Local Government
Performance Measurement Framework
Context and key drivers

1. Destination 2036
‘Develop a consistent performance measurement approach for councils...’

2. Local Government Acts Taskforce
As the principal element of the governance framework for local government in NSW, the Taskforce acknowledges the importance of ensuring the Act provides a strong framework which facilitates councils acting fairly, responsibly, ethically and in the public interest.

2. Local Government Review Panel

Future Directions Recommendation
Development of consistent data collection and performance measurement systems for NSW councils along similar lines to the current Victorian initiative, and in accordance with the Destination 2036 Action Plan

4. NSW Auditor General’s Report
‘...NSW lacks assurance that councils comply with the Act, are financially viable and provide efficient and effective services to residents and ratepayers.’
(from Monitoring Local Government)
Objectives and Scope

- **Objectives**: A consistent set of core performance measures that can apply to all NSW council for:
  - Accountability to **Community**
  - Reporting/intelligence to **State**
  - Promoting continuous improvement amongst **Councils**

- **Scope**
  - Council performance
  - Output measures at Delivery Program and Resourcing Strategy levels of IP&R Framework
  - Small set of meaningful, comparable measures that people in the community understand and care about

- **Opportunities**
  - More useful State-level performance measures and council groupings for comparatives
  - State-wide survey of community satisfaction to fill gaps eg. service effectiveness
  - State-wide repository for data input and reporting
  - Reduced reporting
Objectives and Scope

This is the primary objective of the framework.

**Community**
The community needs a small set of “high level” performance measures to understand overall performance and hold the council to account.

**NSW Government**
The State needs more detailed information on performance to help inform the State Plan, provide assurance, support the sector and effectively manage risk.

**Councils**
Councils need the most detailed and comprehensive information on performance to help them understand how their organisation is going on a daily basis, identify opportunities for improvement and determine if they are achieving community outcomes.
Work to date

• **Financial/Asset indicators**
  - TCorp financial sustainability reports
  - Infrastructure audit

• **Local Government Performance Measurement Framework**
  - Draft for consultation, being developed with the External Reference Group

• **2011/12 Comparatives**
  - Readily-obtainable data list reviewed to choose best indicators to highlight
  - Includes sector wide overview and individual ‘Your Council’ snapshots

• **Community satisfaction as a measure of effectiveness**
  - Have been exploring State-wide community satisfaction surveys with other jurisdictions and research companies
Figure 2. Local Government Performance Framework

**Inputs**
- To understand community needs
  - Community Engagement Strategy

**Performance Outputs**
- To promote accountability and drive improvement
  - Delivery Program Resourcing Strategy

**Performance Outcomes**
- To understand sustainability
  - Sustainable Council

**Outcomes**
- To understand effectiveness
  - Sustainable Community

Data sources

- Financial Performance
- Asset Management
- Governance Performance
- Service Delivery

Sustainable Council
- To understand sustainability of council

Sustainable Community
- To meet social, economic, environmental and civic leadership needs

资产管理
- Governance

社区参与策略
- 社区需求

绩效输出
- 财务绩效
- 资产管理
- 治理绩效
- 服务交付

数据来源

- 财务绩效
- 资产管理
- 治理绩效
- 服务交付

可持续委员会
- 了解理事会的可持续性

可持续社区
- 满足社会、经济、环境和公民领导力需求
Albury City Council

Albury City has an area of approximately 305.9 km² with a population of 49,467. It is a major regional city located in the southern Riverina on the Murray River. Albury has strong ties with the adjacent Victorian City of Wodonga. It has a diverse economy, based on agriculture and tourism. Albury provides services for surrounding agricultural communities in other local government areas.

### Your Local Government Area

<table>
<thead>
<tr>
<th></th>
<th>LGA</th>
<th>Group Avg</th>
</tr>
</thead>
<tbody>
<tr>
<td>Five year population change</td>
<td>0.4%</td>
<td>1.5%</td>
</tr>
<tr>
<td>Population aged &lt;19</td>
<td>26.6%</td>
<td>26.3%</td>
</tr>
<tr>
<td>Population aged &gt;20 &lt;59</td>
<td>53.0%</td>
<td>49.9%</td>
</tr>
<tr>
<td>Population aged &gt;60</td>
<td>20.4%</td>
<td>23.9%</td>
</tr>
<tr>
<td>Aboriginal &amp; Torres Strait Islanders</td>
<td>2.3%</td>
<td>4.7%</td>
</tr>
<tr>
<td>Language Other than English</td>
<td>5.3%</td>
<td>4.5%</td>
</tr>
<tr>
<td>Socio-Economic Index Ranking (1 lowest)</td>
<td>87</td>
<td>69</td>
</tr>
</tbody>
</table>

### Your Council

<table>
<thead>
<tr>
<th></th>
<th>LGA</th>
<th>Group Avg</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Councillors</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>Population per Councillor</td>
<td>5,496</td>
<td>3,976</td>
</tr>
<tr>
<td>Number of Equivalent Full Time Staff</td>
<td>466</td>
<td>310</td>
</tr>
<tr>
<td>2011/12 Revenue ($'000)</td>
<td>$96,873</td>
<td>$75,132</td>
</tr>
<tr>
<td>Revenue per capita</td>
<td>$1,958</td>
<td>$2,071</td>
</tr>
<tr>
<td>Expenses per capita</td>
<td>$1,958</td>
<td>$1,956</td>
</tr>
<tr>
<td>Population Density (Residents per km²)</td>
<td>161.71</td>
<td>55.24</td>
</tr>
</tbody>
</table>

### Your Local Economy

<table>
<thead>
<tr>
<th></th>
<th>LGA</th>
<th>Group Avg</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unemployment Rate</td>
<td>5.8%</td>
<td>6.3%</td>
</tr>
<tr>
<td>Average Taxable Income ($)</td>
<td>$41,573</td>
<td>$39,851</td>
</tr>
<tr>
<td>Average Household Family Size</td>
<td>2.9</td>
<td>2.9</td>
</tr>
<tr>
<td>Largest Industry Employer</td>
<td>Health/social assistance</td>
<td></td>
</tr>
<tr>
<td>Value of DA's determined ($M)</td>
<td>$127,426</td>
<td>$82,333</td>
</tr>
<tr>
<td>Tourist Accommodation Establishments</td>
<td>33</td>
<td>17</td>
</tr>
</tbody>
</table>

### Your Public Facilities & Social Factors

<table>
<thead>
<tr>
<th></th>
<th>LGA</th>
<th>Group Avg</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Public Swimming Pools</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Number of Public Halls</td>
<td>13</td>
<td>12</td>
</tr>
<tr>
<td>Number of Public Libraries</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Open Public Space (ha)</td>
<td>2,025</td>
<td>1,006</td>
</tr>
<tr>
<td>% Pensioner Rebates</td>
<td>17.3%</td>
<td>21.4%</td>
</tr>
<tr>
<td>Access to Internet at Home</td>
<td>69.90%</td>
<td>68.16%</td>
</tr>
</tbody>
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### Your Council's Rates and Spending

#### Average Residential General Rates Trend Over 3 Years

![Graph showing average residential general rates trend over 3 years](image)

#### Expenditure of Services

- Governance & Administration: 14%
- Public Order, Safety, Health, Water & Sewer: 24%
- Environment: 10%
- Community Services, Education, Housing: 18%
- Recreation & Cultural: 12%
- Roads, Bridges & Footpaths: 9%
- Other Services: 13%

#### Reducing Waste

- Dry Recyclable: 19%
- Garden Organics: 57%
- Residual Household: 24%

### Infrastructure Maintenance Expenditure

- Total Expenses
- Asset Maintenance Expenditure

TCorp has assessed your Council's current Financial Sustainability Rating as Moderate with a Neutral outlook.

The Infrastructure Audit assessed Council's infrastructure management to be Moderate.
**Process**

**Phase 1:** Establish & Consult
- Governance
- Working groups
- Discussion paper

**Jul - Jan 2014**

**Phase 2:** Develop & Test
- Develop indicators
  - Identify data gaps/overlaps/redundancies
  - Consult

**Aug 13 – Mar 14**

**Phase 3:** Enable
- Pilot
- Legislative change
- Streamlined community satisfaction surveys
- Reporting and comparatives

**2014-15**

Limited number of core, consistent and comparable measures of council performance
Making phase 1 & 2 happen

External Advisory Group
DLG, LGNSW, LGMA, 1 sector rep from each working group

Community Satisfaction
  Working group
  DLG/Sector reps

Governance
  Working group
  DLG/Sector reps

Finance
  Working group
  DLG/Sector reps

Assets
  Working group
  DLG/Sector reps

Service Delivery
  Working group
  DLG/Sector reps

DLG
Ways to have input

Discussion paper

• Provides information about why we are undertaking this project
• Seeks input from councils and others on proposed objectives, principles and framework to develop performance measures
• Asks councils to complete a survey on current community satisfaction surveys in sector and interest in State-run surveys

To be involved, read the discussion paper and share your views by 24 January 2014 by email to:

LGPF@dlg.nsw.gov.au