s mature approach toward promoting growth in a way that enhances our quality of life.

Financial sustainability

The City continues to run balanced budgets while pursuing new ways to reduce our burden on the ratepayer by getting more from our existing assets. This is despite a report from TCorp released in April, where liabilities included infrastructure on crown land, the primary responsibility of the state government.

Bipartisan approach

You will note this edition of the Herald involves more councillors, state and federal members of parliament than ever before. By setting aside frivolous politically-motivated attacks within the chamber, your new council has been able to secure better outcomes for the community. This has made us a more credible partner to both government and opposition alike and I look forward to seeing this continue for so long as it benefits the community.

Diane Jogia retirement

On behalf of the City, I wish to extend our best wishes to our Director of Library and Community Services, Diane Jogia. Diane has served Holroyd for some decades now, both inside and outside of the council. All the best Diane, we hope to see you around in the future enjoying the City you helped create.

Amalgamation

All of this good work is at risk thanks to a state government proposal to amalgamate our city into Parramatta, Auburn and Ryde. I invite you to join us in the conversation about this proposal, we need to send a clear message about how we feel on this matter.

Enjoy this herald!

Ross Grove
Mayor

Amalgamation...

You'll be worse off

The State Government is looking at having just one council serve all of Holroyd, Parramatta, Auburn and Ryde. This is called amalgamation. QLD tried it in 2008 and have since had to de-amalgamate 5 councils at a cost of \$8m-\$13m each because communities were worse off.

Here's why 98% of surveyed residents believe we'll be worse off if Holroyd is amalgamated.

You will be stuck with the \$110m debt of Parramatta, Auburn and Ryde.

At the end of the 2012/13 financial year, Holroyd didn't have any debt. Parramatta had a debt of \$92.1m, Auburn \$14.7m and Ryde \$3.4m. This is a total debt of \$110.2m. If amalgamated, your rates will be spent on repaying this debt.

You could face higher fees and paid parking.

Holroyd has competitive fees for libraries, sportsgrounds and community centres, especially when compared to Parramatta and Ryde and unlike these two cities, our street parking is free. If amalgamated, demand for our facilities will go up and you could face higher charges and a fee for street parking.

Your rates will be spent on infrastructure you don't use.

When you're part of a smaller city, your rates go to building and fixing infrastructure you're likely to use every day, like roads, footpaths, parks and playgrounds in your neighbourhood. If amalgamated, your rates will be spent on infrastructure as far away as Ryde that you won't use.

Your rates will be spent on services you think are a waste.

When you're part of a smaller community, there's a better chance you won't end up paying for services you think are a waste of ratepayer dollars, like mowing Parramatta's golf course or managing its artist studios. If amalgamated, your rates will be spent on services that residents from Auburn to Ryde want and that you think are a waste.

You could face more delays when you have a council-related problem.

With 100,000 residents, you can still contact Councillors and Council staff who are experts in local area matters. If amalgamated, there will be just one council to 480,000 residents across a massive area, so it could take you much longer to get in touch with the right person when you have a problem.

Your main Town Centres could be neglected.

Councils focus on developing the main centres of their city which for Holroyd, are the Merrylands and Wentworthville Town Centres. If amalgamated, the main centre of the mega city will be the Parramatta CBD, so your local centres will probably get less attention.

You could face more red tape and compliance measures.

Big corporates, like energy companies and tax agencies, are known for being out of touch with their communities. If amalgamated, you will face a mega council that will have more bureaucrats, more compliance measures and less action on the ground.

You will be surrounded by plenty of people but no community.

Your rates don't just go to roads and rubbish. They are spent on things that communities need to come together and stay together like sportsgrounds for local sporting teams, playgrounds for children, community centres for community groups and open areas around shops, clubs and restaurants. If amalgamated, you will lose what's great about Holroyd... your place for family, friends and community.

Say NO to amalgamating Holroyd

Amalgamation is not just another policy the government is fighting over. It's a real change that the State Government is close to making a decision on.

You *can* do something about it.

Speak up against amalgamating Holroyd and get as many people as you can to speak up with you. Sign a petition at Council's website, admin building, libraries or facilities.

Holroyd Herald Special Edition

The Baird Government wants to merge Holroyd with Auburn, Parramatta and Ryde. This is bad news for our community.

**You can do something about it!
Send a message to the Baird Government**

HANDS OFF HOLROYD

Also in this edition

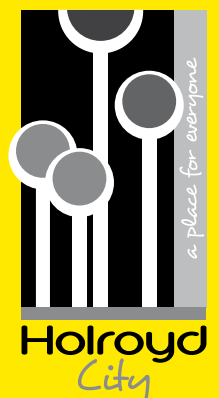
Amalgamation - pg 3

Safety Award Winner - pg 5

Asbestos Answers - pg 7

Gardening Workshops - pg 10

Summer 2014



Hands off Holroyd!

That's the message we need you to send to Premier Mike Baird over the State Government's plans to force Holroyd to merge with Auburn, Parramatta and Ryde.

Make no mistake, this is bad news for everyone living and working in Holroyd.

If Mr Baird forces us to join with other Councils, Holroyd ratepayers will inherit the combined debts of Auburn, Parramatta, one-third of Ryde and part of the Hills, leaving our residents/ratepayers paying for someone else's debt.

As a result of this financial nightmare, you could see higher rates and fees, and paid parking may be introduced across our suburbs.

Unfortunately, young families and seniors will bear the brunt of changes to important, everyday services, if we are merged.

The long list of Holroyd services at risk of being changed includes free immunisation, Council's childcare, aged and disability services and Out of School Hours (OOSH) programs.

As well, crucial infrastructure and development may be put on hold at a time when Holroyd continues to grow.

Your 'new' Council could be based in Parramatta, instead of Merrylands, meaning you'll experience long delays when you have Council-related issues.

That's why we're urging you, your family, friends, neighbours and workmates to send a message loud and clear to Premier Baird and his Government: Hands off Holroyd.

Say NO at www.holroyd.nsw.gov.au/noamalgamation

Mayor of Holroyd City, Cllr Greg Cummings

Young families and seniors will bear the brunt of changes to important, everyday services, if Holroyd Council is forced to merge with Auburn, Parramatta, one-third of Ryde and part of the Hills.



15 childcare facilities providing care to over 3,600 individual children each year could be in doubt.



400+ local jobs and local employment opportunities could be lost to the area, including over 150 jobs in our childcare Centres alone.



HANDS OFF OUR PLANS FOR THE FUTURE

**This means you might experience long delays
when you have Council-related issues.**



Send a message to Premier Baird – Hands off Holroyd!

HANDS OFF OUR INFRASTRUCTURE

**The crucial infrastructure and development
we so desperately need could be put on
hold at a time when Holroyd continues to
grow.**

The State Government has released its “Fit for the Future” package which is seeking to merge Local Government areas across NSW to make Councils sustainable over time.

What is a “Fit for the Future” Council?

According to the Government, it’s a Council that is sustainable, efficient and effective in the management of its infrastructure and services for the community and has the scale and capacity to engage effectively across community, industry and Government.

We believe that Holroyd meets this criteria today and will into the future.

Holroyd has a vision, a vision that was set by our community for our community. We are committed to delivering this vision but it could all be lost if the Government forces Holroyd to merge with Auburn, Parramatta, one third of Ryde and part of the Hills. We would lose the “local” in Local Government and the Holroyd we know would disappear.

The Minister quotes that Local Government is losing \$1million a day however Holroyd has run a balanced budget for two decades. Why is Holroyd being included in this figure?

The State Government claims that Local Government is working with backlogs that they cannot manage. Backlogs that have been forced onto local government due to rate pegging and cost shifting and we have worked with our community and found a local solution.

Only recently our community agreed to a special rate variation to continue to maintain and renew our existing infrastructure whilst our Section 94 Infrastructure Plan, Local Environment Plan and Development Control Plan has been put in place to support, develop and increase opportunities to invest, live and play.

Over the next six months, Holroyd needs to state its case to Premier Baird, Minister for Local Government Paul Toole and his local Members of Parliament as to why Holroyd should remain independent.

What we are telling Premier Baird and his Government is that Holroyd has a proud past and Holroyd has a strong future.

We need you to tell Premier Baird and his Government - HANDS OFF HOLROYD.

For more information on the State Government’s proposal, go to www.fitforthefuture.nsw.gov.au

Tell your friends and family to support the Hands off Holroyd social media campaign, sign our petition and attend the community meetings in 2015.

www.handsoffholroyd.com.au

ANNEXURE 6



Search Facebook



Jaime

Home 20+



Holroyd City

A place for everyone



Holroyd City Council

Community Organization · Public Places & Attractions

Like

+ Follow

Share



Timeline

About

Instagram

Likes

More ▾



2,385 people like this

Raffaele Catanzariti and 27 other friends



292 people have been here

Julie Lockhart and 8 other friends



Open · 8:00AM - 4:30PM

Get additional info



Post



Photo / Video

Write something...

Post

ANNEXURE 7



Holroyd City Council

@HolroydCity



TWEETS
137

FOLLOWING
174

FOLLOWERS
109

FAVORITES
3

Tweets

Tweets & replies

Photos & videos



Holroyd City Council @HolroydCity · Jun 10

Our councillors, staff and residents joined other community groups today to send a clear message - Save Our Councils!



1 1

[View photo](#)

ANNEXURE 8

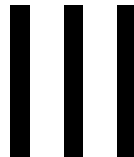
HANDS OFF HOLROYD

Say NO to Mergers

Delivery Address:

PO Box 42
MERRYLANDS NSW 2160

No stamp required
if posted in Australia



Holroyd City Council
Reply Paid 42
MERRYLANDS NSW 2160

Say NO to Mergers

The NSW State Government is proposing a merger between Holroyd, Parramatta, Auburn and the western portion of Ryde. This would create a mega-council that would “service” a population of over 450,000 people and Holroyd residents’ rates would go towards paying off the immense debt of these other councils. We believe this move would take the “local” out of our local community and changes like paid street parking will become a real possibility.

According to the State Government, 25% of councils are in a weak or very weak position, losing \$1 million a day. This is not the case for Holroyd – we are financially strong and sustainable.

Please tell us your opinion on this proposed merger, by ticking one of the boxes and placing this card in the post. No stamp required.

☐

I OPPOSE the State Government proposal to merge Holroyd with Parramatta, Auburn and part of Ryde.

For more information on this option visit www.handsoffholroyd.com.au

☐

I SUPPORT the State Government proposal to merge Holroyd with Parramatta, Auburn and part of Ryde.

For more information on this option visit www.fitforthefuture.nsw.gov.au

Name: _____

Email: _____

Address: _____

☐

Tick this box if you do not wish to remain updated on this campaign

For more information or to sign the petition please visit www.handsoffholroyd.com.au



ANNEXURE 9

LOCAL GOVERNMENT REFORM AND WHAT IT MEANS FOR YOU



Holroyd City Council thanks you for your feedback. To date over 11,000 community members have given their support. We encourage you to read this information and have your final say on this important issue. Your feedback is critical in helping us complete our Final Submission.

What is 'Fit For The Future' about?

'Fit For The Future' is a State Government program that aims to improve the sustainability of the local government sector and to improve alignment with the State Government. All councils in NSW are to be assessed against a series of key criteria which are inclusive of seven sustainability benchmarks. Based on a NSW State Government Independent Report, it is proposed to reduce the number of Metropolitan Sydney councils from 41 to 15.

What are the Facts?

FACT: Holroyd City Council supports reforms of local government that will improve the efficiency of the sector and that will support a stronger working relationship between the State Government and councils in the interest of providing the best outcomes for the community.

FACT: The State Government will offer councils who voluntarily merge the assistance of a fully funded facilitator, subsidised funding to prepare a merger business case, access to technical experts and access to a pool of \$268 million dollars in direct funding for the merger. The Auburn/ Parramatta/ Hills/ Ryde merged entity may receive up to \$22.5 million dollars.

FACT: The cost to merge the councils into a single entity is estimated to exceed \$100m and would take approximately 3-5 years to achieve. Based on the current State Government advice, the \$22.5m in support funding would not be made available as the councils within this proposed group are opposing a voluntary merger.

FACT: Holroyd City Council has listened to its community and will seek to achieve the outcome that best represents the community's majority preference.

FACT: Holroyd City Council has engaged the services of a State Government approved independent consultancy Morrison Low, who has analysed and modelled the proposed merged entity as the basis for Council's 'Fit for the Future' Submission.

FACT: Holroyd has money to fund its infrastructure now and into the future. The Merged Council would not have enough money to fund its infrastructure.

The Independent Local Government Review Panel and the Holroyd recommendation

The State Government appointed an Independent Local Government Review Panel (The Panel) to undertake a complete review of the Local Government sector and identify options for sustainable governance models. This included looking at council structures, possible boundary adjustments, councils' current and forecasted financial performance (based on NSW Treasury Corporation's Assessments) and how councils currently met the needs of their communities.

The Panel recommended that Holroyd be merged with Auburn, Parramatta, parts of The Hills and Ryde Councils, to achieve a **projected** population of approximately 558,500 by 2031. The **immediate** population of this merged entity would be in the vicinity of 386,500 people. Holroyd's current population is 111,100.

The Panel's rationale for this includes:

- The need for stronger unified local government to develop Parramatta as a second CBD
- Close functional interaction and economic/ social links between these councils
- Parramatta's northern boundary proximity to its CBD and the need to relocate it to the M2 Motorway, which would facilitate planning and improve socio-economic mix and community linkages
- Incorporation of part of Ryde to strengthen links between Parramatta and the Global Sydney Corridor; and improve scope for integrated planning around Epping Station

The 'Fit For The Future' Program

The State Government has developed the 'Fit For The Future' Program which requires that each council address the following criteria, in relation to the recommendations made in the *Revitalising Local Government Report* released in October 2013:

- Scale and Capacity
- Financial Sustainability
- Efficiency
- Effective infrastructure and service management

The 'Fit For The Future' Program requires councils to have Scale and Capacity to meet the challenges ahead and assess each council against 7 financial based benchmarks. Holroyd has assessed itself with the assistance of an independent consultant (Morrison Low) and has found that as a standalone entity Holroyd Council will meet or exceed all of the Benchmarks by the set date of 2019/2020 and be able to sustain this level of performance over the long term. The seven Benchmarks include:

- Operating Performance
- Own Source Revenue
- Asset Renewal
- Infrastructure Backlog
- Asset Maintenance
- Debt Service Ratio
- Real Operating Expenditure

The independent assessment shows that the proposed merged entity will only meet 3 of the 7 Benchmarks by the set date of 2019/2020.

WHAT ARE OUR OPTIONS:

1. HOLROYD REMAINS AN INDIVIDUAL COUNCIL



POPULATION **111,100** 2014 ABS ERP DATA, PROFILE ID

PROJECTED POPULATION **155,900*** BY 2031

TCORP ASSESSMENT CURRENT FINANCIAL SUSTAINABILITY – **MODERATE** (Holroyd Treasury Report January 2015)

TCORP ASSESSMENT CURRENT FINANCIAL SUSTAINABILITY OUTLOOK – **POSITIVE** (Holroyd Treasury Report January 2015)

OLG INFRASTRUCTURE AUDIT REPORT – **STRONG** (Local Government Infrastructure Audit June 2013)

STAFF – **466**

COUNCILLORS – **12**

RESIDENTS PER COUNCILLOR AT 2015 **9258****

INFRASTRUCTURE BACKLOG **\$12m**

2013/2014 Audited Financial Statements: Special Schedule 7

* Holroyd City Council estimates based on growth trends already realised with the implementation of the LEP 2013

** Based on 12 Councillors and using 2014 ABS Population Data & Holroyd Treasury Report January 2015

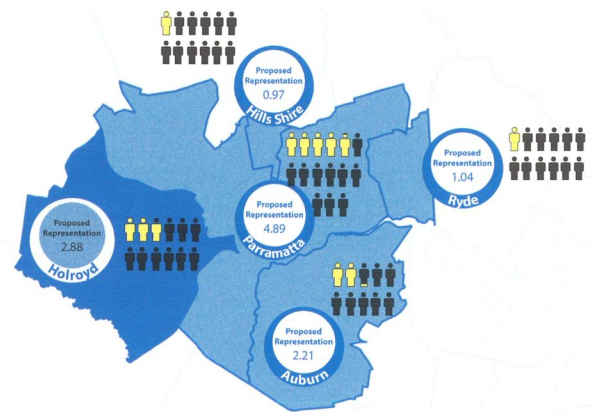
ADVANTAGES

- Holroyd City Council meets 7 Sustainability Benchmarks
- Holroyd City Council will no longer have a backlog of infrastructure works after 2019/20
- Holroyd City Council remains financially sustainable and can maintain current and future services reflective of our community need both now and into the future
- The SRV (Special Rate Variation) funds remain in our community and are spent on Holroyd assets, infrastructure and services
- Holroyd maintains our local identity and sense of community with greater level of representation of local matters
- Planning coordinated to reflect Holroyd residents' needs only
- Avoids the costly process of a merger

DISADVANTAGES

- We don't meet the scale (population) level required by the State Government
- We could be forced into a merger

2. HOLROYD MERGES WITH AUBURN, PARRAMATTA, PART OF THE HILLS & RYDE



POPULATION **463,756*** 2014 ABS DATA

PROJECTED POPULATION **558,500** BY 2031[≠]

TCORP ASSESSMENT CURRENT FINANCIAL SUSTAINABILITY – **UNKNOWN**

TCORP ASSESSMENT CURRENT FINANCIAL SUSTAINABILITY OUTLOOK – **UNKNOWN**

OLG INFRASTRUCTURE AUDIT REPORT – **UNKNOWN**

STAFF – **1800** (ESTIMATED BASED ON 3+ COUNCILS)

COUNCILLORS – **12** (ESTIMATED)

RESIDENTS PER COUNCILLOR **32,206****

INFRASTRUCTURE BACKLOG – **\$103m**

* 2014 ABS ERP Data, <http://profile.id.com.au>. Taking into account only 1/3 Ryde population and the suburbs of Northmead, North Rocks, Carlingford, North Parramatta, Oatlands and a portion of Winston Hills currently within the Shire.

[≠] Projected population as per the Panel's Final Report 'Revitalising Local Government' pg 104

** Based on 12 Councillors and using projection estimates based on 2014 ABS ERP data

ADVANTAGES

- Meets the State Government requirement for scale (population)
- State Government will offer flexibility with procurement and simplified reporting to the merged entity
- State Government will make it easier for a merged entity to secure rate rises
- Planning coordinated to represent a larger more diverse area
- Combined resources greater than a standalone Council
- Creates a single entity for the State Government to consult with

DISADVANTAGES

- Only meets 3 of the 7 sustainability Benchmarks
- Inherit other council debts
- Cost of amalgamation predominantly borne by the councils who merge would be in excess of \$100 million
- Lower level of representation by Councillors
- Will still have a backlog of infrastructure works after 2019/20

Impacts of a merger for Holroyd

Projected Performance against the 7 Sustainability Benchmarks. The Government has set 2019/2020 for the Benchmarks to be met.

| Fit For The Future Benchmarks | Holroyd 2019/2020 | Merged Entity 2019/2020 |
|-------------------------------|----------------------|----------------------------|
| Operating Performance | ✓ | ✗ |
| Own Source Revenue | ✓ | ✓ |
| Asset Renewal | ✓ | ✗ |
| Infrastructure Backlog | ✓ | ✗ |
| Asset Maintenance | ✓ | ✗ |
| Debt Service Cover | ✓ | ✓ |
| Real Operating Expenditure | ✓ | ✓ |
| TOTAL | 7 | 4 |

Correct at time of printing

Independent analysis of Holroyd's future performance in relation to the 'Fit For The Future' criteria shows Holroyd Council will meet all 7 benchmarks by 2019/2020. The proposed merged entity will only meet 3 of the 7 benchmarks.

Holroyd City Council's existing long term financial plan provides a sustainable source of funding for future infrastructure, asset renewal and maintenance and will be able to maintain current services long into the future.

Why is Scale and Capacity so important?

The State Government has recently reported in the media that their preference is for fewer councils in Metropolitan Sydney. Accordingly they have set an initial "Scale and Capacity" criterion that all councils must achieve. "Scale" refers to the population of a council and "Capacity" is the ability to achieve outcomes. In addition to this, a further three criteria must be achieved including financial sustainability, effectively managing infrastructure and services, and efficiency.

A council must prove that it has sufficient 'Scale' and 'Capacity' against the following key elements:

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

Holroyd City Council has worked in partnership with Federal and State Governments to deliver many projects and programs to our community and can provide evidence based examples to demonstrate our Capacity. However, the 'Scale' which has been set for the Merged Council is a **projected** population base of 558,000 by 2031. As a standalone Council, Holroyd will not reach the 'Scale' criteria.

The alternative to successfully addressing the criterion of 'Scale' is for Holroyd City Council to make a submission, that shows that Holroyd City Council, as a standalone entity, is 'superior' to the merged entity.

Holroyd City Council continues to pursue shared services and joint organisational arrangements and opportunities with neighbouring councils and strategic partners and sees this as an alternative to merging. This would mean working in partnership to deliver the same services across several local government areas.



Where to from here?

While the report from the Independent Local Government Review Panel has outlined the need for Holroyd to merge with Auburn, Parramatta, parts of the Hills Shire and part of Ryde Councils, Holroyd City Council cannot ignore the feedback from its residents and ratepayers. Council will therefore present the two options listed in our options table, in its Draft Submission which reflect the community's feedback.

The Draft Submission will be made available on Council's website www.holroyd.nsw.gov.au/fitforthefuture for the Community to view prior to being submitted to IPART.

Further details are available on our dedicated Fit For The Future webpage www.holroyd.nsw.gov.au/fitforthefuture.

Holroyd City Council's position:

Holroyd City Council supports local government reform and improvements which strengthen our community and its future. We believe that successful local government can be achieved by individual councils that are strong and Fit For the Future in their own right.

This is Council's final survey before making its submission. Please complete this survey, cut, fold and glue it so that the address is showing and mail to Council. No stamp is required. Survey will close on the 19 June 2015 for inclusion into the Final Submission. To complete the survey online please visit www.holroyd.nsw.gov.au/fitforthefuture.



FIT FOR THE FUTURE SURVEY

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 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 bordering 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 Panel has made recommendations for Holroyd City Council to be merged with Parramatta, Auburn, the western portion of Ryde and a small portion of the Hills Councils. This would create a large Western Sydney Council with a population of over 450,000 residents, however, this is only an option. There is also the option to oppose any merger and Holroyd remain a standalone Council.

This is Council's final survey before making its submission. Please complete this survey, cut, fold and glue it so that the address is showing and mail to Council. No stamp is required. The survey will close on the 19 June 2015 for inclusion into Council's Submission. To complete the survey online please visit www.holroyd.nsw.gov.au/fitforthefuture.

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

1. Please indicate your age:

- ☐ 18 – 34
- ☐ 35 – 50
- ☐ 51 – 65
- ☐ 65+

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

- ☐ Own
- ☐ Rent
- ☐ Other

3. Do you speak any languages other than English at home?

- ☐ English Only
- ☐ Arabic
- ☐ Tamil
- ☐ Singhalese
- Other.....

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

- ☐ Yes
- ☐ No
- ☐ Unsure

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

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Somewhat satisfied
- ☐ Not very satisfied
- ☐ Not at all satisfied

6. The Review Panel has recommended some options for Holroyd. Which of the following options do you prefer the most?

- ☐ Holroyd standing alone as a single Council
- ☐ Holroyd amalgamating with Auburn, Parramatta, part of Ryde and part of the Hills Councils

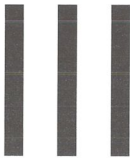
7. Do you support or oppose Holroyd City Council being merged with Parramatta, Auburn, the western portion of Ryde and small part of The Hills Council?

- ☐ Strongly oppose
- ☐ Oppose
- ☐ Indifferent
- ☐ Support
- ☐ Strongly support



Delivery Address:
PO Box 42
MERRYLANDS NSW 2160

No stamp required
if posted in Australia



Holroyd City Council
Reply Paid 42
MERRYLANDS NSW 2160

ANNEXURE 10



16 Memorial Avenue
PO Box 42
Merrylands NSW 2160

T 02 9840 9840
F 02 9840 9734
E hcc@holroyd.nsw.gov.au
www.holroyd.nsw.gov.au

DX 25408 Merrylands
TTY 02 9840 9988
ABN 20 661 226 966

Corporate and Financial Services

| | |
|----------------|---------------|
| Our Reference: | HC-06-13-10 |
| Contact: | Lisa Oldridge |
| Telephone: | 9840 9748 |

[Click here and type name]
[Click here and type address line 1]
[Click here and type line 2]

Dear Sir/Madam

You are invited to attend Holroyd City Council's **'Hands Off Holroyd!'** community forums as part of our ongoing campaign opposing Holroyd's forced merger with Parramatta, Auburn and Ryde councils.

Support for Council's campaign is strong and reflects how residents and business owners are becoming increasingly concerned about the impacts a merger would have on the Holroyd community, with over 7000 people already signing the petition.

According to the State Government, who has proposed the mergers, 25% of councils are in a weak or very weak position, losing \$1 million a day.

This is not the case for Holroyd and we don't subscribe to the notion that bigger government is better for our growing community's needs. Imagine keeping the "local" and "community" in local community when you have a super council servicing 450,000 people.

Council will continue to fight the forced merger of Holroyd because we are financially strong and sustainable, now and well into the future. It is time to send a strong message to Premier Mike Baird: **Hands Off Holroyd!**

If you would like to take part in a more in depth discussion and stand with your community, come along to a **'Hands Off Holroyd'** Community Forum at the Holroyd Centre, 17 Miller Street Merrylands on either:

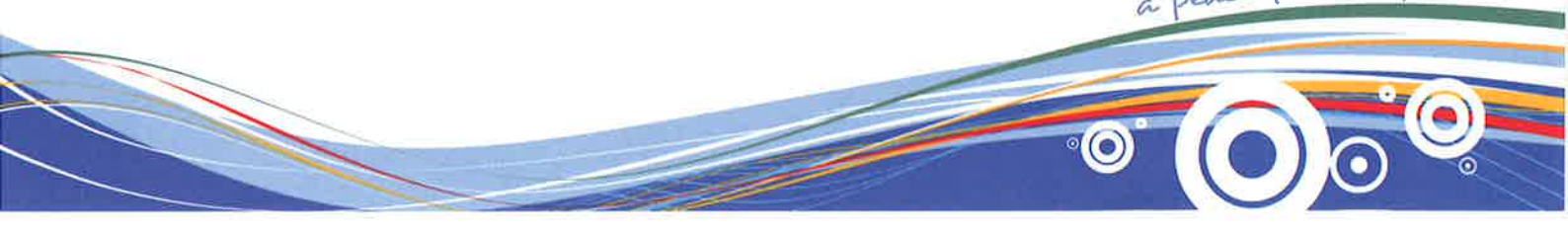
- Thursday 26 February 2015 – 6pm for a 6.30pm start, or
- Thursday 19 March 2015 – 6pm for a 6.30pm start

Light refreshments will be served during the evening.

Please take a moment to rsvp as we need to know numbers for planning and catering purposes.

You can advise your attendance at RSVPevents@holroyd.nsw.com.au or call Christine on 9840 9621.

a place for everyone



For further information, please contact Council via 9840 9840 or visit our website
www.handsoffholroyd.com.au.

Yours faithfully

A handwritten signature in black ink, reading "Greg Cummings". The signature is written in a cursive, flowing style.

Clr Greg Cummings
MAYOR

ANNEXURE 11

Hand Off Holroyd – Video



ANNEXURE 12



ANNEXURE 13

We **Say NO**
to amalgamating
Holroyd

Delivery Address:

PO Box 42
MERRYLANDS NSW 2160

No stamp required
if posted in Australia



Holroyd City Council
Reply Paid 42
MERRYLANDS NSW 2160

Amalgamation...

We'll be worse off

Dear Premier Mike Baird,

I am against the amalgamation of Holroyd with any other local government area. I believe that Holroyd should remain an independent local government area, supported by the State Government in delivering the services and infrastructure the Holroyd community needs today and into the future.

From: _____

Address: _____

Signature: _____

Authorised by
Holroyd City Council




ANNEXURE 14

HANDS OFF HOLROYD

Tell the Baird Government -
NO

Delivery Address:
PO Box 42
MERRYLANDS NSW 2160

No stamp required
if posted in Australia



Holroyd City Council
Reply Paid 42
MERRYLANDS NSW 2160

Petition

To the Honourable the Speaker and Members of the Legislative Assembly of New South Wales.

The Petition of the community of Holroyd Local Government Area.
Brings to the attention of the House the issue of Amalgamation (Local Government Reform).
The undersigned petitioners therefore ask the Legislative Assembly to stop any amalgamation of Holroyd Local Government Area with any other Local Government Area and allow Holroyd Local Government Area to remain independent.

| Name | Address | Signature | Email* (optional) |
|------|---------|-----------|-------------------|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

**please provide email address if you wish to remain informed of this campaign however this is not a requirement for tabling at the Legislative Assembly*