

## Efficient and Effective Service Delivery

### Initiative 1: Establish Local Government as an employer of choice

Action no.	Description	Co-ordinating agency	Expected completion	Status	Comment
1a	Develop a program for sharing specialist professional, technical and other staff between councils in rural areas on a regional basis and between urban and rural councils	LGMA	June 2013	In progress	This action is expected to be completed in the first quarter of 2014 After initial exploration, developing such a program proved impossible without an injection of new staff and financial resources and these were not available
1b	Develop a program for partnering and mentoring between large/small and urban/rural councils	LGNSW	June 2013	Unlikely to be completed	
1c	Explore opportunities for increasing flexible working arrangements to support a variety of models of local government	LGMA/LGNSW	April 2013	Completed	
1d	Identify barriers to establishing inter-council contractual arrangements sharing staff, including general managers and senior staff, as well as commercialising services	LGMA	April 2013	Completed	
1e	Develop and implement strategies to increase the diversity and skill range of council staff	LGMA	Ongoing	Completed	

### Initiative 2: Encourage and facilitate innovation

Action no.	Description	Responsible body	Expected completion	Status	Comment
2a	Develop options and models to enhance collaboration on a regional basis through ROCs	ILGRP	July 2013	Completed	The Independent Review Panel's work is complete
2b	Undertake research into innovation and better practice in Local Government in NSW, Australia and internationally	ILGRP	July 2013	Completed	The Independent Review Panel's work is complete
2c	Ensure councils take advantage of the National Digital Economy Strategy and the National Broadband Network to improve capacity and service delivery	LGNSW	June 2014	Unlikely to be completed	Work has not proved possible, due to competing priorities
2d	Develop a consistent performance measurement approach for councils and a comprehensive program to support improvement	DLG	June 2013	In progress	A draft framework for performance measurement is being finalised and will be included in a discussion paper for release to the sector  The new-format comparatives report has been published on the DLG website  An IP&R survey of future sector support needs has been released and feedback received will inform the development of a support program
2e	Develop alternative service delivery business models	LGMA	April 2013	Completed	
2f	Examine and develop options for state-wide procurement and technology	LGNSW/DLG	December 2013	In progress	

2g	Review all legislation for impact on local government and identify opportunities to reduce red tape while ensuring accountability and not compromising good governance	LGNSW	December 2012	Completed	
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#### Quality Governance

##### Initiative 3: Ensure the Local Government Act supports stronger Local Government

Action no.	Description	Responsible body	Expected completion	Status	Comment
3a	Identify legislative implications of Destination 2036 activities and advise the Local Government Act review	DLG	September 2013	Completed	Further policy analysis of key elements of the Local Government Act 1993 is occurring

##### Initiative 4: Ensure strong and effective local governance

Action no.	Description	Responsible body	Expected completion	Status	Comment
4a	Review and amend the Model Code of Conduct and relevant provisions of the Local Government Act to ensure the highest standards of behaviour	DLG	September 2012	Completed	The Local Government Act 1993 has been amended to include early intervention legislation and council governance workshops have been delivered
4b	Develop strategies designed to increase the diversity and skill range of candidates and elected councillors	DLG/LGNSW	Immediately and ongoing	In progress	A new format for the councillor census has been developed
4c	Develop and implement a Councillor Development Strategy	DLG/LGNSW	October 2012 and ongoing	In progress	The future program is being designed to take account of relevant Independent Review Panel recommendations

##### Initiative 5: Review the revenue system to ensure greater flexibility and self reliance

Action no.	Description	Responsible body	Expected completion	Status	Comment
5a	Review the financial sustainability of councils	DLG	December 2012	Completed	TCorp's final report on the financial sustainability of the sector has been delivered  Financial sustainability reports for individual councils have been published on the DLG website  Financial sustainability measures have been included in the Code of Accounting Practice and Financial Report, with mandatory reporting required by all councils in 2013-14
5b	Examine current Local Government revenue system to ensure the system is contemporary, including rating provisions and other revenue options	ILGRP	July 2013	Completed	The Independent Review Panel's work is complete

##### Initiative 6: Develop strategies that maximise opportunities to secure funding from other spheres of Government

Action no.	Description	Responsible body	Expected completion	Status	Comment
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6a	Representations to the Commonwealth Government to provide Local Government with a greater share of income and a "fairer" distribution of funds between councils through the Commonwealth's review of Financial Assistance Grants	LGNSW	Ongoing	In progress	Continued involvement in the Grants Commission review
6b	Representations to the Commonwealth Government to ensure permanency of the 'Roads to Recovery' program	LGNSW	Ongoing	In progress	Input to ALGA's pre-budget submission  Ongoing support of ALGA's campaign for financial recognition of Local Government in the Australian Constitution  Continuing representations on ALGA pre-budget submission
6c	Enhance skills in rural and regional councils to better ensure that they secure grant funding from other levels of Government	LGMA	June 2013	Completed	Report available at <a href="http://www.dlg.nsw.gov.au">http://www.dlg.nsw.gov.au</a>

#### Initiative 7: Establish a range of funding models to enable the long term maintenance, replacement and creation of different classes of assets

Action no.	Description	Responsible body	Expected completion	Status	Comment
7a	Establish and implement the Local Infrastructure Renewal Scheme to assist in investment in infrastructure	DLG	Already commenced. Annual program funded until 30 June 2015	In progress	Successful Round 1 and 2 applications have been announced and Round 3 applications have been invited
7b	Provide support to councils to develop asset management plans and better understand asset management issues	DLG	June 2012	Completed	The DLG is considering future capacity building needs following the infrastructure audit
7c	Representations to the Commonwealth Government to develop coordinated infrastructure strategies and funding	LGNSW	Ongoing	In progress	Continuing representations on ALGA pre-budget submission
7d	Undertake a council-by-council audit of asset backlog	DLG	June 2013	Completed	The final audit report was published in June 2013 and a copy of the report provided to the Independent Review Panel

#### Appropriate Structures

##### Initiative 8: Develop a number of different structural models for Local Government

Action no.	Description	Responsible body	Expected completion	Status	Comment
8a	Examine the pros and cons of alternative governance models	ILGRP	July 2013	Completed	The Independent Review Panel's work is complete
8b	Research and develop alternative structural models, identifying their key features and assessing their applicability to NSW	ILGRP	July 2013	Completed	The Independent Review Panel's work is complete
8c	Identify barriers and incentives to encourage the voluntary amalgamation or boundary adjustment of councils	ILGRP	July 2013	Completed	The Independent Review Panel's work is complete

#### Strong Relationships

##### Initiative 9: More clearly define the functions, roles and responsibilities of Local and State Government

Action no.	Description	Responsible body	Expected completion	Status	Comment
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9a	Identify those functions that are clearly State or Local Government responsibility, those that cannot be readily defined and those that have been legislated/regulated as core functions	ILGRP/LGAT	July 2013	Completed	The work of the Independent Review Panel and the Local Government Acts Taskforce is complete
Initiative 10: Align State and Local Government planning frameworks					
Action no.	Description	Responsible body	Expected completion	Status	Comment
10a	Contribute to the review of the EP&A Act	LGNSW	June 2013	Completed	Participated in processes related to, and responded to, the White Paper and the Exposure Draft Bill
10b	Contribute to Regional and Local Action Plans that link to NSW 2021 and that address the key issues in each region and local area	DLG	December 2012	Completed	
10c	Review IP&R framework including access to data and regional planning	DLG	December 2013	In progress	A council survey has been issued to identify issues and future support needs
Initiative 11: Negotiate a new Inter-Governmental Agreement (IGA)					
Action no.	Description	Responsible body	Expected completion	Status	Comment
11a	Establish a forum and a process to review the existing IGA	DLG/LGNSW	October 2012	Completed	The inaugural meeting between LGNSW and the Minister for Local Government has taken place
Initiative 12: Recognise Local Government as a legitimate and important sphere of government					
Action no.	Description	Responsible body	Expected completion	Status	Comment
12a	Support and promote the recognition of Local Government in the Australian Constitution	LGNSW	December 2013	Unable to be completed	Despite the considerable body of work undertaken by LGNSW as part of the national campaign, this action can no longer be pursued. The 'Yes' campaign for the proposed Referendum was abandoned with the announcement of the election date for the Commonwealth Government. ALGA is still pursuing the need for financial recognition in the Australian Constitution but the likely outcome is uncertain