

Blayney Shire Council




2 August 2012

Dear Councillor,

Your attendance is requested at an Ordinary Council Meeting of the Blayney Shire Council to be held in the Blayney Shire Community Centre on Monday, 13 August 2012 at 6.00 pm for consideration of the following business -

- (1) Acknowledgement of Country
- (2) Recording of Meeting Statement
- (3) Apologies for non-attendance
- (4) Confirmation of Minutes
- (5) Matters arising from Minutes
- (6) Disclosures of Interest
- (7) Reports of Staff
 - (a) General Manager
 - (b) Corporate Services
 - (c) Environmental Services
- (8) Committee Reports
- (9) Closed Meeting

Yours faithfully


GA Wilcox
GENERAL MANAGER

5:45 PM

CITIZENSHIP CEREMONY

DRAFT MEETING SCHEDULE

SEPTEMBER 2012			
Tuesday 4	1.00 pm	Youth Council	Blayney High School
Friday 7	2.30 pm	Upper Macquarie County Council	Kelso
Thursday 13	5.30 pm	Access Committee	The Cottage
Thursday 25	4.00 pm	Cemetery Forum	The Chambers
OCTOBER 2012			
Tuesday 2	1.00 pm	Youth Council	Blayney High School
Wednesday 3	4.00 pm	Councillor Induction Workshop – Meeting Procedures , Codes of Conduct, Mayoral & Deputy Mayoral elections, Committees	
Friday 5	2.30 pm	Upper Macquarie County Council	Kelso
Monday 8	6.00 pm	Ordinary Meeting of Council	BSCC
Wednesday 10	10.30 am	Central Tablelands Water Council Meeting	Blayney
Thursday 11	5.00 pm	Tourism Committee	The Cottage
Wednesday 17		WBC AGM	Molong
Friday 19	10.00 am	Traffic Committee	The Chambers
Wednesday 25	9.00 am	Audit Committee	Cabonne
NOVEMBER 2012			
Friday 2	2.30 pm	Upper Macquarie County Council	Kelso
Monday 5	4.00 pm	Councillor Workshop – Policies, Delegations, LEP, DCP & IP&R	
Thursday 8	5.30 pm	Access Committee	The Cottage
Friday 9	9.00 am	NSW Association of Mining Related Councils	Narrabri
Saturday 10*	9.30 am	Lachlan Regional Transport Committee	
Monday 12	6.00 pm	Blayney Ordinary Meeting of Council	BSCC
Tuesday 13		Arts OutWest	
Tuesday 13	5.30 pm	Showground Committee	The Chambers
Thursday 22	10.00 am	Centroc Board	Wellington
		<i>Central West Libraries date to be released</i>	
DECEMBER 2012			
Tuesday 4	1.00 pm	Youth Council	Blayney High School
Friday 7	2.30 pm	Upper Macquarie County Council	Kelso
Monday 10	6.00 pm	Blayney Ordinary Meeting of Council	Cadia Room, BSCC
Wednesday 12	10.30 am	Central Tablelands Water Council Meeting	

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HELD ON MONDAY 13 AUGUST 2012

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GENERAL MANAGER'S REPORTS
PRESENTED TO THE BLAYNEY SHIRE COUNCIL
MEETING HELD ON MONDAY, 13 AUGUST 2012



01) **SEPTEMBER ORDINARY MEETING OF COUNCIL**
(General Manager)

RECOMMENDED:

1. That Council defer its September Ordinary Meeting, due to the local government elections.

REPORT

Due to the Local Government election process; Council will not be able to meet as the election result will not be available by Monday 10 September being the scheduled date of the Council's September meeting. The election date is Saturday 8 September 2012.

BUDGET IMPLICATIONS

Nil effect.

POLICY IMPLICATIONS

Nil effect.

Attachments

Nil

02) INDEPENDENT LOCAL GOVERNMENT REVIEW
(General Manager)

RECOMMENDED:

1. That Council prepare a submission to the Independent Local Government Review Panel.

REPORT

Over the next 12 months, the Independent Local Government Review Panel will be exploring new council structures, models and governance arrangements to strengthen communities in NSW. The Panel will be consulting widely with members of the community, councils and local government organisations to support its research and review.

Following the approach from the Local Government and Shires Associations of NSW, the NSW Minister for Local Government has agreed to appoint a three member panel to develop options to improve the strength and effectiveness of local government in NSW. The review will drive key strategic directions identified in the Destination 2036 initiative and support the broader objectives of the State as outlined in NSW 2021: A Plan to Make NSW Number One (the State Plan). The Panel was appointed by the NSW Minister for Local Government, the Hon Don Page, in March 2012, as the first initiative arising from Destination 2036.

The panel will investigate and identify options for governance models, structural arrangements and boundary changes for local government in NSW, taking into consideration:

1. ability to support the current and future needs of local communities
2. ability to deliver services and infrastructure efficiently effectively and in a timely manner
3. the financial sustainability of each local government area
4. ability for local representation and decision making; and
5. barriers and incentives to encourage voluntary boundary changes.

In conducting the review the panel will:

- Ensure recommendations meet the different nature and needs of regional, rural and metropolitan communities.
- Consult widely with the broader community and key stakeholders.
- Take into account the work completed, and future work to be completed, under the Destination 2036 initiative.
- Take into account the broader interests of the State including as outlined in the State Plan.
- Consider the experiences of other jurisdictions in both the nature and implementation of local government reform.
- Take into account the Liberal-National's 2011 election policy of no forced amalgamations.

To support the above the Panel may commission appropriate investigations and research consistent with the intent of the review.

A community meeting is to be held in Orange to discuss the future of Local Government on Thursday 16th August 2012.

A copy of the consultation paper is attached.

The review allows Council to put forward a number of ideas for local governments development in the future and allows Blayney Shire to express how it believes the shire should progress. The ideas should be innovative and well researched to allow the review panel to consider a true outcome. The Minister for Local Government has advised that the status quo will not remain so a submission indicating that a council should remain as is, may be considered to be unproductive. Unfortunately the future of local government is being reviewed at a point where council is going into an election and this restricts discussion. Councillors and members of the community should ensure that they make their individual submissions to the review panel to express their ideas on how local government should deliver services and needs to this community.

Submissions close on 14 September 2012

BUDGET IMPLICATIONS

Costs of preparing submissions and attendance at meetings will be undertaken from existing budget allocations.

POLICY IMPLICATIONS

The Review may change how local government operates in the future and ultimately it will change how Blayney Shire Council operates. The review is to raise issues as to financing, service delivery and need to make boundary changes and potential amalgamations across NSW.

Council should take a positive lead in these discussions and help to determine the future of its community rather than allow it to be determined for them.

The review needs to be undertaken to modernise how local government delivers services and meets the future needs of the community and make positive changes to governance.

Attachments

1 Independent Local Government Review 20 Pages

Strengthening Your Community

NSW Independent Local Government Review Panel

Consultation Paper

July 2012



www.localgovernmentreview.nsw.gov.au

Strengthening Your Community

NSW Independent Local Government Review Panel

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Have Your Say!

Everyone in local communities across New South Wales is strongly encouraged to get involved.

The Independent Local Government Review Panel is developing proposals to create stronger, more effective councils that can in turn promote stronger local communities.

The Panel will make its recommendations to Government based on evidence of community needs for better local government.

Have your say now to inform the Panel's work.

Key Questions

In this first stage of consultation the Panel would like to hear your views on three key questions:

1. What are the best aspects of NSW local government in its current form?
2. What challenges will your community have to meet over the next 25 years?
3. What 'top 5' changes should be made to local government to help meet your community's future challenges?

Submissions close on 14th September 2012.

Visit www.localgovernmentreview.nsw.gov.au or see page 18 for details on how to make your submission.



Introduction

Local government is the government of communities and places. Stronger, more effective local government can provide better services and infrastructure, and can do more to support economic development, safeguard environmental quality and enhance community wellbeing. It can also play a greater role as a partner of State and Commonwealth governments in achieving regional, state and national goals.

The NSW Government has therefore appointed an Independent Local Government Review Panel. Its task is to develop options to improve the strength and effectiveness of local government in NSW. The review will drive key strategic directions identified in the Destination 2036 Initiative (details below) and support the broader objectives of the State as outlined in NSW 2021: A Plan to Make NSW Number One (the State Plan).

Why this review matters to you

Capable and effective local government is vital to provide essential community services and maintain our quality of life. But across NSW many councils are struggling with financial problems, growing infrastructure backlogs, and difficulties in attracting and retaining skilled staff and councillors.

Communities deserve high capacity local councils that can:

- deliver services and infrastructure you need at a price you can afford
- prepare soundly-based plans for the future
- help support local jobs and economic growth
- represent the diverse needs of different groups
- influence state and federal government decisions to achieve local objectives, for example in transport and housing
- maximise the local benefits from spending the rates and charges you pay.

This review's goal is to ensure that every community in NSW has local government that reaches the highest possible standard.

The purpose of this Consultation Paper is to present information and ideas for discussion. It should not be interpreted as a statement of the Panel's views or an indication of likely recommendations.

The Review Panel

The Review Panel was appointed in April 2012 following an approach by the NSW Local Government and Shires Associations. It is an expert group of three members, with support staff seconded from the NSW Division of Local Government. It can also commission its own research and advice to inform its thinking. No limits have been placed on the way the Panel goes about addressing its terms of reference.

It is chaired by Professor Graham Sansom, Director of the Australian Centre for Excellence in Local Government. The other two members are Ms Jude Munro AO, a former CEO of four metropolitan councils across three states, including the city of Brisbane; and Mr Glenn Inglis, who has extensive experience as a council general manager in rural and regional NSW.

The Panel will consult widely with the NSW community and other stakeholders. It will make recommendations to Government based on evidence gathered and supporting research. It will look at the pros and cons of different options for change and present its findings for further consultation in a transparent and open way. The Panel will make its final report to the NSW Government in July 2013.



www.localgovernmentreview.nsw.gov.au

Why review NSW local government?

Communities are different and changing

Our communities vary enormously in size, demographics, economic base and other factors and as a result, their needs also vary enormously. What a community needs in Balranald or Bega will be very different to Bondi or Broken Hill.

At the same time, significant economic, social and environmental changes are being felt in most, if not all, NSW communities. For example:

- Global financial uncertainty is affecting economic growth, business confidence and public finances. This impacts on businesses and families in local communities, the public services they require and the money that is available to pay for them.
- Our economy is going through major structural change as mining increases its share of investment and employment. This impacts jobs, the social fabric of communities, the future of towns and villages, and the infrastructure those communities need to function.
- Environmental factors are affecting how and where we live. We need to use renewable energy, protect our coastlines and reduce the amount of waste we send to landfill. Many communities have suffered from natural disasters and are likely to continue to do so.
- Rapid social change is seeing more people live in city and coastal areas, more elderly people requiring appropriate housing and services, and more diverse communities. Population numbers in most rural communities are declining.
- Technological advances are changing how we communicate, do business and access services.

These changes impact on different communities in different ways. Local councils need the skills and resources to help communities adapt and prosper into the future.

Councils are different and changing

Councils across NSW have served their communities well for many years, but today local needs are much more varied and complex than they were even 50 years ago. The 152 councils around NSW today are led by more than 1,500 councillors, employ over 50,000 people, spend more than \$9.3 billion annually, and are responsible for over \$117 billion in public assets.

Did you know?

- There are 152 councils in NSW with an average population of 48,000. This is less than Queensland (63,000) and Victoria (71,000), but more than the Australian average of 41,000.
- The smallest in area (Hunters Hill) is 6km² – smaller than Sydney Olympic Park.
- The largest (Central Darling) is over 53,000 km² – about the size of Croatia.
- Urana Council has a population of 1,200 – about the number of pupils in a large high school.
- Blacktown has over 307,000 residents – about the number of people living in Iceland.
- The fastest growing in percentage terms is Auburn (in the 'middle ring' of Sydney), with average annual growth of over 3% (2,400 people). However, several larger councils are growing faster in absolute numbers of new residents.

Councils are clearly 'big business' and of fundamental importance not only to the quality of their local places and wellbeing of local communities, but to the prospects of the state as a whole.

Councils reflect the diversity of their communities: they vary greatly in size, resources and the services they provide. Yet today, NSW councils are basically structured and governed in the same way, with the same laws applying to each council regardless of whether it is in the middle of Sydney or in a rural area, and whether it serves 2,000 or 200,000 people. This poses real challenges as councils with very different capacities and very different needs try to carry out their functions with basically the same tools.

Despite this, many councils are adapting well to social, economic and environmental changes and the increasing complexity of modern government. Recent decades have seen significant changes to council boundaries, improvements to strategic planning (notably the introduction a few years ago of 'Integrated Planning and Reporting' reforms), new approaches to community consultation, better financial and asset management, use of new technologies in service delivery, increased regional collaboration, and a host of other advances.

However, a considerable number of councils are struggling with the impacts of change and to meet the legitimate needs and expectations of their communities, as well as playing their part in the wider system of government. In some cases this is due to declining populations and limited funding. Difficulty attracting and retaining skilled staff and councillors is also an issue. In other cases, councils' resources are being stretched to the limits due to rapid growth.





Increasingly communities and other spheres of government are looking to councils to have a vision for the local area and to work across public, private and community sectors to make that vision a reality. Communities expect their councils to provide strong and stable leadership that rises above narrow interests and effectively represents their needs and aspirations. They expect local leaders to work with other levels of government to create more liveable places.

So local councils need not only to continue recent improvements but also to consider more fundamental change if they aim to realise the vision of Destination 2036 to create strong communities through partnerships.

Building on Previous Reviews

The Panel does not intend to 're-invent the wheel'. Several recent studies and inquiries have provided valuable research and ideas about the future of local government in NSW, and the Panel will build on that work. Some important examples are the 'Sproats' review of inner Sydney councils (2001); the 'Allan' inquiry commissioned by the Local Government and Shires Associations (2006); and reports on council revenues by the Productivity Commission (2008) and IPART (2009).

Significant government policy papers include 'A New Direction for Local Government' (2006) and the Government's response to the 'Allan' inquiry.

Most recently, the Destination 2036 initiative identified the challenges facing councils, a vision for the future and a roadmap for achieving it. This is summarised in the accompanying box.

The Panel will also consider relevant reports from interstate and overseas, such as those of the Queensland Local Government Reform Commission (2007), the Independent Review of Structures for Local Governance and Service Delivery in Southern Tasmania (2011) and the Perth Metropolitan Governance Review (2012). Finally, there are numerous papers published by academic researchers and think-tanks, such as the Australian Centre of Excellence for Local Government and the Centres for Local Government at the University of Technology, Sydney, and the University of New England.

Links to a broad cross-section of all this material can be found under 'Supporting Information' on the Panel's website.

www.localgovernmentreview.nsw.gov.au



What makes a 'good' council?

When he announced this review, Don Page, the NSW Minister for Local Government, highlighted the need to find ways to create stronger and better councils for the future.

In the early stages of its work the Review Panel wants to talk to people across NSW about what makes a good council and how they see the future for local government.

How local councils are structured and governed differs around Australia and indeed around the world in order to meet the varied needs of diverse communities. The Panel will look at some of these different models of local government and try to identify the best features of each. But to understand which approaches would be good for NSW, we need to test them against what the community says it wants councils to be like, and what it needs them to do.

For example, councils already play numerous different roles: they deliver services and infrastructure; they provide important community amenities and facilities; they prepare strategic and land use plans; they control building and development; they promote environmental and community health; they administer numerous regulations; they advocate on behalf of the local area to State and Federal governments; and so on.

Which of councils' many functions do you see as most important? What do they do well, and what needs to be improved?

Looking to the future, do you see councils continuing to expand their range of activities as they have done over recent decades? Or is it time to focus more on 'core business'? If so, what exactly is 'core business' for local government in the 21st century?

In the UK, the 'Lyons' Inquiry into local government that reported a few years ago argued strongly that councils should be 'place shapers', linking their various service delivery, planning and regulatory roles so as to make a real difference to the quality of the places and communities they govern. That concept is also at the heart of the Integrated Planning and Reporting Framework in NSW: councils working with their communities to plan strategically across environmental, social and economic issues to create a better future for their areas.

Are these broader concepts of the role of local government sufficiently understood and accepted by citizens and ratepayers, and are they affordable?

Another critical question concerns the meaning of 'local' in local government. The amalgamation of councils is often seen as unacceptable because it could lead to a loss of local identity and representation. On the other hand, there is some evidence that people are more focused on receiving good quality services and do not mind (or bother to ask) who delivers any particular service as long as it meets their needs. It has also been argued that large councils can bring more resources to bear on consulting their communities and working effectively at a 'neighbourhood' level.



The quality of governance is also a key factor in deciding whether local government is performing well. This covers issues such as whether councils are open and transparent in their decision-making; whether council meetings run smoothly and debate is well informed and productive; whether high standards of probity are maintained; and whether councils' activities and progress in implementing their plans and programs are reported regularly and in a straightforward way to their communities.

Does more need to be done to ensure high standards of governance in local government? Are councils providing sound leadership for their communities?

All these things are important. However, the reality is that resources are limited and there will be some trade-offs between different objectives in designing stronger, more effective local government for the mid 21st century.

What are the most important features of today's local government that we want to retain, and what may need to change?



What the Panel will do

The Panel's Terms of Reference

The Panel is to investigate and identify options for governance models, structural arrangements and boundary changes for local government in NSW, taking into consideration:

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

In conducting the review the Panel will:

- Ensure recommendations meet the different nature and needs of regional, rural and metropolitan communities
- Consult widely with the broader community and key stakeholders
- Take into account the work completed, and future work to be completed, under the Destination 2036 initiative
- Take into account the broader interests of the State including as outlined in the State Plan
- Consider the experiences of other jurisdictions in both the nature and implementation of local government reform
- Take into account the Liberal-National's 2011 election policy of no forced amalgamations

Seven actions in the Destination 2036 Action Plan have been referred to the Panel. The Panel will address these issues as far as its resources allow, and to the extent that they are consistent with its terms of reference.

- Develop options and models to enhance collaboration on a regional basis through regional organisations of councils
- Undertake research into innovation and better practice in local government in NSW, Australia and internationally
- Examine the current local government revenue system to ensure the system is contemporary, including rating provisions and other revenue options
- Examine the pros and cons of alternative governance models
- Research and develop alternative structural models, identifying their key features and assessing their applicability to NSW
- Identify barriers and incentives to encourage the voluntary amalgamation or boundary adjustment of councils
- Identify those functions that are clearly State or local government responsibilities, those that cannot be readily defined and those that have been legislated/regulated as core functions

Governance, structures and boundaries


The Panel has been asked to develop options for governance, structures and boundaries for local government. Broadly speaking this means looking at how councils are led by their councillors and senior managers, and how they are organised to deliver services and infrastructure. It also involves thinking about the different features of different communities and how their needs can best be addressed. These issues are complex and inter-related. They are about much more than simply amalgamating councils: the best approach will depend on the role we want local government to play and the specific functions councils need to carry out.

Governance in this context refers to the way councils are organised politically and administratively and how they make decisions. For example: is the mayor elected directly by voters, or chosen by the councillors? How many councillors are there? Are councillors elected in wards or 'at large' by voters across the whole council area? What are the respective roles and responsibilities of councillors and senior managers? Does the council have committees that include community representatives? How does the council consult local people before making major decisions? And so on. Communities and their councils have made different choices about these arrangements.

There are already a variety of different **structural arrangements** in local government across NSW. The basic unit is normally an elected local council, but additional structures include regional organisations of councils, county councils, joint undertakings for water supply and sewerage, cooperatives, registered associations, council-owned companies and others. In the Unincorporated Far West region of NSW there are no councils in the normal sense, but some local representation is provided through elected Village Committees in Silverton and Tibooburra. Many other structural models can be found inter-state and overseas, so there are plenty of options and models to consider and there is no 'one-size-fits-all' solution.

Boundary changes can also take different forms. Historically, most boundary changes have involved creating larger councils through amalgamations or mergers. In other cases relatively minor adjustments to boundaries have been made to improve administration. For example, a boundary may be altered around a town to incorporate new urban development that has flowed into an adjoining rural area. Many different types of boundary changes have been made in NSW, Australia and around the world over recent decades: again, there is no 'one-size-fits-all'.

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Destination 2036

The Review is the first initiative under Destination 2036, a joint State-local government program based on a vision for councils to create **strong communities through partnerships**.

The Destination 2036 Action Plan identifies 12 major initiatives to create strong local government (see www.dlg.nsw.gov.au)

- Establish local government as an employer of choice
- Encourage and facilitate innovation
- Ensure the Local Government Act supports stronger local government
- Ensure strong and effective local governance
- Review the revenue system to ensure greater flexibility and self-reliance
- Develop strategies that maximise opportunities to secure funding from other levels of government
- Establish a range of funding models to enable the long term maintenance, replacement and creation of different classes of assets
- Develop a number of different structural models for local government
- More clearly define the functions, roles and responsibilities of local and State government
- Align State and local government planning frameworks
- Negotiate a new inter-government agreement
- Recognise local government as a legitimate and important sphere of government

The Independent Review Panel will liaise closely with the Destination 2036 Implementation Steering Committee, which is the Presidents of the Local Government Association, Shires Association and Local Government Managers Australia (NSW) and the Chief Executive of the Division of Local Government, but will also form its own views on the issues raised.



NSW 2021 – ‘A plan to make NSW number one’

NSW 2021 is the NSW Government’s 10-year strategic business plan to ‘rebuild the economy, return quality services, renovate infrastructure, strengthen our local environment and communities, and restore accountability to government.’

Its goals include:

- ‘invest in critical infrastructure’, which aims to ‘increase investment in regional infrastructure’,
- ‘involve the community in decision making on government policy, services and projects’, which aims to ‘increase opportunities for people to participate in local government decision making.’

It aims to bring together government, community and business to respond to the challenges and opportunities NSW faces.

Localising NSW 2021

As each local community in NSW has its own set of priorities, the Government is working on localising NSW 2021. Across the State, Regional Ministers and Members of Parliament are consulting with local government and communities to develop regional action plans aligned to NSW 2021. These plans will focus on the most important action the NSW Government can take to improve outcomes in each region and locality.

The Panel will take into account the broader interests of the State including the goals and targets set out in NSW 2021.

A copy of NSW 2021 can be accessed at www.2021.nsw.gov.au

Local Government Act Review

The State Government has foreshadowed a review of the Local Government Act, which is expected to commence shortly. The two reviews will cooperate closely. From time to time the Panel will provide advice to the Act review on issues that are likely to require amendments to legislation. Also, it is expected that the Act review will not be completed until late 2013 and will therefore take full account of the Panel’s final report.



Five big issues

In thinking about possible governance models, structural arrangements and boundary changes for local government in NSW, the Panel will be addressing the five big issues set out in its terms of reference.

I. Councils' ability to support the current and future needs of local communities

Did you know?

- Of the 152 councils in NSW, 25 have populations of less than 5,000.
- Current projections show that the great majority of small local government areas in the west of the state will decline in population over the next 25 years. By contrast, coastal councils outside of the greater metropolitan area are expected to grow on average by 1.2% pa.
- Many councils have diverse populations. In some rural local government areas Aboriginal people make up more than 60% of the population, whilst some metropolitan areas have populations with more than 50% from a non-English speaking background.
- The number of people over the age of 65 is expected to more than double from just over 1 million now (14% of the population) to 2.5 million in 2036 (24%), making it the fastest growing population group in NSW. Over half of people aged over 65 live in the Sydney metropolitan region.

We need to understand what challenges and opportunities communities currently face, what our communities will look like in 25 years time, and what this means for local government. There is no doubt that environmental, economic, social and technological changes will transform many places and communities: how can local councils best understand and plan for those changes, and will they have the capacity to respond effectively?

Changes over coming decades are also likely to sharpen differences between metropolitan areas, regional centres and rural and remote communities. What are the implications for our system of local government, the different roles councils may play in different regions, and the resources they will have available?

Although there will be pockets of growth, across much of inland NSW population levels are likely to remain static or decline significantly between now and 2036. Will it be possible to maintain local councils in their present form across the whole of NSW? If not, what are our options?

Rural and remote local government includes councils that are geographically some of the largest in NSW, but with the smallest populations and very fragile budgets.

The economy of rural and remote communities is changing. The mining boom is driving economic growth in certain locations, and improved telecommunications may help create more employment opportunities in others. However, farms continue to become less labour intensive and maintaining provision of local services is problematic.

A declining population is therefore a feature of many rural and remote councils. Of 52 local government areas with a population of less than 10,000, the vast majority (88%) will experience significant loss of population by 2036.

The biggest challenges for rural and remote councils are infrastructure and financial sustainability. Some western region councils are responsible for over 2,000 kilometres of local road networks, but depend heavily on grant funding for their survival. In addition, climate change may be affecting rainfall and weather patterns, and rural and remote councils are especially vulnerable to any increase in the frequency of natural disasters such as floods and bushfires.

Sydney metropolitan councils include both some with the smallest land areas in NSW, and others with the largest populations and budgets. Sydney's population is growing rapidly. By 2031, the metropolitan region will have 1.4 million more people.

The population of Sydney councils varies considerably. The average population size of the 14 smallest is around 45,000 (the smallest has a population of just 15,000). By contrast, the average size of the 14 largest is 145,000 (the biggest being over 300,000 – larger than all councils in any other state except Queensland).

Population growth is putting intense pressure on all types of infrastructure, especially roads and public transport. Councils are responsible for much of the road system. They also face the need to provide adequate drainage systems, parks and other community facilities for areas with growing populations, whilst maintaining existing infrastructure to adequate standards. Ways need to be found to fund essential infrastructure improvements without placing unreasonable burdens on homebuyers or ratepayers.

Meanwhile, along the coast and in metropolitan areas the key challenge will be to ensure that local government has the capacity to play its full part in managing rapid growth. This will require consideration of the need for substantial improvements to infrastructure and service provision, strategic planning and financial management. Will councils have the right skills, organisational capacity, and decision-making processes?

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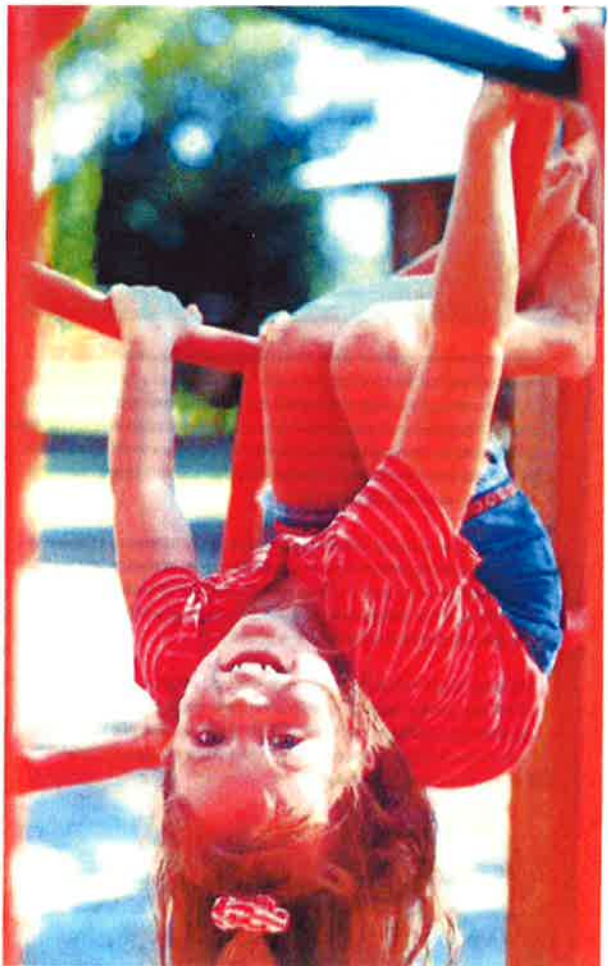
The very different challenges faced by councils in different parts of NSW may require significant changes to the system of local government so that it can respond more flexibly and effectively to those different circumstances. Levels and types of services provided by councils already vary from one part of the state to another according to community needs and the capacity of councils to deliver. These variations may need to be recognised in legislation so that, for example, small (in resources) councils are not burdened with unnecessarily complex planning and management requirements.

New models of service delivery will also have to be considered. In remote areas resource sharing and joint service delivery between councils and State agencies is one option. The scope for increased use of internet-based service delivery also needs to be examined.

Another important factor to be considered is the availability of skilled staff. Australia is experiencing skills shortages in key professions such as engineering, planning and financial management, and councils also face competition for skilled workers from mining and other growth industries which can often afford much higher wages. This situation calls for new approaches to recruiting, retaining and up-skilling staff. It also raises the question of whether the pool and quality of senior managers is sufficient to support the current number of councils at the level of professionalism required.

The Panel will need to:

- **Review available information on future challenges, opportunities and directions set out in the State Plan, regional strategies and other relevant documents.**
- **Commission further analysis to identify how demographic, economic and technological trends are likely to impact different communities across NSW, and what this will mean for local government.**
- **Consider whether those councils most affected by change – whether it be rapid growth or significant decline – have the capacity to deal with the challenges they face, and what options exist to enhance their capacity.**
- **Assess whether models of local government and service delivery may need to vary from one part of the state to another.**



2

2. Councils' ability to deliver services and infrastructure efficiently, effectively and in a timely manner

Did you know?

- NSW councils spend over \$9.3 billion each year to carry out their functions in service delivery, infrastructure, planning, regulation, economic and social development etc.
- Councils are responsible for about \$117 billion in public assets, including roads, water, sewer, and drainage systems, parks, swimming pools, libraries, community centres and many others.
- The Local Government Act 1993 provides NSW councils with their major powers, functions and responsibilities. The Act empowers councils to independently plan and manage local services and facilities in consultation with their communities.
- Councils also have responsibilities under over 120 other Acts, including the Environmental Planning and Assessment Act 1979, the Food Act 2003 and the Roads Act 1993.

With the changing and growing needs of many communities, the ability of councils to deliver services and infrastructure efficiently, effectively and in a timely manner is increasingly under strain. Councils are responding to this in different ways, through improved planning, asset and financial management; through increased delivery of shared services with adjoining or nearby councils (using county councils, jointly owned companies, regional organisations of councils or strategic alliances); and through contracting-out or public-private partnerships.

However, some councils argue they are overburdened with regulation, and that they encounter barriers in establishing joint enterprises and working with other levels of government. Many have experienced difficulties in recruiting and retaining skilled staff. Limited revenues are another cause for concern, although the State government recently introduced a Local Infrastructure Renewal Scheme that provides interest free subsidies for councils wishing to borrow for infrastructure projects.

Ensuring adequate provision and maintenance of community infrastructure is a particular challenge. A very large infrastructure backlog has arisen in recent decades due to inadequate funding of depreciation and asset renewal.

In 2006, the 'Allan' inquiry estimated the backlog at over \$6 billion. To address this, the inquiry concluded that local councils would need to spend at least an extra \$900 million per annum. It is doubtful whether councils can both address the backlog and maintain other essential services within their current financial capacity. However, at this stage we need more and better data to determine precisely how serious the infrastructure backlog has become, and what options exist to tackle problems.

One of the reasons put forward to explain the infrastructure backlog is the wider range of services now being provided by councils. Since the 1970s many councils have moved into new areas of activity such as environmental management, economic development, aged care and a variety of other community services. This has imposed cost pressures, and spending on more traditional items such as road maintenance has been held back to balance budgets.

Integrated Planning and Reporting

In 2009 new requirements were introduced for councils to improve planning for their activities through Integrated Planning and Reporting (IPR). This requires each council to work with their communities to prepare a Community Strategic Plan that covers at least the next 10 years and identifies priorities and aspirations for the future of the local government area.

Councils must then translate the strategic plan into a 4 year Delivery Program and annual Operational Plan to achieve the strategic goals during their term of office. This involves setting out the services and facilities to be provided, how much they will cost, and how they will be funded.

The aim of IPR is to encourage councils to plan more carefully and in more detail to ensure that priority services and infrastructure can be delivered efficiently and effectively, thereby meeting community needs to the maximum possible extent.



The Panel will need to:

- **Assess the underlying capacity of NSW local government to undertake its current broad range of functions.**
- **Understand the extent of the infrastructure backlog, the issues that have caused it, and ways it might be addressed.**
- **Look at trends around Australia and abroad to identify potential new or improved models of service delivery and whether they may be suitable in NSW.**
- **Examine possible barriers to delivering better services, for example, funding issues, legislative requirements, skills shortages and governance arrangements.**



Regional collaboration

One way councils can increase their capacity to deliver services and infrastructure is through regional collaboration. 'Resource sharing' and 'shared services' are growing in importance, and take various forms.

In NSW there are 14 County Councils formally established under the Local Government Act to provide joint services for member councils (7 for water supply, 6 for weeds eradication and 1 for floodplain management).

Most NSW councils are members of one or more of the 18 Regional Organisations of Councils (ROCs) which cover most of the state. As well as being forums for regional advocacy, research and planning, ROCs can provide councils with bulk buying power and provide important services to local and regional communities. For example, ROCs may play a role in waste management, water supply and sewerage, libraries, roads, environmental management and regional facilities.

There are over 600 other council partnerships, including special interest groups, sister cities, strategic alliances and legally binding contracts. Some ROCs and other partnerships have established separate corporate entities to provide services on a more commercial basis, although this can raise concerns that staff will no longer be employed under the local government award.



3

3. The financial sustainability of each local government area

Did you know?

- Rates are the only tax available to local councils, but they can also levy a range of fees and user charges (e.g. for waste collection, water and sewerage, swimming pools).
- Councils collect around \$4.7 billion each year in rates and annual charges – about 46% of their total revenue.
- In 2009-10, the average residential rate in NSW was \$786, and ranged between \$96 and \$1,234.
- In 2008-09 the proportion of revenue from rates in Australian jurisdictions varied from 17% (\$327 per capita) to 55% (\$589 per capita) with NSW at 34% (\$426 per capita)
- Rate concessions to pensioners, charities etc cost councils about \$60 million pa.
- The annual revenue of the City of Sydney (\$504 million) is over 70 times the annual revenue of Urana Council (around \$7 million, the smallest).
- In 2011-12, it is anticipated that NSW local councils will receive over \$480 million in general purpose financial assistance grants from the Commonwealth Government.
- In 2010-11, NSW local councils spent over \$9 billion, including \$1.7 billion (around 20%) on transport and communications – mostly roads and \$1.1 billion (about 13%) on recreation and culture.
- Councils spend around \$3.4 billion (36% of their annual expenditure) on employee costs.

Ensuring the financial sustainability of councils is a central challenge in maintaining a strong and effective system of local government.

A sustainable council is one that is able to meet all its essential commitments in the short, medium and long term, provide a good level of services that the public can afford, and manage any unforeseen financial pressures or shocks (such as a natural disaster). We know that many councils struggle to meet these criteria. A 2006 Access Economics study conducted for the 'Allan' inquiry suggested that around 26% of NSW councils may be unsustainable in the medium-long term.

In most cases the key factors in determining sustainability are the size of the council's revenue base and the scale of the infrastructure backlog discussed in the previous section. Many small (in population) councils in NSW have very limited revenues from rates and charges and are heavily dependent on State and Federal grants. On the other hand, research by the Productivity Commission has shown that some communities would be able to afford increased rates to strengthen their council's finances and pay for necessary improvements to services and infrastructure.

Since 1979 NSW has had a system of rate-pegging designed to protect households against excessive increases in rates, and to encourage councils to become more efficient. The system was reviewed in 2008 and some adjustments have been made since then. Councils can apply to the Independent Pricing and Regulatory Tribunal (IPART) to increase rates above the annual limit, provided they have a strong case that the funds are needed and can demonstrate a high level of community support. IPART's work suggests that ratepayers may be willing to pay more if they are convinced the additional funds will be earmarked for specific improvements to essential services and facilities.

Sustainability and infrastructure assessments

To assist the Panel, the Division of Local Government has commissioned the NSW Treasury Corporation (TCorp) to analyse the financial sustainability of each council. Also, the Panel will be able to draw on the findings of similar studies in other states, and compare both the financial position of NSW councils with that of their counterparts elsewhere, and the policy settings that apply.

In addition, the Division of Local Government is conducting a council-by-council audit of the local infrastructure backlog, covering maintenance, renewal and the building of new infrastructure that is required to provide for existing needs and future growth. It will provide better information on where investment is needed and identify how the State Government can work with councils to deliver on those needs through initiatives like its Local Infrastructure Renewal Scheme.

Local government organisations have argued strongly that to improve the sustainability of councils State and Federal grants to councils should be increased, there should be no more 'cost-shifting' – transfer of responsibilities from State and Federal governments to councils without corresponding funding, and rate-pegging should be abolished. These claims need to be tested: the capacity of State and Federal governments to provide increased grants to councils in the short-medium term appears very limited; the extent of 'cost-shifting' has yet to be agreed; and relatively few councils seek 'special variations' above the rate-pegging limit. Also, several studies have found that some councils could do more to help themselves through improved asset and financial management.

Review of the revenue system

As mentioned earlier, the Destination 2036 Implementation Steering Committee has asked the Panel to 'examine the current Local Government revenue system to ensure the system is contemporary, including rating provisions and other revenue options' (item 5b in the Action Plan). In its Action Plan the Committee states that:

... a number of other changes over the period (since the 'Allan' inquiry), such as the cap on developer contributions under section 94 of the Environmental Planning and Assessment Act 1979, have negatively impacted on revenue flexibility for some councils.

...Government legislation should be reviewed to ensure the system is contemporary in the context of the principles of Local Government taxation, namely equity, benefit to the community, capacity of ratepayers to pay, the efficiency of the impact of the taxes, and the simplicity of the taxation system.



The Panel will need to:

- **Review and update previous research into the sustainability of NSW councils.**
- **Carefully examine the findings of the new TCorp assessments of each council's finances and the Division of Local Government's council-by-council infrastructure audits.**
- **Determine whether councils are likely to have access to sufficient revenues to meet future needs for adequate services and infrastructure, and if not, identify options to increase revenue or reduce costs.**
- **Look at how other jurisdictions in Australia and elsewhere deal with the capacity of local government to raise revenues within acceptable limits of fiscal responsibility.**
- **Consider the possible need for further improvements to financial and asset management.**



4

4. The ability of councils to provide local representation and decision-making

Did you know?

- There are 1,513 councillors across NSW (including 152 Mayors) as well as 14 County Council Chairs and 27 County Council members.
- The number of residents per councillor ranges from 141 to around 20,000.
- Currently 32 mayors are popularly elected. Other mayors are chosen by the councillors.
- 27% of councillors are female, compared to about 50% of the NSW population.
- 1.6% of councillors identify as Aboriginal or Torres Strait Islander, compared to 2.2% of the population.
- 3% of councillors identify as having a disability, compared to 4% of the population.
- 9% of councillors speak a language other than English at home, compared to 26% of the population.
- Councillors are paid an allowance of between \$7,740 and \$34,100 pa. Mayors receive an additional allowance of between \$8,220 and \$74,530 pa (with the exception of the City of Sydney whose Mayor is paid up to \$187,180 pa). The amount paid depends on the characteristics of the council.

Effective local representation and decision making is at the heart of strong local government. To understand how well councils do this now and how it could be done in the future, we need to look at the building blocks of governance in NSW councils. These include the provisions of the Local Government Act for elections and the roles of mayors, councillors and general managers, as well as the model Code of Conduct and other guidelines and processes designed to ensure the highest standards of probity and performance.

The quality of decision making depends on the information available, the skills of decision-makers (whether elected members or senior managers), and the way they go about their task. Are councils doing everything possible to ensure that decisions are based on accurate information and sound judgement? In what ways could decision-making be improved?

Of particular importance is the extent and nature of community engagement in planning and decision-making processes. Effective consultation with residents and stakeholders is a central tenet of local government and planning legislation: the Integrated Planning and Reporting arrangements require preparation of a Community Strategic Plan that is based on extensive community engagement to faithfully reflect community priorities and aspirations. Another

key element is regular, thorough and accurate reporting to the community on progress in implementing the Plan and on council's broader activities and financial position.

Many councils are looking for new and better ways of engaging with their communities and providing opportunities for residents to be more involved in local decision making. Neighbourhood committees and forums have been used for many years. In New Zealand, these may take the form of elected Community or Local Boards with their own budgets for small-scale projects and programs.

Increasingly, the internet and social media are being used not only to disseminate information but also to interact with residents and stakeholders on important issues. Some councils have established 'online' panels made up of a representative cross-section of residents who are surveyed regularly to explore community views. New technologies are changing people's expectations about their dealings with local government in terms of both exchanging information and the way services are delivered.

As mentioned earlier, across NSW there are many variations in the way councils are elected and governed. A central issue is the election and role of the mayor. Currently mayors may be popularly elected for the full term, or chosen each year by the councillors. About 20% are popularly elected, but this does not change their legal powers and responsibilities under the Local Government Act. By contrast, in Queensland all mayors are popularly elected, are paid to be full-time, and have additional powers to help ensure the effective running of their councils. Similar provisions are about to be introduced in New Zealand.

Powers and duties of Queensland mayors

- Leading and managing meetings of the local government at which the mayor is the chairperson, including managing the conduct of the participants at the meetings.
- Proposing the adoption of the council's budget.
- Liaising with the chief executive officer on behalf of the other councillors.
- Leading, managing, and providing strategic direction to the chief executive officer in order to achieve the high quality administration of the local government.
- Directing the chief executive officer, in accordance with the local government's policies.

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Another debate centres on the roles and numbers of councillors. The current approach across Australia is to have a small number of councillors who are expected to work as a 'board of directors', dealing mainly with policy and strategic issues. Implementation of policy and 'day to day' administration is left to the general manager.

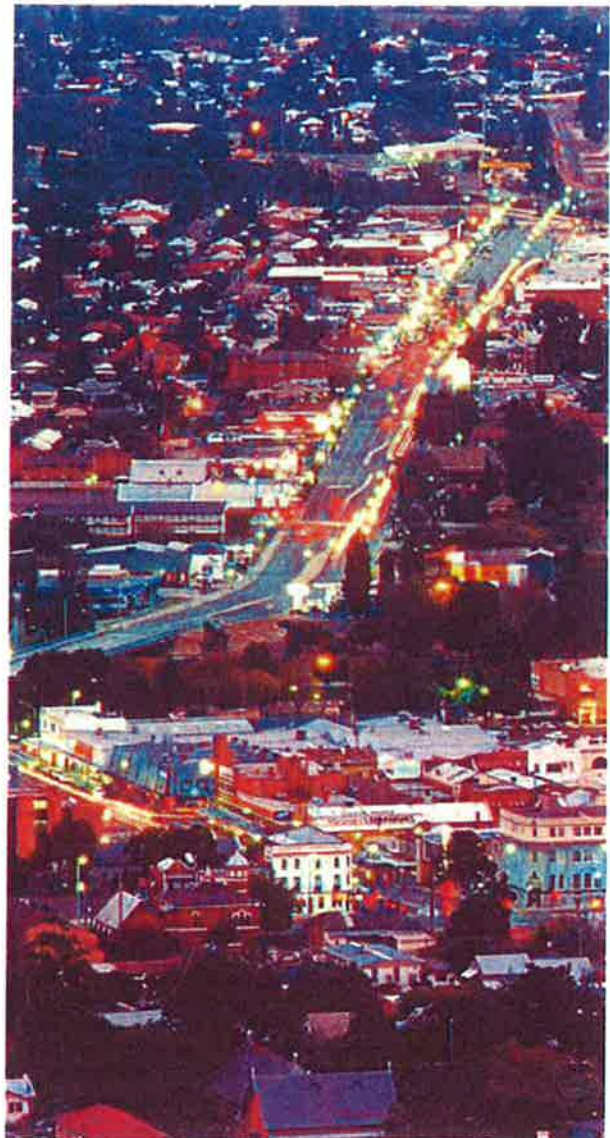
In rural areas and country towns the ratio of population to councillors is typically low, perhaps 1:2,000 or less. However, in large urban councils the ratio can be 1:10,000 or more – and the councillors are still only part-time. This raises questions about whether councillors can really keep in touch with their constituents and hence the quality of local representation. In the UK the average ratio of councillors to population is around 1:5,000. Thus there may be a large number of councillors (often 40 or more), but most are 'backbenchers' and leadership is provided by a small 'cabinet'. In Australia, a 'cabinet' model has been used for many years in Brisbane City Council.

It is important that the composition of councils – both elected members and the workforce – is broadly representative of the local community. At present women, younger people and various other sectors of the population tend to be under-represented generally, or more specifically amongst councillors and senior management. Efforts have been made by governments and councils themselves to change this situation but it appears that much more needs to be done to ensure that local government is truly representative and draws on the diverse talents and resources of its communities.

Further discussion is also needed on other issues flagged earlier, including the use of wards and local committee structures, the respective roles and relationships between elected members and senior managers, and improving the knowledge and skills of both groups.

The Panel will need to:

- **Gather information from other states and internationally to compare emerging ideas and trends with current practice in NSW.**
- **Assess whether existing legislation, policies and institutional arrangements establish the best possible basis for sound representation and decision-making.**
- **If necessary, develop options for new or modified approaches to the way councils are elected, led and organised, and how they relate to their communities.**



5

5. Barriers and incentives to voluntary boundary changes

Did you know?

- Since 1906 the number of councils in NSW has fallen progressively from 327 to 152 as a result of mergers.
- This reduction is similar to Australia as a whole which has seen the total fall from 1,067 in 1910 to 565 councils.
- The last group of mergers in NSW occurred in 2003-04, cutting the number of councils from 172 to 152.
- Tasmania, Victoria, South Australia and Queensland have all experienced more dramatic amalgamations in recent decades (cutting numbers by 30-60% in one round), but in each case there had been little previous change.
- Nearly all mergers and boundary changes in NSW have been outside the Sydney metropolitan area. The only changes to local government in Sydney have been the voluntary merger of Drummoyne and Concord to form Canada Bay; the separation of Pittwater from Warringah; and various adjustments to the City of Sydney (most recently its amalgamation with South Sydney in 2004).

The Panel has been asked to consider barriers and incentives for voluntary boundary changes, which it takes to include council mergers. In doing so, it has to take into account the Liberal-National parties' 2011 election policy of no forced amalgamations. Boundary changes and council amalgamations have been one of the principal avenues of local government reform in all parts of Australia and internationally. In most instances, councils have strongly resisted such changes and sooner or later central governments (state or national) have intervened to force major restructuring. The sweeping amalgamations of councils that took place in Victoria in the mid 1990s, and in Queensland in 2007-08, are well known examples of State intervention.

By contrast, the amalgamations that took place in South Australia in the 1990s were semi-voluntary: the State government commissioned a review that set out an agenda for reform, and councils then negotiated mergers within that framework. There have also been examples of completely voluntary amalgamations, such as those between Concord and Drummoyne in Sydney to form Canada Bay Council, and more recently a successful merger in Western Australia between the City of Geraldton and the Shires of Greenough and Mullewa.

Recent research by the Australian Centre of Excellence examined the rationale for different forms of 'consolidation' in local government: boundary changes, shared services and mergers. It found that 'form must follow function' – the type of consolidation that will work best depends on the circumstances of the case and precisely what governments are trying to achieve. All options need to be given careful consideration.

One of the main reasons put forward for amalgamations is that larger councils will be more efficient, generate substantial economies of scale and make it possible to cut rates. However, those arguments have been hotly contested, and where economies can be achieved they usually need to be ploughed back into tackling infrastructure backlogs rather than used to reduce rates. An alternative argument is that larger councils are more likely to have greater 'strategic capacity' – the ability to deliver more and better services, to plan effectively for the future of their communities, to advocate and negotiate on behalf of their residents and stakeholders, and to play a stronger role in the wider system of government.



More than a decade ago the NSW Local Government and Shires Associations issued a discussion paper on voluntary structural reform (including mergers, boundary changes and shared services). The discussion paper suggested that ongoing change was inevitable and councils needed to be proactive in implementing the right sort of changes for their areas. It also pointed to research showing that previous rounds of amalgamations had generally produced good results. However, although there has been a considerable increase in shared services and regional collaboration over the past decade, other types of voluntary structural reform continue to meet firm resistance. Clearly councils and many in their communities do not see sufficient benefits in change, and remain concerned about loss of local identity, loss of funding and loss of jobs. This is despite protections that have been put in place to safeguard grant funding and jobs when mergers take place.

The Panel will need to:

- Identify factors which should drive the shape and size of local government areas.
- Review the successes and failures of previous rounds of structural reform in NSW and elsewhere.
- Consider the extent to which increased regional collaboration and shared services can bring about necessary strengthening of local government without the need for extensive boundary changes.
- Explore the underlying factors and concerns in continued opposition to boundary changes.
- Determine whether and how barriers to voluntary change can be overcome.

Perth Metropolitan Review

A current independent review of local government in the Perth metropolitan region has suggested the number of councils be reduced by more than half. Like the NSW Panel, the Perth review was given terms of reference that covered not only boundaries but also broader governance structures.

Some of the key findings of the Perth review are:

- Enhanced leadership across the State and local government sector and the wider community will be required to manage the extraordinary growth of metropolitan Perth over the next 50 years.
- The current local government arrangements will not provide the best outcomes for the community into the future. The status quo cannot and should not remain.
- The outcome of the Review should be a stronger, more effective, more capable local government sector with an enhanced role and greater authority.
- The creation of larger local governments alone will not address all the shortcomings of the present system.
- The structure and governance arrangements for local government in Perth cannot be considered in isolation from the role and function of local government, and from the relationship between State government and local governments.
- A sense of place and local identity can be maintained through appropriate governance regardless of the size of a local government.



Next steps in the review

The Panel will be consulting widely throughout the review process. We want to hear the views of communities, councils, businesses, unions and anyone else with an interest in stronger, more effective local government for NSW.

Consultation will take place in stages and in different ways as the review progresses.

There will be numerous opportunities to get involved and contribute your views. These will include regional meetings with councils and community organisations; written submissions; focus groups; and roundtables on key issues.

The Panel intends to structure the review in four stages.

Stage 1: Identifying key issues and exploring ideas (July-September 2012)

The first stage of consultation, which starts with the launch of this Consultation Paper, will look at the issues facing local communities and the councils that serve them now and over the next 25 years.

During the next two months the Panel will hold a series of meetings in regions around the State and in the metropolitan area, to discuss the issues in this paper and learn more about the challenges faced by different communities.

Details of meetings will be made available on the Panel's website.

Stage 2: Options for change (October 2012- January 2013)

This stage will commence with the release of a 'case for change' paper based on the first round of consultations and background research carried out for the Panel. It will seek to generate debate on a range of potential models for governance, structures and boundaries to meet future challenges.

Consultation will focus on key issues and ideas, and will mainly take the form of roundtables and focus groups.

Stage 3: Future directions (February-May 2013)

This final stage of consultation will be based on a third paper that will set out the Panel's emerging views on what sort of changes may need to be made to governance, structures and boundaries in different parts of NSW. It will include the Panel's ideas on barriers and incentives for voluntary boundary changes.

Consultation in Stage 3 will include a further round of regional meetings across NSW, and a call for written responses to the 'future directions' paper.

Stage 4: Final report (June- July 2013)

The Panel will submit its final report and recommendations to Government by mid-July 2013.

Call for written submissions

To start the review process the Panel would like to hear your views on the following questions:

1. What are the best aspects of NSW local government in its current form?
2. What challenges will your community have to meet over the next 25 years?
3. What 'top 5' changes should be made to local government to help meet your community's future challenges?

To provide your views you can complete the online feedback form or download and complete a form and send it to us.

Visit: www.localgovernmentreview.nsw.gov.au

Email: info@localgovernmentreview.nsw.gov.au

Post: Independent Local Government Review Panel,
C/- Locked Bag 3015, Nowra NSW 2541

Remember the Panel is looking for sound evidence on which to base its findings and recommendations. So please make sure your submission is backed-up by accurate information. You can attach additional material if you wish.

Stage 1 - Submissions close on 14th September 2012

If you have questions about the submission process or the review please call us on
(02) 4428 4140.

Disclaimer

All submissions may be made publicly available. If you do not want any part of the submission or your personal details released, because of copyright or other reasons, please indicate this clearly in your submission together with an explanation.

However, you should be aware that even if you state that you do not wish certain information to be published, there may be circumstances in which the Government is required by law to release that information (for example, in accordance with the requirements of the Government Information (Public Access) Act 2009).

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CORPORATE SERVICES REPORTS
PRESENTED TO THE BLAYNEY SHIRE COUNCIL
MEETING HELD ON MONDAY, 13 AUGUST 2012



03) REPORT OF COUNCIL INVESTMENTS AS AT 31 JULY 2012
 (Manager Financial Services)

RECOMMENDED:

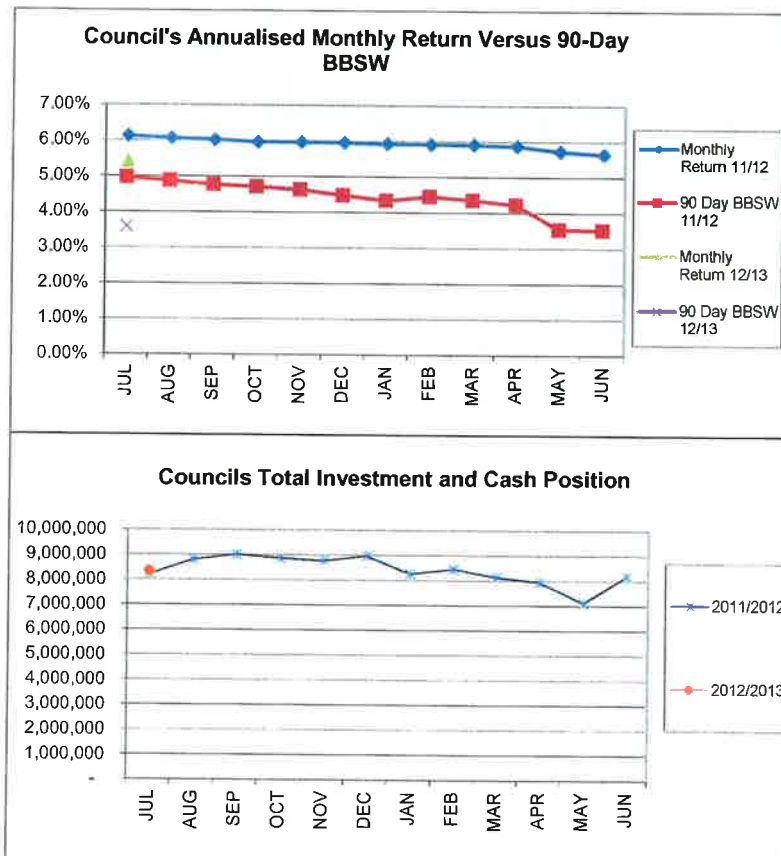
1. That the report indicating Council’s investment position as at 31 July 2012 be received and noted.
2. That the certification of the Responsible Accounting Officer be noted and the report be adopted.

REPORT

This report provides details of Council’s Investment Portfolio as at 31 July 2012.

Council’s total investment and cash position as at 31 July 2012 is \$8,322,779. Investments earned interest of \$36,248 for the month of July 2012.

Council’s monthly net return annualised for July of 5.43% outperformed the 90 day Bank Bill Swap Rate of 3.58%.



REGISTER OF INVESTMENTS AND CASH AS AT JULY 2012

Institution	Maturity	Amount \$	Monthly Net Return Annualised
Term Deposits			
Bankstown City Credit Union	4/09/2012	500,000.00	5.40%
Beirut Hellenic Bank Ltd	11/10/2012	500,000.00	5.95%
The Rock Building Society	12/09/2012	500,000.00	5.15%
ME Bank	16/10/2012	500,000.00	5.10%
Bank of Cyprus Australia	28/08/2012	500,000.00	5.20%
Bank of Queensland	6/11/2012	500,000.00	5.10%
Railways Credit Union	16/08/2012	500,000.00	5.81%
IMB	4/09/2012	500,000.00	5.10%
AMP	7/08/2012	500,000.00	6.00%
Suncorp Metway	21/08/2012	500,000.00	5.30%
ING	30/01/2013	500,000.00	5.17%
Peoples Choice	18/09/2012	500,000.00	5.18%
BankWest	25/09/2012	500,000.00	5.20%
Total		6,500,000.00	5.36%
Collateralised Debt Obligation (CDO's)			
ANZ Custodian (Kakadu, BBSW + 140	20/03/2014	500,000.00	4.91%
Total		500,000.00	4.91%
Total Investments		7,000,000.00	4.97%
Benchmark: BBSW 90 Day Index			3.58%
Commonwealth Bank - At Call Account		280.30	
Commonwealth Bank Balance		1,322,498.46	
TOTAL INVESTMENTS & CASH		8,322,778.76	

Summary of Investment movements - JULY		
Financial Institution	Invst/(Recall) Amount \$	Commentary
Term Deposits		
Bank of Queensland	500,000.00	Term Deposit invested 10/07/2012
Bank of Queensland	(507,167.81)	Term Deposit matured 10/07/2012
ME Bank	(507,719.18)	Term Deposit matured 17/07/2012
ME Bank	500,000.00	Term Deposit invested 17/07/2012
Community CPS Australia	(507,105.48)	Term Deposit matured 31/07/2012
ING Bank	(514,777.53)	Term Deposit matured 31/07/2012
ING Bank	500,000.00	Term Deposit invested 31/07/2012

Collateralised Debt Obligations (CDO's)

As per Council's Auditor recommendations the disclosure of the impact of market conditions on the value of the Collateralised Debt Obligations held is provided. It is estimated by ANZ Custodian Services that the market value of Kakadu is \$62,822 as at 30 June 2012. It is anticipated that as the investment draws near to maturity the market value will increase. Council is also involved in ongoing legal action to minimise any losses.

Council's monthly net return annualised for July on the CDO is 4.91% outperforming the 90 day Bank Bill Swap Rate of 3.58%.

CERTIFICATION – RESPONSIBLE ACCOUNTING OFFICER

I, Chris Hodge, certify that the investments listed in this report have been made in accordance with Section 625 of the Local Government Act 1993, the Local Government (General) Regulation 2005 and Council Policy.

BUDGET IMPLICATIONS

A good investment strategy optimises Council's return on investments.

POLICY IMPLICATIONS

Nil effect.

Attachments

Nil

04) STATEMENT ON FINANCIAL REPORTS BY COUNCIL
(Manager Financial Services)

RECOMMENDED:

1. That the statement required by Section 143(2)(c) of the Local Government Act, 1993 in relation to Council's Financial Reports for the period ending 30 June 2012 be completed under the Seal of Council.
2. That Hill Rogers Spencer Steer Chartered Accountants be invited (in accordance with regulations) to complete the audit.

REPORT

Section 413(3) of the Local Government Act 1993, requires Council to prepare Financial Reports and to refer those reports for audit within four (4) months after the end of the financial year (s416 (1)).

As an attachment to the Financial Reports, Council is required to present a statement on its opinion on the reports (s413 (2)(c)). Copies of the Statements required are attached and must be completed under Seal.

Once the auditor has completed the audit and has submitted their report, Council must fix a date for a meeting at which the auditor's report will be presented, and give public notice of the date. This date must be at least seven (7) days after the date on which notice is given, but not more than five (5) weeks after the auditor's reports are given to Council.

It is anticipated that the auditor, Hill Rogers Spencer Steer, will present their report to the October Ordinary Meeting of Council.

BUDGET IMPLICATIONS

Nil effect.

POLICY IMPLICATIONS

Nil effect.

Attachments

1 Statement by Councillors and Management 2012 2 Pages

Blayney Shire Council

General Purpose Financial Statements

for the financial year ended 30 June 2012

Statement by Councillors and Management

made pursuant to Section 413(2)(c) of the Local Government Act 1993 (as amended)

The attached General Purpose Financial Statements have been prepared in accordance with:

- The Local Government Act 1993 (as amended) and the Regulations made thereunder,
- The Australian Accounting Standards and professional pronouncements, and
- The Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these Financial Statements:

- present fairly the Council's operating result and financial position for the year, and
- accords with Council's accounting and other records.

We are not aware of any matter that would render the Reports false or misleading in any way.

Signed in accordance with a resolution of Council made on 13 August 2012.

B R Kingham
MAYOR

K G Radburn
COUNCILLOR

G Wilcox
GENERAL MANAGER

C M Hodge
RESPONSIBLE ACCOUNTING OFFICER

Blayney Shire Council

Special Purpose Financial Statements

for the financial year ended 30 June 2012

Statement by Councillors and Management

made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached Special Purpose Financial Statements have been prepared in accordance with:

- The NSW Government Policy Statement "Application of National Competition Policy to Local Government".
- The Division of Local Government Guidelines "Pricing & Costing for Council Businesses - A Guide to Competitive Neutrality".
- The Local Government Code of Accounting Practice and Financial Reporting.
- The NSW Office of Water (Department of Environment, Climate Change and Water) Guidelines - "Best Practice Management of Water and Sewerage".

To the best of our knowledge and belief, these Financial Statements:

- Present fairly the Operating Result and Financial Position for each of Council's declared Business Activities for the year, and
- Accord with Council's accounting and other records.

We are not aware of any matter that would render these Statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 13 August 2012.

B R Kingham
MAYOR

K G Radburn
COUNCILLOR

G Wilcox
GENERAL MANAGER

C M Hodge
RESPONSIBLE ACCOUNTING OFFICER

ENVIRONMENTAL SERVICES REPORTS
PRESENTED TO THE BLAYNEY SHIRE COUNCIL
MEETING HELD ON MONDAY, 13 AUGUST 2012



05) **REGULATION OF FOOD BUSINESSES AT TEMPORARY EVENTS**

(Director Planning and Environmental Services)

RECOMMENDED:

1. That Council note the proposed means of charging fees for food inspections at temporary events in the Blayney Shire.

REPORT

Following consultation with a number of Councils and the NSW State Liaison Group the NSW Food Authority have produced Draft Guidelines for Regulation of Food Businesses at Temporary Events.

Temporary events at which food businesses may trade include fetes, markets, festivals and agricultural shows. These events are temporary in nature (ie occur on an occasional basis) and range in duration from several hours to several weeks. Food businesses trading at these events may operate from a fixed premises, vending vehicle, tent, stall, marquee and the like.

Small events where low risk foods are sold may not require inspection. Large events, particularly where high risk food is sold, or have a poor compliance history should be inspected.

The following risk factors should be considered when determining whether a temporary event requires inspections:

- Number of food businesses trading at the event.
- Type of food being sold at the event (i.e. potentially hazardous food).
- Estimated number of visitors to the event.
- Duration of the event.
- Any complaints made against food businesses trading at the event.
- Compliance history of the event.
- Access to facilities and services such as potable water, sewer etc.

Council is able to recover the cost of the service, if food inspections are conducted at a temporary event.

Council is encouraged to levy an inspection fee (Local Government Act - fee for service) against the event organiser. This is based on Council's hourly food inspection rate and the estimated number of hours to conduct inspection at the event.

Councils should not charge the annual administration charge for the inspection of food businesses at temporary events.

BUDGET IMPLICATIONS

There are no costs to Council and this is within the existing budget.

POLICY IMPLICATIONS

There are no policy implications at this time.

Attachments

Nil

06) **ILLEGAL GREEN WASTE DUMPING AT POUND FLAT RESERVE**
(Director Planning and Environmental Services)

RECOMMENDED:

1. That Council note the dumping of green waste at Pound Flat, Carcoar and endorse the proposal to erect warning signs at this reserve and serve penalty infringement notices on any people found to be dumping green waste on the reserve.

REPORT

It has been brought to the attention of Council's Environmental Services staff the ongoing problem of the illegal dumping of green waste at Pound Flat, Carcoar.

It appears that the dumping occurs regularly and is a potential fire hazard, a source of harbourage for vermin and pests and potential source of weeds to infest Council's reserve, the Belubula River and adjoining properties.

It is proposed to remove the green waste and install signs on the reserve, warning potential dumpers of green waste that Council will issue infringement notices to the person or people caught dumping waste on the reserve.

BUDGET IMPLICATIONS

There are no costs to Council and this is within the existing budget.

POLICY IMPLICATIONS

There are no policy implications at this time.

Attachments

- 1 Photographs of Pound Flat 3 Pages

07) **CERTIFICATE OF APPRECIATION PRESENTED TO
COUNCIL'S RANGER**
(Director Planning and Environmental Services)

RECOMMENDED:

1. That Council note the Certificate of Appreciation presented to Stuart and offer its congratulations to him for being recognised in this way by the RSPCA.

REPORT

Council's Ranger, Stuart Adamson, was recently presented with a Certificate of Appreciation, from RSPCA NSW, in recognition of his support, dedication and assistance to the RSPCA in dealing with incident reporting, animal welfare investigations and control and dealing humanely with injured stock and native animals.

It is good to have his positive contribution to animal control recognised by the nationally representative RSPCA.

BUDGET IMPLICATIONS

There are no costs to Council.

POLICY IMPLICATIONS

There are no policy implications at this time.

Attachments

Nil







COMMITTEE REPORTS
PRESENTED TO THE BLAYNEY SHIRE COUNCIL
MEETING HELD ON MONDAY, 13 AUGUST 2012



08) **MINUTES OF THE BLAYNEY SHIRE TOURISM COMMITTEE
MEETING - 12 JULY 2012**
(Director Corporate Services)

RECOMMENDED:

1. That the Minutes of the Blayney Shire Committee meeting held 12 July 2012 be received and noted.
2. That Council look at improvement of the Church Hill Lookout with a view to addressing parking, fencing, seating and beautification and that it also be included on a regular maintenance program.

REPORT

The Blayney Shire Tourism Committee held their meeting on Thursday 12 July 2012, at the Blayney Tourism and Community Information Centre. A copy of the minutes from this meeting is provided as an attachment to this business paper.

BUDGET IMPLICATIONS

Nil effect.

POLICY IMPLICATIONS

Nil effect.

Attachments

- 1 Tourism Committee Meeting Minutes 2 Pages

Cr BR Kingham
MAYOR

Mr GA Wilcox
GENERAL MANAGER

**MINUTES OF THE MEETING OF THE BLAYNEY SHIRE TOURISM COMMITTEE
HELD IN THE 'COTTAGE' ON THURSDAY 12 JULY 2012**

The meeting commenced at 5.00pm.

1. Present

Cr Kevin Radburn, Elizabeth Russ, David Kennedy, Cathy Griffiths, Ena Norris, Karen Somerville, Bruce Pine and Anton Franze.

2. Apologies

Howard Sinclair, Cr Allan Ewin and Tom Williams.

RESOLVED: That the apologies be accepted.

(Russ /

Kennedy)

3. Adoption of Minutes of the Previous Meeting

RESOLVED: The minutes of the previous meeting held on the 10 May 2012 be received and noted as a true and accurate record.

(Griffiths /

Norris)

4. Business Arising from the Minutes

Promotion of Artwork under heading of Community Centre should be a separate item. Will be adjusted.

5. Newell Highway Brochure

Council is participating in the above in conjunction with Bathurst, Orange, Cabonne, Wellington and Cowra Councils.

6. Taste Orange

- Council will be participating in the Villages Promotion event at Martin Place, Sydney.
- Application has also been received by Council for Winemakers Table in Millthorpe in October 2012.

7. Church Hill Lookout

RESOLVED: That Council look at improvement of the Church Hill Lookout with a view to addressing parking, fencing, seating and beautification and that it also be included on a regular maintenance program.

(Russ /

Norris)

8. Blayney Shire Tourism Booklet

- A new booklet has been developed as an initiative of Blayney Arts and Craft Inc.
- 5,000 booklets have been printed.

9. Historic Carcoar Highway Signage

Carcoar Village Association and associated businesses have committed to contributing \$500.

10. Blayney Tourist and Community Information Centre

Visitation

Month	Phone	Email	Walk-in
May	57	37	322
June	17	28	202

11. Note of Thanks

Thanks was given by the Chair for the commitment and contribution by volunteer committee members, Councillor Ewin and secretariat during the Council term.

There being no further business the meeting closed at 5.45pm.

INFORMATION REPORTS
PRESENTED TO THE BLAYNEY SHIRE COUNCIL
MEETING HELD ON MONDAY, 13 AUGUST 2012



DEVELOPMENT APPROVALS – JULY 2012

Below is a list of Development approvals determined during the month of July 2012 for your information.

DA No.	Applicant	Construction	Address	Determination Date/Method	Value of Works	Type: DA/CC, Mod, s68, s96 etc.
CDC165/2012	Dave Cowan Constructions	Extension to Existing Dwelling	5 Vidler Place, Blayney	Delegated Approval – 3/07/2012	48,000	CDC
DA151/2012	Glenn McDonald C/- Anthony Daintith Town Planning	Two (2) Lot Subdivision	4 Clover Ridge Road, Millithorpe	Delegated Approval – 4/07/2012	N/A	DA
DA120/2012	Geolyse	Private Burial Site & Access Road	4454 Mid Western Highway, Blayney	Delegated Approval – 6/07/2012	N/A	DA
DA78/2011/1	Peter O'Brien	Modify the Development to Introduce Raised Canopy Walkways to the Wash Bays & an Awning over the Vending Machines	22 Radburn Street, Blayney	Delegated Approval – 6/07/2012	N/A	S96
DA203/2007	C & L Aubrey	Amendment to Subdivision Layout: Create adequate buffer on southern boundary Introduce lot 4 into layout Transfer of 6.600m ² to lot 1, DP1123512	665 Forest Reefs Road, Forest Reefs	Council Approved 12 July 2012	N/A	S96(1A)
DA170/2012	G Owen	Erection of a Garden Shed	7 Stirling Place, Blayney	Delegated Approval – 20/07/2012	1,500	DA/CC
CDC171/2012	DA & DJ Wallace	Additions & Alterations to an Existing Dwelling	241 Warburtons Lane, Tallwood	Delegated Approval – 20/07/2012	31,234	CDC
DA129/2012/1	Jason Lewis	Modify External Concrete Blocks with Selected Brick Work	109 Charles Booth Way, Millithorpe	Delegated Approval – 20/07/2012	N/A	S96(1A)

DA148/2012	R Mendham	Boundary Adjustment	100 & 202 Moorilda Road, Barry	Withdrawn	N/A	DA
DA163/2012	M & J Millner	Stage One: Demolition of Existing Dwelling Stage Two: Construction of New Dwelling	102 Glengate Road, Millthorpe	Delegated Approval 25/07/2012	Stage One 12,000	Staged DA
DA168/2012	DA & VA Bennett	Erection of a Replacement Dwelling	1262 Mandurama Road, Neville	Delegated Approval 25/07/2012	200,000	DA/CC
DA169/2012	S & K Toshack Building Pty Ltd	Additions & Alterations to an Existing Dwelling	11 Mitchell Street, Blayney	Delegated Approval 25/07/2012	208,000	DA/CC
DA107/2011	GHD Pty Ltd	Three (3) Lot Subdivision & Erection of Three (3) Dwelling Houses	2 Lane Street, Blayney	Delegated Approval 30/07/2012	525,000	DA

DA's Approved in July 2012: 13

DA's Lodged in July 2012: 9

Total Value of Works approved in July 2012: \$ 1,025,734

DA's Approved in July 2011: 6

DA's Lodged in July 2011: 23

Total Value of Works approved in July 2011: \$ 1,361,062



Planning & Infrastructure

Office of the Director General

Mr Graeme Fleming
Chairman
Cadia Valley Steering Committee
Cabonne Council
PO Box 17
MOLONG NSW 2866

12/08848

Dear Mr Fleming *Graeme*

I refer to your letter dated 4 November 2010 asking me to determine a fair apportionment of funds under the Cadia East Voluntary Planning Agreement (VPA) between the Orange, Blayney and Cabonne councils.

In making this determination, I have considered the submissions of each council, AECOM's report and the Department's advice.

After considering this material, I am satisfied that the funds should be apportioned as follows:

- o Blayney Shire Council \$2 million (25%)
- o Cabonne Shire Council \$2 million (25%)
- o Orange City Council \$4 million (50%)

This apportionment includes an upfront contribution of \$1 million to each of the Councils, with the remainder to be released on an annual basis over each of the 19 financial years from 2012/2013 until the year ending 30 June 2031 (the expiry date of the Cadia East project approval), indexed to inflation. This equates to a principal annual payment of \$157,895 to Orange City Council and \$52,632 each to both Blayney and Cabonne Councils.

The Department understands there has been some progress towards reaching a separate agreement on the road maintenance contributions under condition 11 of schedule 2 of the Cadia East project approval, and I encourage you to complete this agreement as soon as possible.

Yours sincerely

Sam Haddad
Sam Haddad
Director General
7/7/2012.

M12/99

MINUTES OF THE MEETING OF THE CENTRAL WEST LIBRARIES COMMITTEE HELD IN COUNCIL CHAMBERS CABONNE COUNCIL, 101 BANK STREET MOLONG ON THURSDAY 28 JUNE 2012

ATTENDANCE

Cr R Walsh (Cowra Shire Council) (Chairperson), Mr G Fleming (Cabonne Council), Cr R Reeks (Blayney Shire Council), Cr J Culverson (Cabonne Council), Ms J Richards (Manager Central West Libraries), Cr R Penny, Ms Amity Howe (Forbes Shire Council), Mr M Milston, Ms C Hannus, Ms Rosalind Dorsman (Orange City Council).

1 APOLOGIES FOR ABSENCE

Cr G Priestley (Orange City Council), Cr G Braddon OAM (Blayney Shire Council), Ms J Murray (Orange City Council), Mr G Apthorne (Cowra Shire Council)

RESOLVED

Cr Penny/Cr Reeks

That the apologies be accepted from Cr Priestley, Cr Braddon, Ms Murray and Mr Apthorne from the Central West Libraries Committee meeting of 28 June 2012.

2 CONFIRMATION OF MINUTES OF THE MEETING OF THE CENTRAL WEST LIBRARIES COMMITTEE MEETING HELD ON THURSDAY 22 MARCH 2012

122/623/455/5/1
M12/45

RESOLVED

Cr Reeks/Cr Penny

That the Minutes of the Meeting of the Central West Libraries Committee held on Thursday 22 March 2012 (copies of which were circulated to all members) be and are hereby confirmed as a true and accurate record of that meeting.

3 CENTRAL WEST LIBRARIES JOINT AGREEMENT

Report by Manager Central West Libraries dated 21 June 2012

122/623/455/5/1
2012/597

RESOLVED

M Milston/G Fleming

That the Central West Libraries *Joint Agreement* be referred to Member Councils for consideration and comment with a response requested by 8 August 2012.

4 CENTRAL WEST LIBRARIES DELIVERY PLAN 2012-2016 PROGRESS REPORT

Report by Manager Central West Libraries dated 21 June 2012

122/623/455/5/1
2012/600

RESOLVED

Cr Penny/Cr Culverson

That the information provided in the report by the Manager Central West Libraries dated 21 June 2012 be acknowledged.

**** Manager Central West Libraries will send PDF containing Australian Bureau Statistics Census results to all members prior to next meeting.**

***** Manager Central West Libraries will present a paper on options for fees and charges at a future meeting.**

- 5 INTERACTIVE READER DEVELOPMENT** **122/623/455/5/1**
Report by Manager Central West Libraries dated 21 June 2012 2012/599

RESOLVED	C Hannus/Cr Reeks
That the information provided in the report by the Manager Central West Libraries dated 21 June 2012 be acknowledged.	

- 6 NEWSPAPER DIGITISATION** **122/623/455/5/1**
Report by Technical Services Librarian dated 21 June 2012 2012/595

RESOLVED	Cr Penny/M Milston
1	That the information provided in the report by Technical Services Librarian dated 21 June 2012 on Newspaper Digitisation be acknowledged.
2	That congratulations be extended to the Technical Services Librarian on successful application for Country Libraries Fund Grant for Newspaper Digitisation.

- 7 STAFF PRESENTATIONS AND PUBLICATIONS** **122/623/455/5/1**
Report by Manager Central West Libraries dated 21 June 2012 2012/594

RESOLVED	G Fleming/Cr Penny
That the information provided in the report by Manager Central West Libraries dated 21 June 2012 be acknowledged.	

- 8 24 HOUR READ** **122/623/455/5/1**
Report by Manager Central West Libraries dated 21 June 2012 2012/602

RESOLVED	Cr Penny/A Howe
That the information provided in the report by the Manager Central West Libraries dated 21 June 2012 on 24 Hour Read be acknowledged.	

- 9 FREQUENTLY USED ACRONYMS** **122/623/455/5/1**

It was noted that this was a valuable resource to be included as an attachment to the agenda until further notice.

10 NEXT MEETING OF THE COMMITTEE

The next meeting of the committee will be held via teleconference towards the end of August. Manager Central West Libraries will advise closer to the date. The only item for discussion on the agenda will be Central West Libraries *Joint Agreement*.

This was the last meeting for three long serving Committee members Christine Hannus, Michael Milston and Graeme Fleming. Presentations were made and the committee thanked them for their service and wished them well in their retirement.

THERE BEING NO FURTHER BUSINESS THE MEETING CLOSED AT 12.10PM

This is Page Number Three and the Final Page of the Minutes of the Meeting of the Central West Libraries Committee held on Thursday 28 June 2012.



WBC Alliance Report for Council meeting August 2012 (Prepared by the Executive Manager, WBC Alliance)

Integrated Planning and Reporting

Following the completion of the IP&R plans for each of councils, and as per a request from the WBC Board we are currently working with Groupwork to develop an Alliance plan which is a summary plan of the key future directions and strategies from each of the individual plans. This will allow us to identify common strategies that we may be able to achieve collectively. This is very much in line with the intent of the NSW State Plan where regional planning is encouraged. It will also provide us with a stronger basis for funding applications if we have a plan that is common.

The Alliance plan will be completed by September and will be presented to the next Board meeting in October.

Destination 2036:

AS you would be aware the first consultation for our region will be held in Orange on 16th August. Each Council will have an opportunity to provide a brief input followed up by a more extensive written submission. I am working with the General managers providing support for the individual council submissions but also preparing and Alliance response. The first priority is the future of the individual councils and what strategies will position them for the future. It is clear from the information provided by the independent panel that the status quo is not sustainable. WE have to be prepared for change in the future. The Alliance model has been successful to date but we know it would have to change in the future to adopt more shared services. We will be providing input on a range of models and options.

I have also been asked to nominate for some of the working parties that are being formed as part of review process. The work we have done in regards to shared services and collaboration is very valuable to the reform conversation. It is also very useful to be involved in these discussions so that we can perhaps influence the outcomes to some degree, and to certainly represent the views of not only our councils but small to medium size rural councils.

We were very fortunate to have Corrin Moffat, Manager Innovation and Development with the Department of Local Government attend our last WBC Board meeting in Blayney on 4th July. Corrin spoke for 2 hours with the Board on Destination 2036 and what we should be thinking about for our futures. It was a very useful and productive conversation.

WBC Board

Due to the elections the Board have decided to defer the next Board meeting until 17th October which will be held in Cabonne. This will allow time for the new councils to settle in and for the board positions to be determined. This will also be the AGM for the WBC Board at which time the secretariat and chair positions will rotate.

Councillor Induction Program:

Following the elections there will need to be an induction program for new councillors. Whilst there is specific individual council orientation that will need to be done by each of the councils there are quite a number of issues that are generic. Accordingly I am developing an induction program that the member councils can then modify for their own purposes. There may be opportunity to conduct some of the sessions together.

The program will also extend beyond the initial induction period to provide ongoing development opportunities not only for new councillors but continuing councillors.

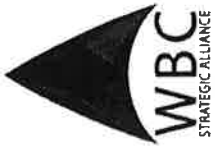
I have also been able to negotiate with DLG to hold one of their regional induction sessions in **Blayney** at the new Community Centre. This is a great opportunity not only for Blayney but for our Alliance region. So often events such as these are held in the larger regional cities so this is a great chance for us to host! It will be very important for us to encourage participation by as many councillors as possible to make it a success. The date for this session is **23rd October from 10am – 4pm**. More information will be provided to the new council.

Development Control Plan Project

This project is nearing completion with the generic plan due for hand over the councils in early August. This has been a great example of collaborative effort and adds to the work already completed around standardisation of plans and documents such as the Engineering Guidelines, DA Kit, and Standard Conditions of Consent. Acknowledgement should go to the project team – Erin Strong (Project leader) and Darren Honnery from Wellington, Patsy Moffat and Leon Rodwell (Blayney) Heather Nicholls and Andrew Napier (Cabonne) with the assistance of consultant Garrett Barry.

Other Information:

Attached for your information is a summary of Alliance achievements from 2003 to date. I recently had to update this for another reason and thought it was timely for us to reflect on what you have all achieved for your councils through the Alliance.



Update on achievements – WBC Alliance from 2003 - June 2012

2003/04	Savings for the year of \$756 300	Knowledge Sharing, Blayney Records, Risk Management, Wellington Records ,RTA Contracts, Staff Secondment, Various policy and staff initiatives
2004/05	Savings for the year of \$312 200	Apprenticeships/Trainees, joint purchasing, Staff secondment Tourism signage, CTW/BSC Computer Infrastructure, CTW Fuel, Combined Managers forum
2005/2006 – savings for the year of \$166 500		
	Engineering Asset Management training	Joint training
	Blayney/ CTW IT systems	Sharing same server and access to IT Support staff – this is ongoing
	Blayney/CTW HR Management	CTW access HR support through the Blayney Manager on a fee for service basis.
	Low Pressure Sewerage Schemes	Joint tendering with Cabonne, Parkes, and Wellington
	Joint OHS training	Provided on an ongoing basis using expertise at Wellington – every year there are savings from this internal expertise
	Carers Support Grant	Joint funding application for the support of carers
	RTA Accreditation	Joint preparation of procedures/process to upgrade RTA accreditation
	Environmental strategies	Completed a review of efficiencies

Energy Audit for WBC Councils.	Completed a joint audit process with Country Energy
Social Plan	Wellington used internal expertise from Cabonne to develop their plan
Joint Plant Tender	Some joint purchase of plant (excavator)
Promoting Better Practice Review	Participated in an alliance review against the key indicators within this review process.
Plant Hire	Sharing of plant between Wellington and Cabonne
2006/2007 savings for the year of \$237 225	
Strategic Review of Alliance	Commitment to joint funding of WBC Project Officer position
Financial health Check	Providing comparative data for decision making
Smart forms	Investigated options for use
Consideration of Joint Return to Work Coordinator	Investigated options of sharing this type of position
Joint Communication Platform	Extensive research conducted into the feasibility of having a joint communication platform – funding and commitment were blockages
Developed Service Plans for Water and Sewer	Joint development of plans
Sharing of procedures/practice	Examples included salary packaging arrangements,
Joint Tourism services	Investigated options for sharing Tourism services and resources
Skilled/Retired Workers Project	Application for funding under this program

Stores	First time this became an area of opportunity and this has remained on the action list since that time
Joint purchase BizeAsset Licence	Between Blayney and CTW resulting in saving of \$6000
Joint Audit Tender	Saving \$6 000
Milthorpe/Cabonne After School Care	Obtained funding to support this community service
2008 – 2009 – savings in 2008 - \$326 394 and in 2009 net savings of \$512 882 (Alliance costs excluded)	
Employment of WBC Project Officer	First full time Alliance support role jointly funded
Integrated Water Management Plan	Joint initiative to complete Evaluation phase in 2008/09 (saving some \$26k by engaging consultative collectively). About to commence Detailed strategy phase – have submitted funding application for \$260k to Commonwealth Govt.
Internal Audit Program	Developed the Internal Audit User Guide which has been sold to 8 councils.
Stores System/Procurement	Early development of generic policies/procedures/manuals. Some joint purchasing but more to be done
Environmental and Climate Change Programs/Initiatives	Two workshops on Sustainability and Climate Change, development of an Alliance Sustainability Charter, formation of sustainability committees, successful funding application (part share in \$50k) to develop Urban Sustainability Plans (due for completion Feb2011)
DA Kit	Development of generic DA guide and forms.
GIS	Completed major review with recommendations for future improvements which includes sharing of GIS position between Cabonne and Blayney but this now reliant on funding which has not been available to-date. GIS Reference Group formed.

Engagement Strategies Outdoor staff	Grader Operator workshop Sept 2009, Getting the Job Done workshop May 2010
Shared Heritage Officer	Blayney and Cabonne share the cost of engaging a Heritage Officer
Code of Conduct Committee	Developed generic documents, advertised collectively and how share committee representation across the alliance region on an as needs basis
Workforce Development Plans	Developed individual and Alliance workforce profiles which enabled us to apply for training funding gaining \$157 000 in 2010 to support 32 qualifications.
WBC Standard Engineering Guidelines	Developed then adopted generic Engineering Guidelines
Traineeships and WBC Scholarships initiatives	Successful programs during 2004 – 2009. Currently being reviewed.
Sharing Policy review and development	Volunteer Policy, procurement, OHS Induction, Engaging Contractors,
Councillor Training	Combined training was held saving on time and cost of trainer
<ul style="list-style-type: none"> - How to be a Councillor - Media Skills for Councillors 	
Project Management Tool Kit	Developed, launched and trained some staff in the use of the new WBC Project Management Tool Kit.
Project management training	20 staff completed Statement of Attainment Project management in 2009. A short workshop called "Getting the Job Done" developed and delivered to gangers/supervisors May 2010.
Combined Managers Meeting	Successful Forums held in 2008 (Cabonne) and 2009 (Wellington)
Single Invitation Contract RTA	All three Councils submitted and there has been some good work done on having similar systems and processes in place

Asset Management Program	Completed roads asset plan in 2009. Currently in 2 nd stage doing stormwater, footpaths, bridges. 3 rd phase for all other assets to be completed by June 2011. Over the period of 3 years achieved close to \$90k in saving on joint engagement of consultant and implementation of same framework and hierarchies.
Strategic Planning Services – Shared Position	Business case, position statement, etc developed. Report to Board seeking joint funding. Planner commenced April 2009. Estimated savings per annum of \$80k
Communication Platform	WebEx web conferencing system implemented. Training held. Ongoing use but needs more promotion and uptake.
Web Development for WBC	New Website went live in December 2008.
HR Training Database	Modified and improved the database in use at Cabonne and implemented in all member councils.
Communicate and Collaborate TAFE funded project	\$45k funding with TAFE to upskill staff in use of new technologies and developed interactive online OH&S induction
Council Wide Risk Management Plan	Trained staff and developed Risk Management framework in consultation with Centroc
Managing the Governance of the WBC Alliance	Review of Deed Agreement, Development of management plans and reporting, Development of operational guidelines, Communication strategy, Review of MOU, Policy statements, implementing the recommendations from the Promoting Better Practice Review, developing and adopting the C.O.R.E Principles approach to managing the Alliance

2010 – net savings of \$663 344

Pilot Climate Change Program	Applied to be included in a series of workshops provided by LGSA – provided much needed information to staff and a framework for developing climate change adaptation and mitigation plans
Savings on advertising for internal audit committee and establishment of committees	The establishment of the committees for Blayney, CTW and Cabonne was done through a coordinated approach saving money on advertising.
Joint media training	Estimated saving of \$2400 by hosting one session for all 4 Alliance councils to attend. Savings on travel and presenter fees
Purchase of Adobe software	Saving of \$2500 – software purchased through relationship with TAFE during the technology up skill project
Joint purchase long term financial planning tool	Estimated saving of \$6000 being the discount offered by the vendor for purchasing multiple licences
CBA Banking partnership	Over \$11 000 saving on annual fees offered by CBA due to joint partnering (all four councils are now with CBA due to the discounts offered by working as an Alliance)
Joint purchase Ten Commandments OHS video	Discount on price through collective purchase
Blayney providing crews and equipment Cabonne	Estimated savings based on difference between council charge and what external contractors would charge
RE-sealing RTA work under RMCC	Joint contract with RTA and Blayney and Cabonne
IT Tender Preparation	Savings of nearly \$20k for the collective development of a single tender for replacement of IT Corporate Systems.

Getting Job Done workshop development	One day workshop developed and then facilitated by Executive Manager for project management skills for gangers and supervisors
Shared Services Models for Local Government – a research and development project	Obtained \$15k in funding to conduct a R&D project into shared service models for local government. Project commenced in 2011
Standard Conditions of consent	Internal project team to review standard conditions and develop generic conditions for use in all three councils. Reduced the number of conditions from over 900 to just under 300 (with the reduction in duplication and out-dated conditions)
Sharepoint technology introduced	Savings on purchase of sharepoint software licences
2011 – net savings of \$912 909	
IT Tender and Purchase Corporate Software Systems	\$420k in savings on purchase price of software as well as legal and other fees associated with the tender.
Integrated Planning and Reporting	By managing this collectively we achieved \$42k in consultancy fees as well as the immense value of sharing particular expertise – each council tended to take a “lead” on the different aspects of this planning process
Sharing of crews and equipment between Blayney and Cabonne	Ongoing practice achieving over \$20k savings this year
Mapping services provided to LEP project by Wellington council	By using internal expertise saved an estimated \$30 on what had been quoted by consultants. Also great professional development for internal staff.
Joint engagement of IAB as Internal Auditor	Savings of over \$14k by joint engagement
Development of Climate Change Adaptation and Mitigation Plans	Accessed funded support from Statewide Mutual for consultancy support for completion of plans

Combined funding applications:

(Unable to track records prior to this date)

2006/07

- \$21 000 Carers Support Program

2007/08

- \$26 000 support from Dept Water (now the NSW Office of Water) for completion of Evaluation Phase for Integrated Water Management plans

2008/09

- \$60 000 Department of Planning for development of LEP
- \$50 000 (shared with 4 others) from Environmental Trust for development of Urban Sustainability Plans
- \$45 000 Department of Education – joint application with TAFE for up skilling staff in new technologies

2009/10

- \$157 000 Department Workplace Relations for training (32 places)
- \$15 000 Department of Infrastructure and Local Government – to host a Women in Local Government event
- \$164 823 for Integrated Water Management Planning

2010/11

- \$128 000 Planning Reform Funding
- \$11 500 worth of consultancy to complete Climate Change plans through
- \$10 000 consultancy services from ACELG to support Shared Services Project

Awards, Acknowledgements and sector involvement:

- 2004 – Hosted Strategic Alliance Conference in Wellington attended by over 100 sector staff
- 2004 – 2012 – member of the Strategic Alliance Network – a working committee sponsored by DLG
- 2004 – **Winner**, National Awards for Excellence in Local Government for Collaboration
- 2008 – 2011 Annual **Alliance Forum** held in November each year involving up to 80 staff with guest speakers and sharing of ideas, expertise and knowledge
- 2009 – Category Winner, National Awards for Excellence – Improving Service Delivery through Collaboration” for the **C.O.R.E** Principles Approach to Collaboration
- 2009 - **Highly Commended** at the Local Government Managers Association (NSW) Excellence Awards
- 2009 – Alliance achievements **showcased** at LGMA State Conference and Shires Association Conference
- 2010 – **Presentation** on Alliance model at National Local Government Best Practice Conference
- 2010 - **Key Speaker** at National Forum on Local Government Workforce Development (for the work we had done in training and workforce profiling)
- 2010 – **Key Speaker** at Planning Forum on DA Kit (Planning Manager, Wellington)
- 2010 – **International study scholarship** awarded to Executive Manager to study shared service models for local government in New Zealand
- 2010 **Submissions** to the Modernisation Debate through LGSA
- 2011 **Presentation** at NSW LGMA State Conference
- 2011 **Presentation** at Centroc GMAC meeting on international study tour findings
- 2011 **Submissions** to the Destination 2036 Reform Initiative

2012 – Presentation at the National Asset Management Conference and the National Conference on the Future of Local Government

2012 – Publication of the Shared Services Research Project Papers - Legal and Governance Models for Shared

Services in Local Government (ACELG www.acelg.org.au) and Shared Services in Local Government (WBC Alliance Project team www.wbcalliance.nsw.gov.au)

(These papers now part of a body of research informing the Independent Panel Review as part of Destination 2036.)