

# Tumbarumba Shire Council *our story*



**Tumbarumba**  
SHIRE COUNCIL

*Experience the Magic*

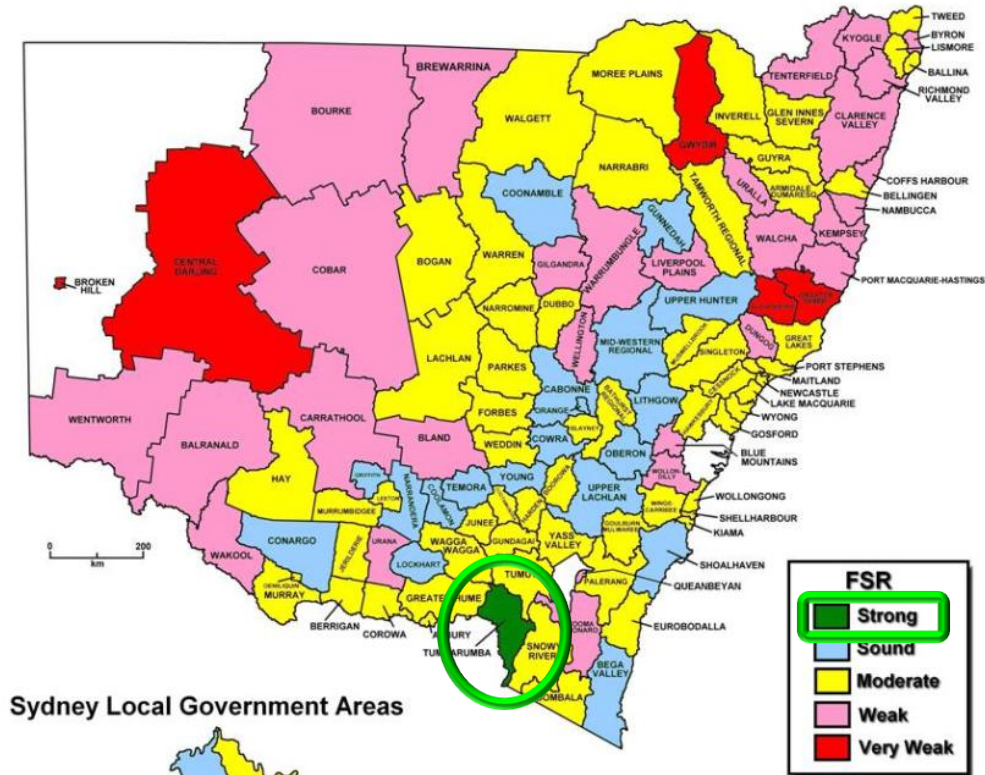
# Local Government at its best

*'At its best, local government demonstrates leadership on some of society's most intractable problems by harnessing resources and acting in a timely way. Mayors, councillors and staff together take ownership of issues, and take the initiative. They enable communities to deal with their own issues, in the context of the bigger picture, as part of a regional, metropolitan, state, or even national strategy. When councils work well they achieve beneficial outcomes across the local and regional economy, built and natural environments and social networks. Despite often being tight for funds, purposeful and effective councils find the resources for crucial initiatives, like medical services in rural areas. They act as **government**, getting on with what needs to be done rather than becoming overly concerned about 'cost shifting' and the other difficulties they face.'*

Better, Stronger Local Government – the Case for Sustainable Change, Independent Local Government Review Panel, at p10

**This statement is a good description of Tumbarumba Shire Council as demonstrated in the following pages. Tumbarumba Shire Council considers that our improvement program will further strengthen our position, and trusts that IPART and the NSW Government will agree we are Fit for the Future.**

# TCorp result



Sydney Local Government Areas

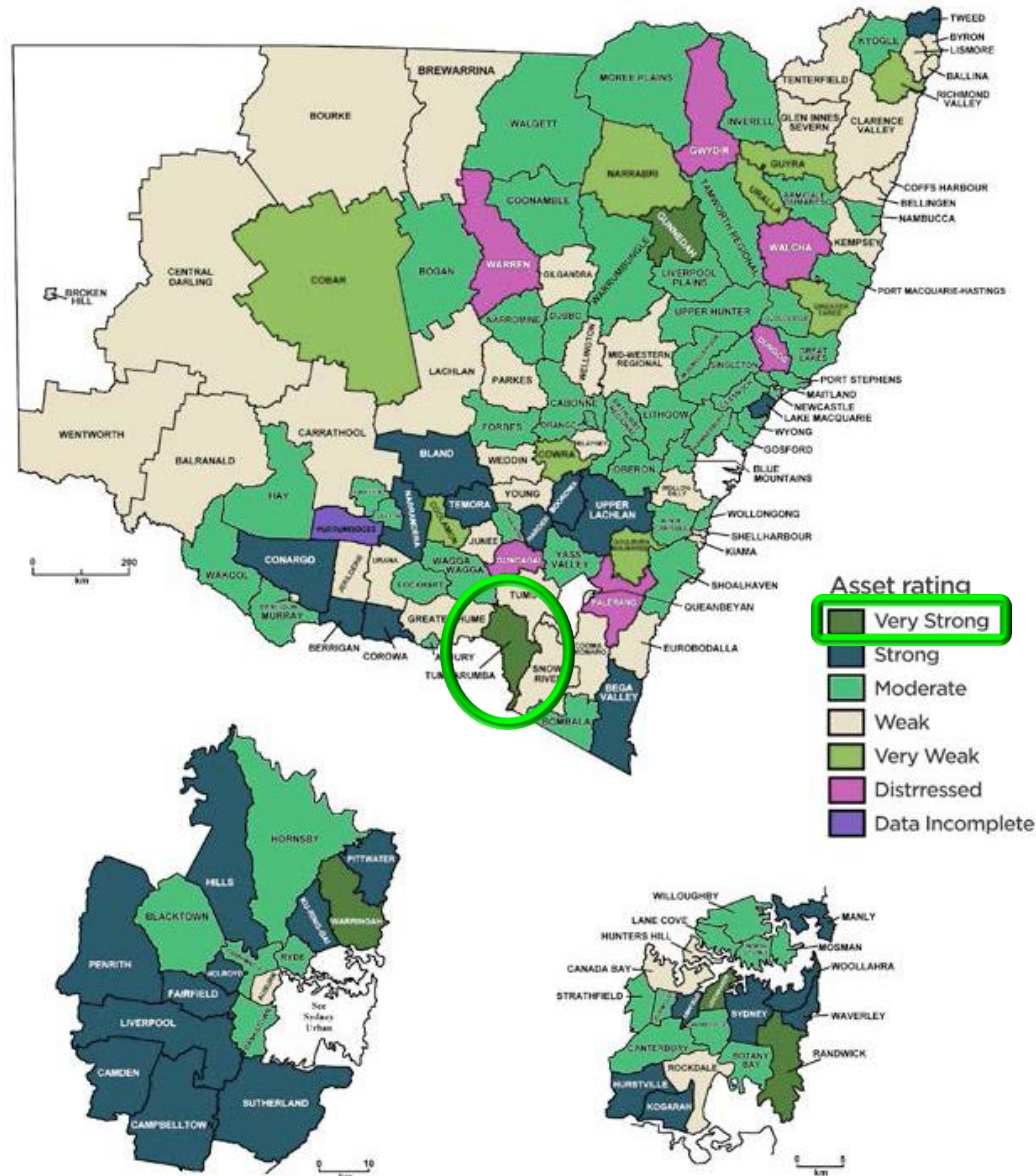


Sydney Urban Local Government Areas





# NSW LGAs Infrastructure Management Assessment



# Combined Infrastructure & Asset Management Result

Table 11 – DLG Group Findings

	DLG 1	DLG 2	DLG 3	DLG 4	DLG 5	DLG 6	DLG 7	DLG 8	DLG 9	DLG 10	DLG 11
Infrastructure /Financial Assessment											
Strong/Very Strong	1										
Strong/Strong							1				
Very Strong/Sound		1	1					1			
Strong/Sound		3	2	1				1		2	
Moderate/Sound									1		
Very Strong/Moderate			1								1
Strong/Moderate		3	2		2	1	1			2	
Distressed/Strong									1		
Moderate/Moderate		4	5	11	3		3		3	5	5
Weak/Moderate		1	3	4						2	2
Very Weak/Moderate									1		1
Strong/Weak			1				2		2	1	1
Moderate/Weak		2	2	3	1	1	1		1	1	2
Weak/Weak				4		1		2	3	4	4
Very Weak/Weak				1					1	1	1
Distressed/Weak									1		1
Moderate/Very Weak				1	1				1	3	2
Weak/Very Weak				3	1			1	2	2	
Very Weak/Very Weak				1						1	
Distressed/Very Weak									1	2	
Weak/Distressed									1		
Very Weak/Distressed				1							
* Excludes 1 council	1	14	17	30	8	3	8	4	20*	26	20

# What others say about us

## A R Bluett Memorial Award 2013

*'awarded to the Council recognised as the most progressive in the state'*

<http://www.lgnsw.org.au/files/imce-uploads/127/bluett-award-2013-tumbarumba.pdf>

*'Councils with <5,000 population have been targeted for voluntary amalgamations yet one of the smallest councils in the state (Tumbarumba Shire) was given one of only two "strong" Financial Sustainability Ratio assessments... the other being the City of Sydney!! Why not instead promote how small Councils can learn from Tumbarumba Shire's financial management!?'*

*LG Debits and Credits (NSW) Issue 2013/04 May 2013: the NSW Local Government Industry Accounting Newsletter & Financial Management Best Practice Guide from LG Solutions in association with the Local Government Finance Professionals at p22*

*'Council should be very pleased with the FSR of Strong which is an excellent reflection on how things have been managed'*

*Kevin Pugh, Senior Manager Corporate Finance, NSW Treasury Corporation (T-Corp)*

*'The age profile of the (road) assets is clearly quite high (high weighted average asset condition), but the extent of isolated failures and very poor condition assets is amongst the lowest we have ever encountered. The only conclusion is that the assets are being managed exceptionally well and the level of renewal funding has been at appropriate levels for a considerable period.*

*This is the first time in 194 such surveys over 20 years that I have made such a comment as ... above. I am not saying that your assets are in excellent condition. I am saying that your management practices are among the best we have ever encountered.'*

*Moloney Asset Management Systems: Report following the survey of Road Assets for Tumbarumba Shire Jan-2015 at p5*

# What others say about us

‘I note that Council has achieved full compliance with the Best Practice Management of Water Supply and Sewerage Guidelines, which were gazetted by the Government in May 2004 and revised in August 2007. I would like to congratulate Council on this achievement.’

*Letter received from Minister Kevin Humphries MP, Minister for Natural Resources, Land and Water, February 2015*

‘Amazing culture- getting things done’

‘Highlight – Great news story’

‘It’s always inspiration on how small Councils can improvise’

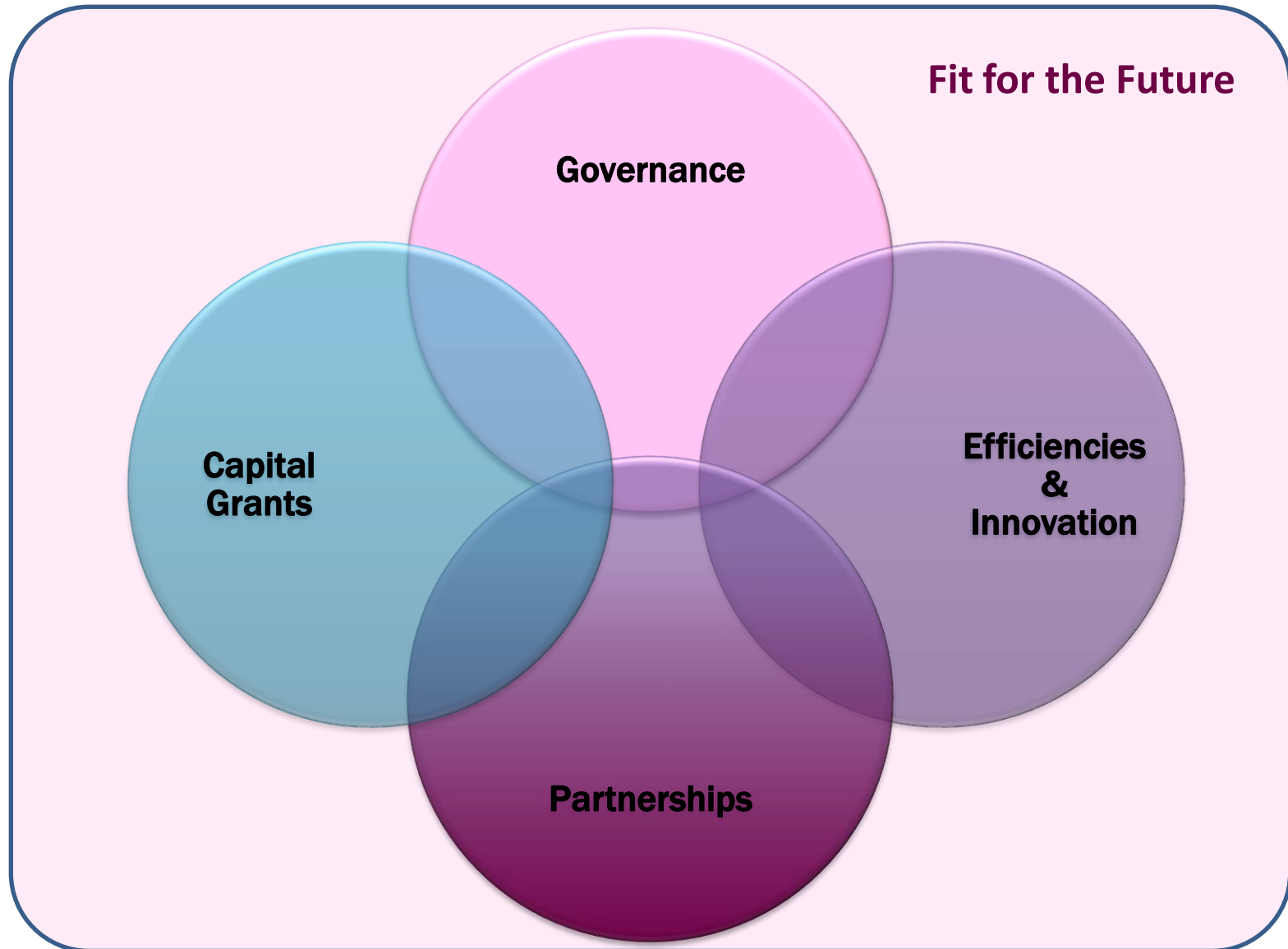
‘A good informative presentation and the principles of hard work, accountability and innovation seem to be the key to their success’

*Feedback from presentation by Tumbarumba Shire Council to ‘Financial Sustainability in Local Government’ Conference held in Sydney, April 2015.*

Kay Whitehead, General Manager, Winner of the Ministers’ Award for Senior Staff Member Rural or Regional Council, 2014

*Ministers’ Awards for Women in Local Government presented by the Minister for Local Government the Hon. Don Page MP, and the Minister for Women, the Hon Pru Goward MP at a function held at Parliament House on 5 March 2014*

# How does Tumbarumba maximise our opportunities





# How does Tumbarumba maximise our opportunities

The diagram above illustrates our strategy to be fit for the future  
It addresses -

- scale and capacity
- financial sustainability
- infrastructure and service management
- efficiency

The examples below show how this has been achieved

*Against each example we describe the element of scale and capacity that has been achieved*

# Good governance

Having well qualified staff is a key to delivering **quality services**, **strong financial and asset management**, securing **significant grant funding**, and **managing major projects**

Having a strong and cohesive Council is a key to **good decision making**

Having excellent relationships between Council – staff – community is a key to **maximising opportunities** and **delivering successful and innovative outcomes**

# Council

- Strong cohesive Council
- Blend of experience and churn
  - 2 members with >20 years representation, 5 with >4 years representation and 1 with <4 years
- Diverse work/ life experience and interests
  - Councillors include bus fleet proprietor/ orchardist, journalist/ local history specialist, real estate businesswoman, superintendent of police/beef cattle farmer, blue collar worker/ frail-aged carer, secondary school teacher/administrator, planner/ environmental health professional/ campdraft enthusiast, and retired mixed farmer/ supporter of arts and culture
- Excellent relationships between Council, GM and senior staff
- Council – staff – community - all pulling together

*Scale & Capacity: high quality political and managerial leadership, knowledge, creativity and innovation*

# Staff

- No problem attracting and retaining qualified staff, unlike many small rural councils – possibly due to the beautiful natural environment and diversity of employment opportunities for spouses. Also seen as a great place to work.
- Small office of 32 staff : 2 staff with Masters qualification, 10 with Degree qualification, 5 with Diploma and 7 TAFE certificates
- It is notoriously difficult to get qualified engineering staff in rural areas, but Council has 6 degree-qualified staff in its engineering department
- Did have an ageing works staff, but now have a cohort of young staff receiving formal training in plant operation
- Despite having a full complement of well qualified staff, employment cost per staff member is the lowest in the region. To give an example of the significance of this: if neighbouring Tumut Shire Council's cost per employee was applied to Tumbarumba Shire it would add \$1 million per annum to Council's operating cost.

*Scale & Capacity: ability to employ wider range of skilled staff, knowledge, creativity and innovation, resources to cope with complex and unexpected change, high quality political and managerial leadership*

# Maximising capital grants

Over the past four years, the following major one-off capital grants have been secured (in the context of a 'normal' annual budget of approx. \$20 million)

Grants Received	Grant	LIRS	Council/ Loan	Community	Total
NDRRA Road Restoration	\$9,820,000				\$9,820,000
NDRRA Restoration of Lake Mannus Dam	\$8,990,000				\$8,990,000
Sewerage Treatment Plant	\$3,700,000	\$1,300,000	\$3,800,000		\$8,800,000
Water Treatment Plant	\$2,700,000		\$1,400,000		\$4,100,000
Restart NSW - Connect Bores	\$500,000			\$163,000	\$663,000
RDAF - Tumbarumba Sport & Recreation Hub	\$340,000		\$100,000	\$245,000	\$685,000
	<b>\$26,050,000</b>	<b>\$1,300,000</b>	<b>\$5,300,000</b>	<b>\$408,000</b>	<b>\$33,058,000</b>

The following major grant applications have been submitted:

\*Council has been advised of the success of its application to develop **the first pilot rail trail in NSW** – refer press release at Attachment E

Current Applications	Grant
\$100 million for pilot rail trails: Tumbarumba to Rosewood Rail Trail*	\$4,800,000
Restart NSW - Connect Mannus Lake to Tumbarumba water supply	\$4,500,000
	<b>\$9,300,000</b>

*Scale & Capacity: scope to undertake new functions and major projects, ability to employ wider range of skilled staff, knowledge, creativity and innovation, capable partner for State and Federal agencies, resources to cope with complex and unexpected change*

1. RESOURCES

2. GRANTS

3. PARTNERSHIPS

4. EFFICIENCIES 13



# Replacement water and sewer treatment plants



**New WTP completed \$4.1 million**



**New STP commenced \$8.2 million**

Council has achieved full compliance with Guidelines for Best Practice Management of Water and Sewerage

*Refer letter from Minister Kevin Humphries at **Attachment E***

*Scale & Capacity: capable partner for State and Federal agencies, scope to undertake new functions and major projects, ability to employ wider range of skilled staff*

1. RESOURCES

2. GRANTS

3. PARTNERSHIPS

4. EFFICIENCIES

# Sport & Recreation Hub - \$340,000 RDAF grant



Funding contributed by-  
RDAF grant  
Council  
Bendigo Community Bank  
Hyne Community Trust  
Tumbarumba Cricket Assn  
Tumbarumba ARNFL  
Tumbarumba community  
donations and fundraising

*Scale & Capacity: scope to undertake new functions and major projects, capable partner for State and Federal agencies*

1. RESOURCES

2. GRANTS

3. PARTNERSHIPS

4. EFFICIENCIES 15

# NDRRA restoration and debris removal



**Road Restoration - \$9.1 million**

**Debris Removal - \$350K**

## Demonstrated ability to respond to natural disasters

- Acted as intermediary and administered negotiations and financial settlement between Country Energy and 30 landholders following 2009 fire which burnt 11,500 ha. Also secured \$250,000 donation from Country Energy for community recovery.
- Secured and expended funds under the Natural Disaster Relief and Recovery Arrangements following floods 2010-2012 amounting to approximately \$18.7 million

*Scale & Capacity: capable partner for State and Federal agencies, resources to cope with complex and unexpected change*



# In-house NDRRA program

**Edit Estimations (Edit Mode)**

Event: Select Event.... Reflect DN: Road Name: Select Road....

Asset ID: Photo Prefix: Photo No.: Defect Type: Culvert

Location Seg: Chainage Start: Chainage End: Length: Width: Depth:

Condition: ☐ Good ☐ Average ☐ Poor

Category: Select Category...

Plant/Labour Type: Select Plant Type... Estimated Qty: Add Remove Remove All

Comments: Total Cost: 0

Get Spatial Location Record No: - < < > >

Filter By: All Records... ☐ Show All Non-Completed items [Open In Google Map](#)

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Staff developed a purpose-built program to record asset damage following disasters. This identified assets on GPS, provided estimate of cost of restitution, and linked to cost centres for expenditure and claims. All damage was identified, expenditure was claimed and paid in full. RMS audit commended Council's process.

*Scale & Capacity: knowledge, creativity and innovation, capable partner for State and Federal agencies, resources to cope with complex and unexpected change*

# Restoration of Mannus Lake



- Dam wall failed by overtopping in October 2010
- Complex process of approvals to restore the dam
- Qualified for funding and given the go-ahead to rebuild in February 2014
- Restoration completed within budget by February 2015

*Scale & Capacity: capable partner for State and Federal agencies, resources to cope with complex and unexpected change, scope to undertake new functions and major projects*



# Restored Lake Mannus Dam opened February 2015



Completed in partnership  
with NSW Public Works

Approvals from  
NSW Office of Water  
NSW Fisheries  
Forest Corp NSW  
Corrections NSW  
Private landholders

**Funded by Commonwealth and  
NSW Governments**  
**Cost: \$8.9 million**

*Scale & Capacity: capable partner for State and Federal agencies, resources to cope with complex and unexpected change, scope to undertake new functions and major projects*

1. RESOURCES

2. GRANTS

3. PARTNERSHIPS

4. EFFICIENCIES 19

# Maximising capital grants

- Where new, rather than replacement infrastructure is involved, Council does a 'whole of life' cost benefit assessment before deciding to go ahead.
- Council has said 'no' to heated swimming pool or hydrotherapy pool as part of the new sporting hub because of recurrent costs, but 'yes' to rail trail due to potential community and economic benefits.
- Temporarily reduces 'own source' revenue but this should not be a deterrent

# Partners

Council has developed an extensive range of partnerships. These include partnerships with community groups, regional organisations, State and Federal Government, and partnerships with the private sector. A non-exhaustive list of partnerships is below and on the next page. These partnerships increase scale and scope, and deliver significant cost savings. High level description of some of these is given in the following pages.

- REROC (Riverina JO)
- Volunteers – Meals on Wheels, Community Transport, Canassist, Children's Services
- S355 Committees – Major festivals, hall and reserve committees
- Govt Departments – RMS for State Road contract works, NSW Office of Water for Water Treatment Plant and Sewer Treatment Plant, DPI and Emergency Management NSW for Mannus Dam Restoration, Public Works for major projects
- Mannus Correctional Centre
- Private sector – Jingellic toilets, CBD upgrade, Hyne Timber, CostaGroup
- NDRRA - heavy plant contractors
- Bendigo community bank
- NPWS – Khancoban Information Centre
- Border Trust

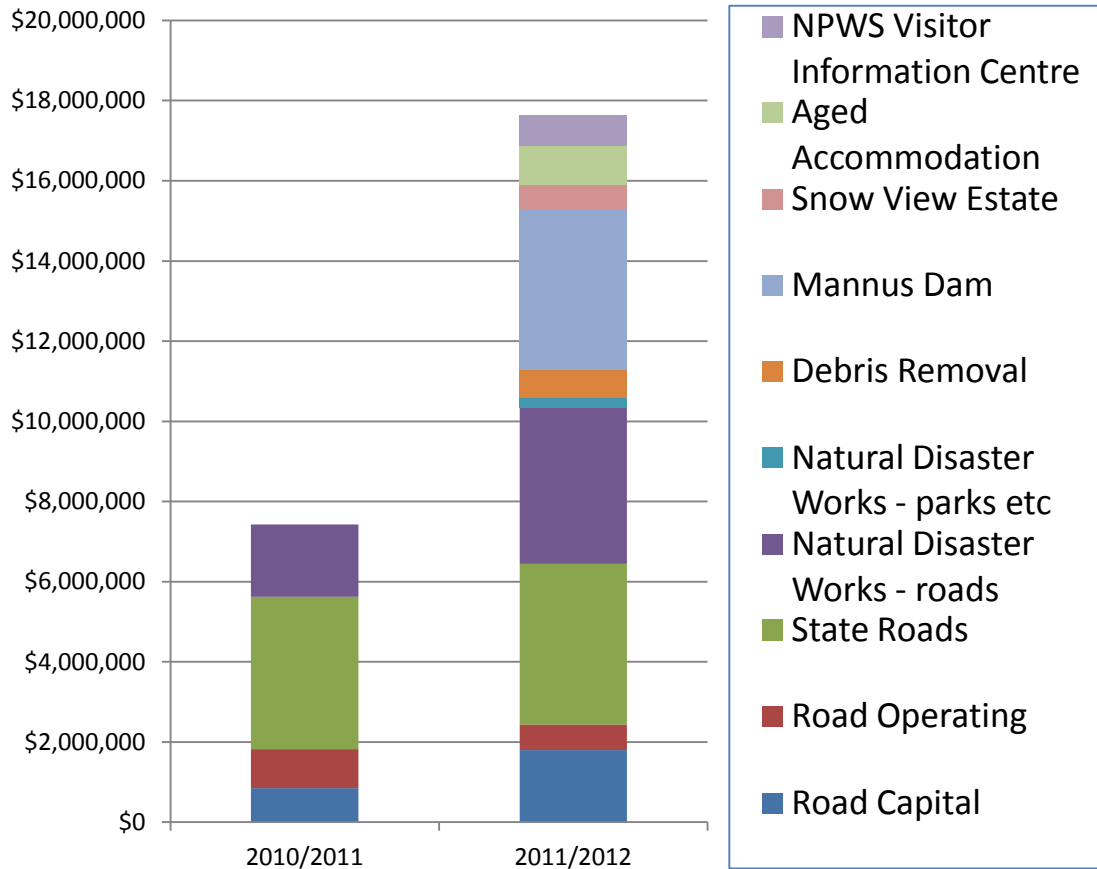
*Scale and capacity: more robust revenue base & increased discretionary spending, scope to undertake new functions and major projects, ability to employ wider range of skilled staff, knowledge, creativity and innovation, advanced skills in strategic planning and policy development, effective regional 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*

# Partners

- Eastern Riverina Arts Program (ERAP)
- ERNWAG – Eastern Riverina Noxious Weeds Advisory Group
- Parklands Albury Wodonga
- RRL – Riverina Regional Library
- Softwoods Working Group
- Murray RDA
- Murray Local Land Service
- Riverina Highlands Rural Fire Service
- Hyne Trust, Snowy Hydro – major sponsorships
- Kokoda kids - Tumbatrek
- Tumbarumba Historical Society – research and interpretive signs
- South West Regional Waste Management Group
- Forests NSW- road construction & contributions

*Scale and capacity: more robust revenue base & increased discretionary spending, scope to undertake new functions and major projects, ability to employ 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*

# Gearing up after Natural Disaster



## Information session for **contractors** to gear up recovery effort

Following major flood damage Council held a meeting with local contractors to advise the scope and quantum of recovery works (2.5 times Council's normal major works). Contractors responded by gearing up their businesses. As a consequence all planned works were completed on time, to budget, with the economic benefit largely captured in the local community

*Scale & Capacity: resources to cope with complex and unexpected change, scope to undertake new functions and major projects, effective regional collaboration*

1. RESOURCES

2. GRANTS

3. PARTNERSHIPS

4. EFFICIENCIES 23



# Mannus Correctional Centre/ Parklands Albury/Wodonga



Council and the Mannus Correctional Centre have a longstanding Memorandum of Understanding to deliver services in the community. Inmates from Mannus under the supervision of a Council employee undertake a diverse range of community works including maintenance of rural reserves and walking tracks, parks and gardens and assistance with festivals. This MOU extends the range of service delivery at a minimal cost and to the benefit of both the community and the inmates.

Council has recently secured a \$340,000 contract for maintenance of the Hume & Hovell Walking track from Yass to Albury – a distance of 440 km, traversing the LGAs of Yass Valley, Tumut, Tumbarumba, Greater Hume and Albury. Mannus Correctional Centre and Parklands Albury/Wodonga have partnered with Council to deliver this contract. Council will map work done and defects encountered using 'Reflect' software, which will be available online as real time data to Crown Lands contract managers

*Scale & Capacity: scope to undertake new functions and major projects, effective regional collaboration, capable partner for State and Federal agencies, more robust revenue base & increased discretionary spending, knowledge, creativity and innovation*

1. RESOURCES

2. GRANTS

3. PARTNERSHIPS

4. EFFICIENCIES 24

# Khancoban NPWS Information Centre



Version: Development Application Issue

Site: 36D 13° 2' S 148D 7' 46" E

Ref: 2011\_Khancoban\_NPWS.pdf

Revised: 8 June 2013

Council is constructing a new Office and Information Centre for NPWS in Khancoban. This is an innovative arrangement whereby NPWS will lease the building for 20 years after which ownership will transfer from Council to NPWS. Cost neutral to Council other than \$10,000 annual contribution to landscape maintenance. Community secures NPWS presence in Khancoban, and significantly improved visitor information service.

*Scale & Capacity: effective regional collaboration, capable partner for State and Federal agencies, knowledge, creativity and innovation*

1. RESOURCES

2. GRANTS

3. PARTNERSHIPS

4. EFFICIENCIES 25

# Library Archive Extension



With the help of a number of partners, Council completed extension to the Tumbarumba Library to house an extensive local history collection. This is being managed on an ongoing basis by members of Tumbarumba Historical Society with professional archival skills

*Project led by*  
Tumbarumba Historical Society

*Funded by*

- Council
- Hyne Trust
- Tumbarumba Historical Society
- Bendigo Community Bank
- Friends of the Tumbarumba Library
- Rotary & Lions Club
- Structural timber supplied by Hyne

*Scale & Capacity: more robust revenue base & increased discretionary spending, scope to undertake new functions and major projects, ability to employ wider range of skilled staff*

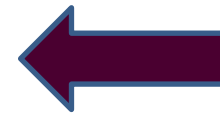


# South West Regional Waste Management Group

- 8 member councils – Boorowa, Yass Valley, Harden, Gundagai, Tumut, Cootamundra, Young, Tumbarumba – combined population 61,200 area 24,081 sq km, approximately 20,000 tonnes putrescible waste per annum.
- Objectives are to meet the growing physical, social, environmental and economic challenges of waste management and deliver economies of scale and efficiencies.
- Compactor trailers rotate around the member councils and transport compacted putrescible waste to the Bald Hill landfill at Jugiong.
- Bald Hill landfill has approximately 20 year life; plans being made now for post closure monitoring and ongoing facilities
- Group has adopted a Regional Waste Management and Minimisation Strategy
- Since joining SWRWMG, Council has been able to close two of three landfills.

*Scale and capacity: more robust revenue base & increased discretionary spending, scope to undertake new functions and major projects, ability to employ 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*

# Bald Hill Landfill & former Tumbarumba Landfill



The old



The new



1. RESOURCES

2. GRANTS

3. PARTNERSHIPS

4. EFFICIENCIES 28



# REROC

## REROC is a major resource for its member councils

- 12 general purpose councils and 2 county councils including regional centre of Wagga Wagga
- Formed in 1994
- By 2004, UNE calculated return on investment for members at 396%. The organisation has strengthened considerably since then, but what REROC does can't be measured in dollars alone.
- One of the 5 successful applicants for a JO pilot (Riverina JO). Pilot underway.

## Range of activities

- Advocacy
- Regional strategic collaboration
- Regional operational collaboration - special interest groups
- Joint procurement
- Regional community capacity building – youth, arts

Detail of REROC's achievements to date is provided at **Attachment F** 'Achieving Strategic Capacity through regional collaboration'

*Scale and capacity: more robust revenue base & increased discretionary spending, scope to undertake new functions and major projects, ability to employ 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*

# Hyne Timber and Hyne Community Trust



The Tumbarumba Hyne Timber sawmill is the largest sawmill in the southern hemisphere and generates 2,000 jobs across the region. Council maintains a close working relationship with the Hyne Board and Senior Executives. Hyne sponsors community organisations and festivals including Kokoda kids, Tumbafest, & Woodland Film Festival. Structural timber has been provided for local community building projects including the Rosewood Golf Club for Rosewood Country Roundup, Tumbarumba Community Sporting Hub, library extensions, and children's facilities. The Hyne Community Trust allocates funding to community projects annually - \$40,000 per year. It has provided funding for Campdraft facilities, Carcoola Children's Centre, library extensions, Flying Club, Equine Club, Tumbarumba Men's Shed, amongst others.

*Scale and capacity: more robust revenue base & increased discretionary spending, scope to undertake new functions and major projects, credibility for more effective advocacy*

# Upper Murray 2030



The Upper Murray 2030 Vision Plan is a community planning project that will have the potential to drive investment into the Upper Murray by identifying projects and their potential to build regional long term sustainability, prosperity and health.

The Victorian Government has contributed \$150,000 towards the project and Tumbarumba and Towong Shires have made financial contributions.

A number of communities in the south of the Tumbarumba Shire , such as Khancoban, Tooma and Jingellic, are strongly linked to Victoria. The Upper Murray 2030 Vision Plan is a cross border project that encompasses the Upper Murray on both sides of the border. This project has undertaken extensive community consultation and industry research which will inform Council's review of its Community Strategic Plan in 2017.

*Scale and capacity: 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 (Victoria and NSW), resources to cope with complex and unexpected change, high quality political and managerial leadership*

1. RESOURCES

2. GRANTS

3. PARTNERSHIPS

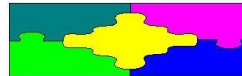
4. EFFICIENCIES 31

# Wide service delivery

Council delivers a wide range of services. Mobile children's services are delivered to 4 LGAs. This increases Council's turnover without increasing overhead costs leading to greater economies of scale and delivering services that are highly valued by the community. These services were largely initiated by community members, and the Council was asked to provide ongoing management. A detailed income/expenditure analysis is available at **Attachment G**



TUMBOOSH



Tumbarumba Before And After School Care  
And Vacation Care



Transport  
Roads & Maritime  
Services



Service  
NSW

Centrelink

*Scale and capacity: more robust revenue base & increased discretionary spending, scope to undertake new functions and major projects, ability to employ wider range of skilled staff, capable partner for State and Federal agencies*

1. RESOURCES

2. GRANTS

3. PARTNERSHIPS

4. EFFICIENCIES 32

# Provision of facilities

Council provides accommodation for a number of services delivered by others on a commercial rental basis. This broadens the scope of services available in the community at a commercial rental return where possible. Council has identified opportunities for savings which are included in its improvement plan.

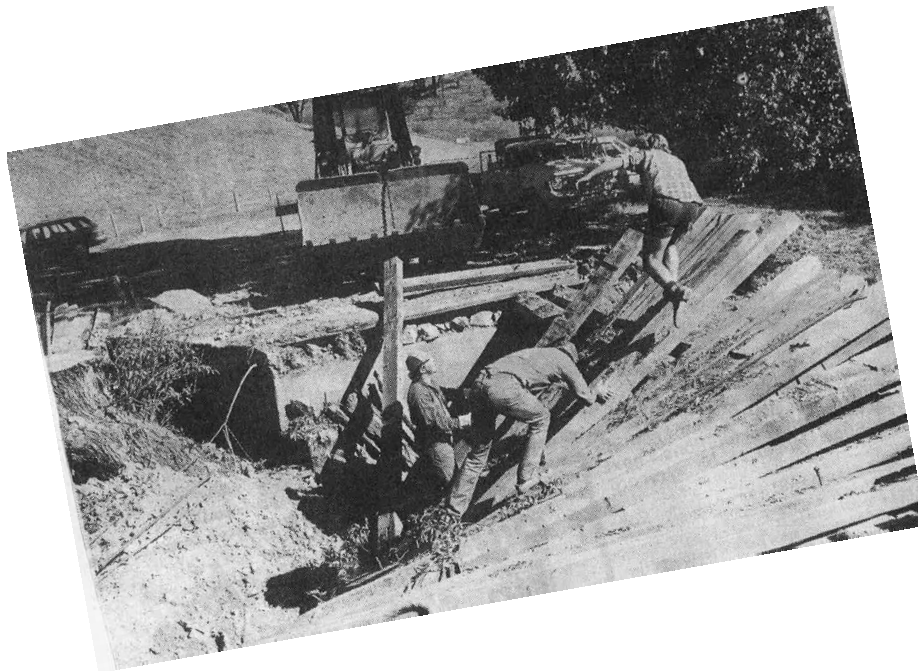
- Roth's Corner Medical Centre, including GP, physiotherapist, pathology collection, dentist, optometrist, diabetic educator
- Rural Transaction Centre housing chiropractor and Home Care Services, plus Centrelink, Community Transport; Meals on Wheels; HACC; Telecross; Home Modification and Maintenance.
- Council chambers building housing Murray Local Land Services

*Scale and capacity: more robust revenue base & increased discretionary spending, scope to undertake new functions and major projects, ability to employ wider range of skilled staff, credibility for more effective advocacy, resources to cope with complex and unexpected change*



# Timber bridge replacement

1987



It will take a lot of encouragement to get Brett Bateman to drive his gravel truck over a wooden bridge again.

Last week Brett had a narrow escape when his gravel truck plunged into the Mannus Creek after the bridge over the creek at "Woltcole" collapsed under him.

The Tumbarumba Shire Engineer Mr Ken Flower has advised that the five span bridge will need new wooden girders. He is looking for some durable Eurabbie to replace the rather less than satisfactory mountain gum.

In the meantime he will investigate the condition of all the wooden bridges in the Shire. This may involve the imposition of load limits and closure of some bridges and a programme of repair and reconstruction.

Following this incident in 1987, all timber bridges were replaced over a period of about six years with 'fit for purpose' concrete bridges leading to lower maintenance costs on an ongoing basis – savings in place now for many years. Kevin Pugh of Tcorp has commented that there appears to be an inverse relationship between financial sustainability and number of timber bridges in a LGA. Tumbarumba Shire Council came to grips with the issue and addressed it many years ago.

*Scale and capacity: increased discretionary spending*

1. RESOURCES

2. GRANTS

3. PARTNERSHIPS

4. EFFICIENCIES 34

# Established Practice

- Conservative budgeting to keep pressure on operational costs whilst maximising amounts available for capital replacement. This maintains a focus on efficiency.
- Investment in asset management staff positions, software and asset condition-assessment to inform asset management planning. This ensures funds are well-directed and minimise ongoing maintenance.
- Investment in best practice information hardware and software across the organisation to improve the efficiency of expensive staff resources.
- Judicious borrowing weighted towards self-funding loans – eg water, sewerage, medical centre, works depot, waste transfer station, retirement village
- Commitment to continuous improvement through internal audit program (since 2009), plus membership of the PwC NSW Local Government Operational and Management Survey since inception. Opportunities for improvement identified and implemented on an ongoing basis.

*Scale and capacity: increased discretionary spending, scope to undertake new functions and major projects, ability to employ wider range of skilled staff, knowledge, creativity and innovation, high quality political and managerial leadership*



# Past initiatives



- Council contributed \$200,000 to Murrumbidgee Health towards funding 6 high care beds at the Tumbarumba Multi Purpose Service
- In 2012/2013 Council completed 4 units in Stage 1 of the Tumbarumba Retirement Village. 4 more units and a community centre will be constructed in 2015/2016. The village will be cost-neutral in the longer term

*Scale and capacity: scope to undertake new functions and major projects, knowledge, creativity and innovation, resources to cope with complex and unexpected change, high quality political and managerial leadership*

# Past initiatives



- Council has completed Stages 1 & 2 of a 3 stage subdivision, releasing 44 fully serviced residential blocks
- 25 blocks have been sold and 18 new homes have been built

*Scale and capacity: scope to undertake new functions and major projects, e, creativity and innovation, resources to cope with complex and unexpected change*

1. RESOURCES

2. GRANTS

3. PARTNERSHIPS

4. INNOVATION

# Innovative initiatives underway

## Two major initiatives are underway

- Council recently purchased the Khancoban Caravan Park at mortgagee auction. Khancoban has huge potential to grow its tourism market as identified in the UM2030 draft plan but needs capital investment. Council purchased the park to exert control over investment and future operations. An EOI process calling for proposals to buy and develop, enter into joint venture with Council, or lease, drew strong submissions and the terms of a contract are now being drafted. Council is confident this will strengthen the future of the park and Khancoban.
- Council is negotiating a partnership with private industry to provide accommodation for 100 workers in Tumbarumba for the growing berry industry. The business will provide the accommodation and Council will install and operate the facility on Council-owned land. There is potential to treble the berry workforce plus opportunity for other groups such as touring motorcyclists and school and other visiting groups to use the facility.

*Scale and capacity: more robust revenue base & increased discretionary spending, scope to undertake new functions and major projects, knowledge, creativity and innovation, resources to cope with complex and unexpected change, high quality political and managerial leadership*

1. RESOURCES

2. GRANTS

3. PARTNERSHIPS

4. INNOVATION

Tumbarumba Shire Council has a proven record of success. Our approach to being Fit for the Future is shaped by our own unique challenges and characteristics.

We have responded to these challenges and characteristics by utilising good governance, capital grants, efficiencies, innovation, and partnerships to deliver a wide range of quality infrastructure and services to our local community in a sustainable manner.

Expert external feedback has told us that our financial and asset management practices are strong.

As part of our continuous improvement program and in response to the Fit for the Future program Council has critically reviewed its operations and identified further opportunities for improvement which are detailed in our Rural Council Action Plan. We are confident that these measures will further strengthen our scale and capacity to be a Council that is Fit for the Future for many years to come.



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