



ORDINARY COUNCIL MEETING

Wednesday 15 November, 2023

at 9:15am

Council Chambers, 56 Chanter Street, Berrigan



Under Separate Cover Appendices



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Climate Change Risk Assessment and Adaptation Plan

November, 2023





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Executive Summary

Berrigan Shire Council participated in a review of climate change risks and the development of a Climate Change Adaptation Plan in 2013 under the guidance of Council's insurers, Statewide Mutual. Ten years on from the development of that plan, Council is reviewing the risks in relation to new climate change data, and our ability to address risks and implement initiatives to minimise impacts to Council operations and the community.

Data used to support risk assessments has been sourced from previous risk assessments conducted in 2013, current data from the CSIRO relating to the Murrumbidgee/Murray areas of New South Wales and made available through the NSW Government Office of Environment & Heritage, and information published by the Climate Council of Australia Limited. Other supporting information includes Councils Adverse Events Plan, and Local Emergency Management Plan.

Climate change studies indicate that risks to Councils could include the following:

- Future inability to obtain insurance cover for natural disasters.
- Economic impacts caused by an underinsured community following extreme weather events.
- Damage to assets and infrastructure caused by natural disaster events such as riverine flooding, extreme wind, bushfires, surface water flooding, drought, and extreme heat.
- Financial stress caused by mounting costs to repair and maintain damaged roads and drainage, reduced government funding, rising insurance premiums.

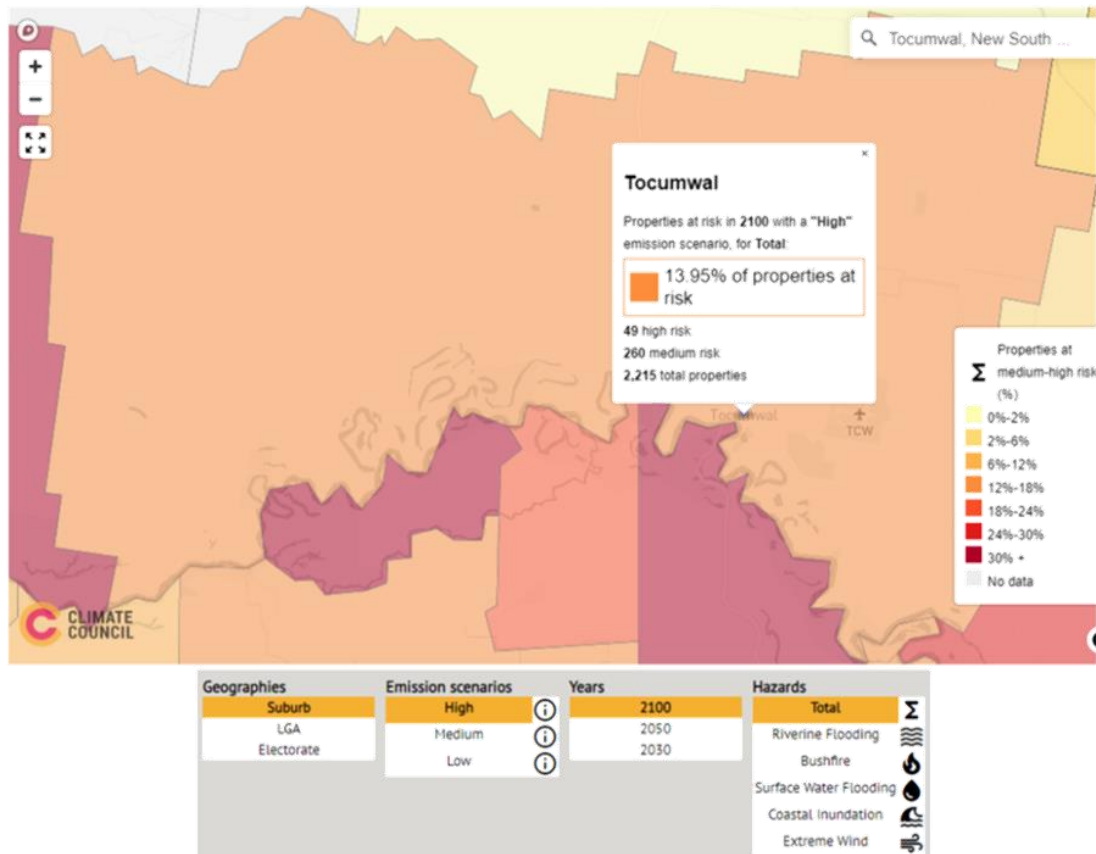
- Council indirectly affected by harm to residents and private property, demographic changes in response to extreme weather events, and climate impacts on local industries and livelihoods.
- Increased liability on Council in response to climate change, particularly around poor planning approvals allowing development in high-risk areas.

This plan aims to identify risks specific to Berrigan Shire Council operations, address these risks, and identify how Council can change processes, as far as reasonably practicable, to ensure we are in the best position possible to tackle the uncertainties of climate change.





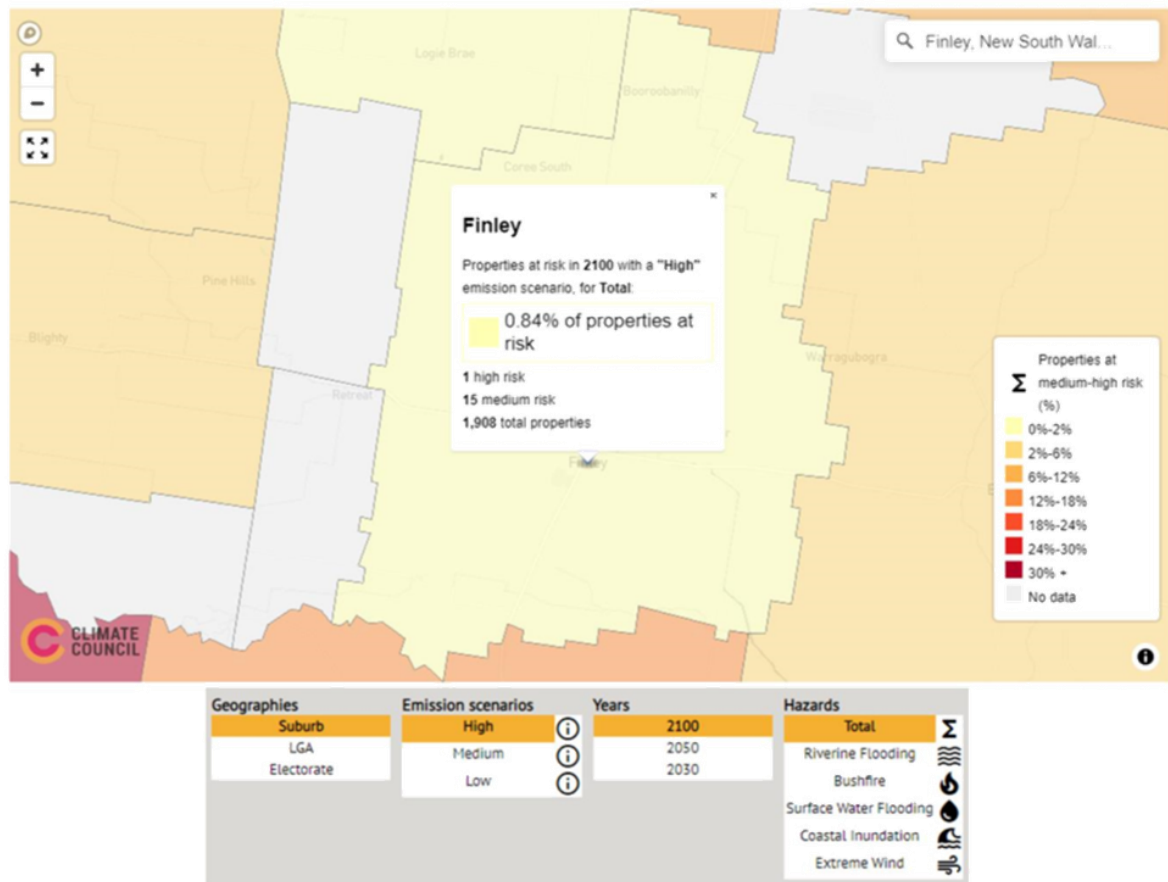
Analysis of all impacts



According to id-data, the 2022 estimated population for Tocumwal is 2,881, with a land area of 389.3km². Tocumwal is bounded by the locality of Finley in the north, the localities of Berrigan, Lalaly and Barooga in the east, the Murray River and the Victorian border in the south. Tocumwal is currently experiencing significant growth and expansion.

Tocumwal is a tourist destination with visitors attracted to sandy beaches near the town, natural eucalypt forests, and access to sporting facilities.

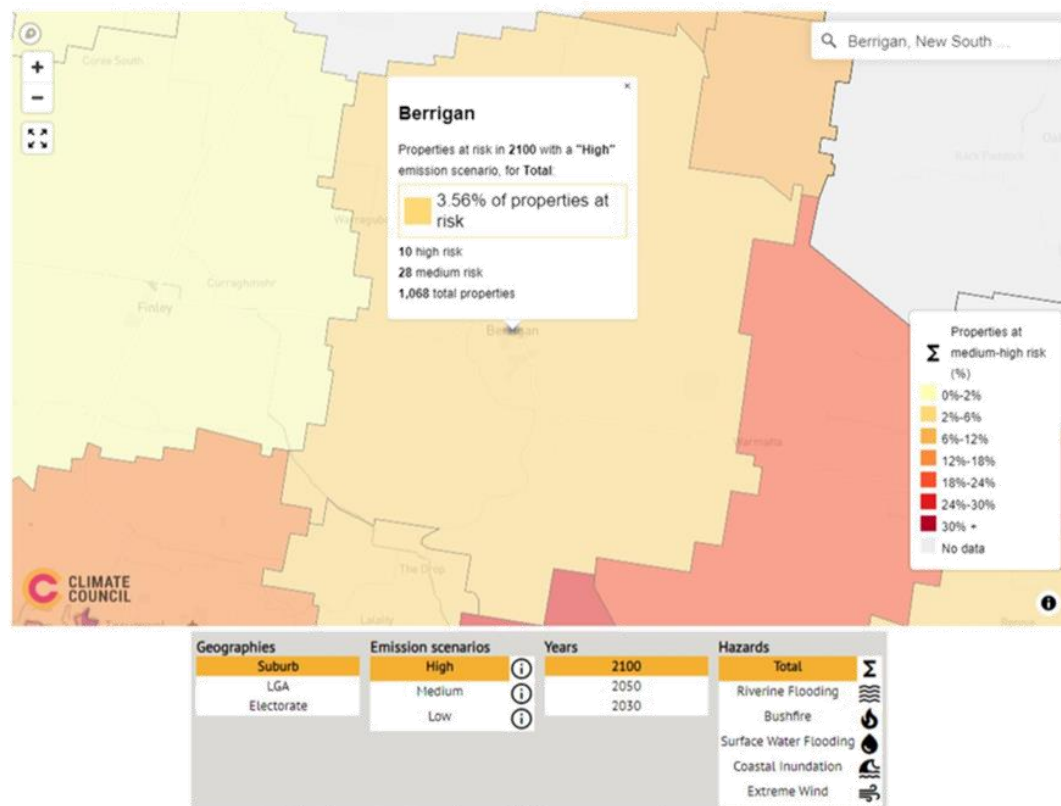
Due to the close proximity of bushland and the river, Tocumwal is at high risk of bushfire and riverine flooding, and recently has experienced periodic intense storm activity culminating in small tornadoes.



According to id-data, the 2022 estimated population for Finley is 2,401, with a land area of 457.5km². Finley is bounded by Duncan Road and Hayfield Road in the north, the locality of Berrigan in the east, the locality of Tocumwal in the south, and Logie Brae Road in the west.

Finley is predominantly an agricultural area with a lot of crop farming. These farms are generally reliant upon irrigation.

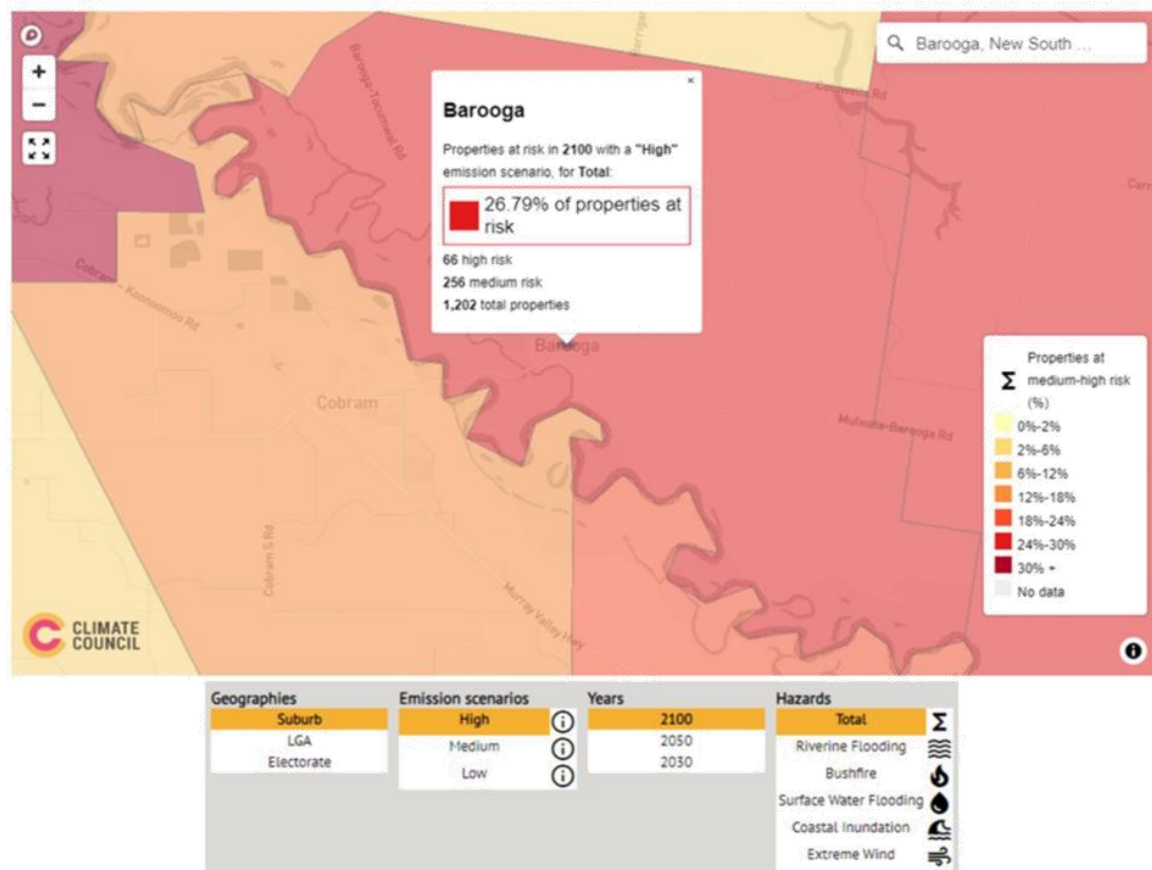
Periods of heavy rainfall, or long periods of drought can lead to devastating effects on the Finley community.



According to id-data, the 2022 estimated population for Berrigan is 1,294, with a land area of 741.9km². Berrigan is bounded by Hayfield Road, Green Swamp Road, Jerilderie Boundary Road, Daysdale Road in the north, Warmatta Road in the east, the localities of Boomanoomana and Lalalty in the south, and the localities of Finley and Tocumwal in the west.

Berrigan is predominantly an agricultural area with a lot of crop farming. These farms are generally reliant upon irrigation.

Periods of heavy rainfall, or long periods of drought can lead to devastating effects on the Berrigan community.



According to id-data, the 2022 estimated population for Barooga and district is 2,072, with a land area of 477km². Barooga and district is bounded by the locality of Berrigan in the north, Warmatta Road in the east, the Victorian border in the south, and the locality of Tocumwal in the west.

Barooga is a tourist destination with visitors attracted to sandy beaches near the town, natural eucalypt forests, and access to sporting facilities.

Due to the close proximity of bushland and the river, Barooga is at high risk of bushfire and riverine flooding, and recently has experienced periodic intense storm activity culminating in small tornadoes.



Methodology

The Climate Change Risk Assessment process is broken down into four stages:

- Research on the relevant climate data
- Facilitation and consultation around climate risks
- Assessment of current controls and residual risk
- Development of Climate Change Adaptation Plan

The risk assessment is based on the Berrigan Shire Council Risk Management Framework.

Risks are identified using a numbering system that incorporates the climate change scenario, the category for Council's strategic objective¹ where the climate change risk has the most effect, and a number allocation. *Example: TC101*

T = Temperature

C1 = Council's strategic objective of "create safe, friendly, and accessible communities"

01 = Number of risk

The numbering system helps relate the climate change risk to the achievement of Council's strategic objectives and provides a straightforward reference system.

When risk scenarios have been assessed, those with Very High or High rated risks will retain their reference code when transferred onto the Climate Change Adaptation Plan, creating simple traceability back to the risk assessment.

¹ Council's strategic objectives are outlined in Council's Community Strategic Plan 2032, https://www.berriganshire.nsw.gov.au/files/plans/drafts/1CSP_2032_-_Endorsed_18052022.pdf



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Climate Change Risk Assessments

T - Scenario for Temperature

The Murray Murrumbidgee is expected to experience an increase in all temperature variables (average, maximum and minimum) for the near future and the far future.

Maximum temperatures are projected to increase by 0.7°C in the near future (2030) and by 2°C in the near future (2070). Spring and summer are projected to experience the greatest increases in maximum temperature, increasing by 2.4°C in the far future. Increased maximum temperatures are known to impact human health through heat stress and increasing the number of heatwave events.

Minimum temperatures are projected to increase by 0.6°C in the near future and by 1.9°C in the far future. Increased overnight temperatures (minimum temperatures) can have a considerable effect on human health. These increases are projected to occur across the region.

Ref ID	Risk Statement	Impact on Council's ability to achieve strategic objectives	Functional Area	Current Controls	Adequacy of Control	Likelihood	Consequence	Rating	Adaption Initiative(s) Required?
TC101	Increase in average temperature may shift the demand of recreational areas for additional capacity e.g., increased demand for swimming pools	C1	Corporate Services	Seasonal openings reviewed in accordance with weather forecasts; Lifeguards employed to meet patron demands.	N	Almost Certain	3(People & Culture); 3(Built Environment)	HIGH	Yes
TC202	Some people within the community are unaware of the risks associated with climate change and temperature increase, or are indifferent to the risks of climate change, and are therefore unknowingly or are unwillingly prepared to change or take action to reduce the risks.	C2	Governance	Social media posts	N	Almost Certain	3(Community)	HIGH	Yes
TA202	Increase in average temperature may cause the stressing of trees resulting in public safety issues	A2	Infrastructure	Tree assessments and follow up works. Customer complaints logged into Assetfinda.	N	Likely	3(Natural Environment); 3(Governance)	HIGH	Yes
TA103	Increase in average temperature may lead to adverse impact on vegetation in public areas/reserves/parks and resulting in less usability of recreational areas	A1	Infrastructure	Irrigation infrastructure and watering program; Drought tolerant/climate suitable plantings in accordance with Preferred Species List.	Y	Possible	2 (Community)	MEDIUM	No



Ref ID	Risk Statement	Impact on Council's ability to achieve strategic objectives	Functional Area	Current Controls	Adequacy of Control	Likelihood	Consequence	Rating	Adaption Initiative(s) Required?
	e.g., ground cover and tree canopies								
TB104	Increase in average temperature may cause greater energy usage at Council's community and operational facilities resulting in increased costs to Council.	B1	Corporate Services	Solar panels installed at Council buildings.	N	Likely	1 (Financial)	MEDIUM	Yes
TA205	Increase in average temperature may cause changes in biodiversity and ecosystems resulting in medium to long term/permanent impact to the environment.	A2	Strategic Planning and Development	Environmental management compliance. Tree assessments consider environmental value. Tree planting and replanting program.	N	Possible	3 (Natural Environment)	HIGH	Yes
TA106	Increase in average temperature may cause changes in quality and quantity in Council's natural water sources resulting in an environmental impact e.g., blue-green algae blooms in lagoons and evaporation	A1	Infrastructure	Blue-green algae alerts and treatment processes using activated carbon. Water restrictions adopted and enforced. Business Continuity Plan in place to provide for continued water supply.	N	Possible	3 (Built Environment)	HIGH	Yes
TA107	Increase in average temperature could lead to greater/faster degradation of Council assets and infrastructure resulting in the need to increase maintenance levels e.g., sporting facilities, playgrounds and park benches	A1	Infrastructure	Scheduled maintenance programs in place. S355 Committees of Management maintain infrastructure under their delegation.	Y	Unlikely	1 (Built Environment)	LOW	No



HD - Scenario for Hot Days

The Murray Murrumbidgee is expected to experience more hot days in the near future and the far future.

The greatest increase in hot days is projected for the plains of north Hay with an additional 10-20 hot days in the near future and 30-40 more hot days per year by 2070.

The region, on average, is projected to experience an additional eight hot days in the near future (5-13 days per year across the 12 models) and 23 more hot days in the far future (16-28 days per year across the 12 models).

These increases are seen mainly in summer although in the far future hot days are also extending into spring and autumn. There is little change in the number of hot days for the Snowy Mountains.

Ref ID	Risk Statement	Impact on Council's ability to:	Functional Area	Current Controls	Adequacy of Control	Likelihood	Consequence	Rating	Adaption Initiative(s) Required?
HDC101	Increase in hot days may lead to an increased demand for use of Council's facilities such as pools, libraries, and splash parks.	C1	Corporate Services Strategic Planning and Development	Facility opening times are restricted and are opened only as resources permit.	Y	Likely	3 (Built Environment)	HIGH	Yes
HDB102	Increase in hot days may cause increased potential of heat stress incidents within operational staff, impacting their personal health and safety	B1	Governance	Heat Stress Policy. Heat friendly (breathable) clothing.	N	Likely	3 (Work Health & Safety)	HIGH	Yes
HDB103	Increase in hot days may cause increased potential of heat stress incidents within operational staff resulting in loss of productivity	B1	Governance	Heat Stress Policy. Heat friendly (breathable) clothing.	N	Likely	3 (People & Culture)	HIGH	Yes
HDC104	Increase in hot days may impact attendance and enjoyment by the community at Council events or at Council facilities	C1	Corporate Services Strategic Planning and Development	Artificial and natural shade provision.	Y	Possible	1 (Community)	LOW	No
HDC105	Increase in hot days could reveal the inadequate cooling capability of some Council facilities and operations	C1	Corporate Services	Cooling systems. Solar panel installations.	N	Possible	2 (Built Environment)	MEDIUM	Yes
HDB106	Increase in hot days may lead to higher energy usage and power	B1	Governance	Solar panel installations.	Y	Possible	2 (Built Environment)	MEDIUM	No



Ref ID	Risk Statement	Impact on Council's ability to:	Functional Area	Current Controls	Adequacy of Control	Likelihood	Consequence	Rating	Adaption Initiative(s) Required?
	outage incidents impacting Council facilities and operations								
HDC107	Increase in hot days will lead to an increase in demand for shaded parks and reserves.	C1	Infrastructure	Built and natural shade provision.	N	Possible	3 (Built Environment)	HIGH	Yes
HDB108	Increase in hot days may lead to higher incidents of transport infrastructure failure resulting in increased cost for maintenance and repairs or road works	B1	Infrastructure	Budgeted work programs; Maintenance and inspection programs.	N	Possible	3 (Financial)	HIGH	Yes
HDB109	Increase in hot days may lead to higher incidents of water infrastructure failure.	B1	Infrastructure	Maintenance programs.	N	Possible	3 (Built Environment)	HIGH	Yes
HDC110	Vulnerable people within the community are at greater risk of death as a result of heat stress	C1	Governance	Access to public buildings/facilities; Messages around food safety during hot days	N	Likely	3 (Community)	HIGH	Yes



R – Scenario for Rainfall

Rainfall varies considerably across the region with average annual rainfall ranging from 1600-2400mm in the Snowy Mountains to 200-400mm in the semi-arid plains in the west of the region. The South-West Slopes receive an average annual rainfall in the range of 400-800mm, with lower rainfall in the west and higher rainfall in the east towards the mountains.

In the Murray Murrumbidgee Region, all models agree that spring rainfall will decrease in both the near future and the far future.

The majority of models (8 out of 12) agree that autumn rainfall will increase in the near future and the far future (10 out of 12).

The entire region is projected to experience a reduction in rainfall in spring mainly along the Murray River by 2070. Autumn increases are relatively uniform across the region.

Projected changes for both near and far future are:

Summer: -16% to +17%; Autumn: -13% to +57%; Winter: -9% to +4%

Spring rainfall is projected to decrease by all models, the range of change is:

Near future: -26% to -1%; Far future: -19% to -8%

Ref ID	Risk Statement	Impact on Council's ability to:	Functional Area	Current Controls	Adequacy of Control	Likelihood	Consequence	Rating	Adaption Initiative(s) Required?
RA301	Increase in rainfall could lead to more frequent/severe flood events that may cause damage to Council's infrastructure e.g., roadways	A3	Infrastructure	Identification of flood prone areas. Respond to incidents and conduct remediation works.	N	Likely	3 (Built Environment)	HIGH	Yes
RA302	Increase in rainfall intensity could cause greater impact on Council infrastructure (roads) preventing public access to towns.	A3	Infrastructure	Identification of flood prone areas. Respond to incidents and conduct remediation works.	N	Likely	3 (Community)	HIGH	Yes
RAI03	Increase in rainfall intensity may lead to environmental impacts from runoff	A1	Strategic Planning and Development	Identification of flood prone areas.	N	Almost certain	3 (Natural Environment)	HIGH	Yes



Ref ID	Risk Statement	Impact on Council's ability to:	Functional Area	Current Controls	Adequacy of Control	Likelihood	Consequence	Rating	Adaption Initiative(s) Required?
RA204	Changes in rainfall distribution could cause changes to the bio-diversity resulting in loss of habitat and threatened species	A2	Strategic Planning and Development	Environmental management compliance	N	Almost certain	3 (Natural Environment)	HIGH	Yes
RA305	Increase in rainfall intensity may cause more frequent closure of infrastructure and facilities resulting in members of the public being unable to access council facilities and services	A3	Infrastructure	Road closure protocols, and community notification through social media.	Yes	Possible	2 (Community)	MEDIUM	No
RA306	Increase in rainfall intensity may cause asset damage that results in significant increase in public safety risks	A3	Infrastructure	Regular risk assessment and asset inspection programs.	Yes	Possible	2 (Governance)	MEDIUM	No
RD107	Increase in rainfall variability may impact economic activity and viability resulting in the inability to attract other industry to LGA	D1	Strategic Planning and Development	Berrigan Shire Economic Development Plan.	Yes	Possible	3 (People & Culture)	HIGH	Yes
RD108	Decrease in rainfall could impact the potential growth of the Shire and may lead to negative community impacts such as migration of population to other regions resulting in a decrease in services such as health services.	D1	Strategic Planning and Development	Berrigan Shire Economic Development Plan. Promotion of the Shire and involvement in new initiatives such as Country Universities.	Yes	Possible	3 (People & Culture)	HIGH	Yes
RC109	Decrease in rainfall and available water, decreases water for parks/ovals resulting in decrease in physical activity which will see an increase in "creeping" health impacts, especially for elderly, obese, and the disadvantaged.	C1	Governance	Promotion of indoor facilities. Partnership with community groups to attract events (e.g. Finley Ice Skating). Social media posts promoting health lifestyles and alternative activities within the Shire.	Yes	Possible	1 (Community)	LOW	No



FW – Scenario for Fire Weather

The Murray Murrumbidgee region is projected to experience an increase in average and severe FFDI values (Forest Fire Danger Index) in the near future and the far future.

The greatest increases in severe fire weather is projected for the north-west of the region with 1.5-2 more severe fire weather days per year.

Autumn is projected to have a decrease in fire weather.

Extreme fire weather conditions occur on average one day per year at Hay and five days per year at Wagga Wagga.

Ref ID	Risk Statement	Impact on Council's ability to:	Functional Area	Current Controls	Adequacy of Control	Likelihood	Consequence	Rating	Adaption Initiative(s) Required?
FWA101	Increase in fire weather days may lead to bushfires that may impact infrastructure and assets.	A1	Infrastructure	National Warning System – Council sharing of information through social media. Planning requirements for bushfire prone areas.	N	Possible	5 (Built Environment)	HIGH	Yes
FWA302	Increase in fire weather days may lead to bushfires that may impact the community and local economy.	A3	Strategic Planning and Development	LEMO/LEMC and liaison with combat agencies to implement actions. Emergency Evacuation Centres identified.	N	Possible	5 (People & Culture)	HIGH	Yes
FWA203	Increase in fire weather days may lead to bushfires that may impact the environment and heritage.	A2	Strategic Planning and Development	LEMO/LEMC and liaison with combat agencies to implement actions.	N	Possible	5 (Natural Environment)	HIGH	Yes
FWC104	Increase in fire weather days may lead to bushfires resulting in higher demand for Council resources.	C1	Infrastructure	LEMO/LEMC and liaison with combat agencies to implement actions. Identified provision of services and plant.	N	Possible	2 (Built Environment)	MEDIUM	Yes
FWA305	Increase in fire weather days may lead to bushfires impacting on public safety, with potential increase in injuries to community and volunteers	A3	Governance	LEMO/LEMC and liaison with combat agencies to implement actions. Emergency Evacuation Centres identified.	N	Possible	5 (Natural Environment)	HIGH	Yes



Climate change adaptation plan

Ref ID	Risk Statement	Risk Rating	Adequacy of current controls	Functional Area	Planned Action	Reportable Outcomes
TC101	Increase in average temperature may shift the demand of recreational areas for additional capacity e.g., increased demand for swimming pools	HIGH	N	Corporate Services	Service review; Assessment on future maintenance of existing facilities. Additional staffing	Service review outcomes Maintenance reports
TC202	Some people within the community are unaware of the risks associated with climate change and temperature increase, or are indifferent to the risks of climate change, and are therefore unknowingly or unwillingly prepared to change or take action to reduce the risks.	HIGH	N	Governance	Increase social media posts on the impacts of climate change; Letterbox drops of information on what households can do to reduce the risks; Identify incentives for households who participate in climate change reduction activities. Establish Council carbon reduction goals, and measure and report on Council's carbon emissions.	Feedback from social media posts; Survey results Reductions in Council's reportable carbon emissions.
TA202	Increase in average temperature may cause the stressing of trees resulting in public safety issues	HIGH	N	Infrastructure	Arborist assessment and GPS logging to establish the Urban Tree Strategy. Planting and replanting program	Arborist assessments No. of trees planted/replanted
TA205	Increase in average temperature may cause changes in biodiversity and ecosystems resulting in medium to long term/permanent impact to the environment	HIGH	N	Strategic Planning & Development	External biodiversity assessments. Landfill controls/stricter management. Town planning and developer investment into street and park trees.	Assessment results. Rubbish collection data Reductions in Council's reportable carbon emissions.



Ref ID	Risk Statement	Risk Rating	Adequacy of current controls	Functional Area	Planned Action	Reportable Outcomes
					Establish Council carbon reduction goals, and measure and report on Council's carbon emissions.	
TA106	Increase in average temperature may cause changes in quality and quantity in Council's natural water sources resulting in an environmental impact e.g., blue-green algae blooms in lagoons and evaporation	HIGH	N	Infrastructure	Development of water scarcity strategy and action plan. Review and revise BCP. Develop and enforce water restriction plan suitable to situation.	Water levels/availability data
TB104	Increase in average temperature may cause greater energy usage at Council's community and operational facilities resulting in increased costs to Council	MEDIUM	N	Infrastructure Corporate Services	Expansion on solar installation program; Battery installations where possible; Expansion on electric vehicle charging stations; Implementation of Berrigan Shire Council Energy Strategy, August, 2021. A review of Council's fleet and progression towards electric vehicles where possible. Establish Council carbon reduction goals, and measure and report on Council's carbon emissions.	Electricity usage reports. Reductions in Council's reportable carbon emissions.
HDC101	Increase in hot days may lead to an increased demand for use of Council's facilities such as pools, libraries, and splash parks.	HIGH	Y	Corporate Services Strategic Planning and Development	Service reviews and potential expansion of services and staffing.	Usage (patronage) reports
HDB102	Increase in hot days may cause increased potential of heat stress incidents within operational staff, impacting their personal health and safety	HIGH	N	Governance	Reconfiguration and flexibility with work schedules and staffing. Plan for Hot Days in Business Continuity Plan	Complaints and incident reporting.



Ref ID	Risk Statement	Risk Rating	Adequacy of current controls	Functional Area	Planned Action	Reportable Outcomes
HDB103	Increase in hot days may cause increased potential of heat stress incidents within operational staff resulting in loss of productivity	HIGH	N	Governance	Reconfiguration and flexibility with work schedules and staffing.	Complaints and incident reporting.
HDC105	Increase in hot days could reveal the inadequate cooling capability of some Council facilities and operations	MEDIUM	N	Corporate Services	Expansion of solar installations and battery supply; Establish stock of generators for emergency use/back up supply. Implementation of Berrigan Shire Council Energy Strategy, August, 2021.	Installation numbers. Stock and usage reporting
HDC107	Increase in hot days will lead to an increase in demand for shaded parks and reserves.	HIGH	N	Infrastructure	Increase in tree planting and replanting. Installation of additional artificial shade structures. Additional seating.	Complaints. Usage (patronage) reports.
HDB108	Increase in hot days may lead to higher incidents of transport infrastructure failure resulting in increased cost for maintenance and repairs or road works	HIGH	N	Infrastructure	Seek additional grant funding. Review service delivery and prioritisation of work programs. Consideration of alternative road construction material suitable to climate.	Maintenance reports. Budget reporting Complaints and incident reporting.
HDB109	Increase in hot days may lead to higher incidents of water infrastructure failure.	HIGH	N	Infrastructure	Seek additional grant funding. Review service delivery and prioritisation of work programs. Upgrade replacement of infrastructure.	Maintenance reports demonstrate Council's ability to address . Budget reporting Complaints and incident reporting.
HDC110	Vulnerable people within the community are at greater risk of death because of heat stress.	HIGH	N	Governance	Identify who our vulnerable people are, where they live within the community, and what Council can do to help;	



Ref ID	Risk Statement	Risk Rating	Adequacy of current controls	Functional Area	Planned Action	Reportable Outcomes
					Develop partnerships with other agencies to minimise extreme heat impacts; Raise awareness through social media posts.	
RA301	Increase in rainfall could lead to more frequent/severe flood events that may cause damage to Council's infrastructure e.g., roadways	HIGH	N	Infrastructure	Seek grant funding programs to assist with remediation works. Review stormwater drainage system. Investigate opportunities to capture flood water, and additional water storage in the Southern Riverina during flood events, to build resilience during drought events.	Complaints and incident reporting is reduced. Research documents developed and published. Meetings held with MDBA stakeholders. Alternative storage areas established and utilised.
RA302	Increase in rainfall intensity could cause greater impact on Council infrastructure (roads) preventing public access to towns.	HIGH	N	Infrastructure	Continually assess infrastructure and affected population to determine prioritised capital works.	
RAI03	Increase in rainfall intensity may lead to environmental impacts from runoff	HIGH	N	Strategic Planning and Development	Erosion control – liaise with other agencies to determine Council's role – where erosion is affecting river banks. Council identify flash flood areas and conduct mitigation works. Establish Council carbon reduction goals, and measure and report on Council's carbon emissions.	Reductions in Council's reportable carbon emissions.
RA204	Changes in rainfall distribution could cause changes to the bio-diversity resulting in loss of habitat and threatened species	HIGH	N	Strategic Planning and Development	Identify vulnerable/endangered flora and fauna, where they are situated, and what Council can do to help;	Reductions in Council's reportable carbon emissions.



Ref ID	Risk Statement	Risk Rating	Adequacy of current controls	Functional Area	Planned Action	Reportable Outcomes
					Develop partnerships with other agencies to minimise impacts; Raise awareness through social media posts, including the promotion of carbon emission reduction. Establish Council carbon reduction goals, and measure and report on Council's carbon emissions.	
RD107	Increase in rainfall variability may impact economic activity and viability resulting in the inability to attract other industry to LGA	HIGH		Strategic Planning and Development	Review Berrigan Shire Economic Development Plan Feasibility studies and identification of growth opportunities and new industries. Establish Council carbon reduction goals, and measure and report on Council's carbon emissions.	Reductions in Council's reportable carbon emissions.
RD108	Decrease in rainfall could impact the potential growth of the Shire and may lead to negative community impacts such as migration of population to other regions resulting in a decrease in services such as health services.	HIGH		Strategic Planning and Development	Review Berrigan Shire Economic Development Plan Feasibility studies and identification of growth opportunities and new industries. Establish Council carbon reduction goals, and measure and report on Council's carbon emissions.	Reductions in Council's reportable carbon emissions.
FWA101	Increase in fire weather days may lead to bushfires that may impact infrastructure and assets.	HIGH		Infrastructure	Work with combat agencies, in particular RFS to establish consequence management plans.	



Ref ID	Risk Statement	Risk Rating	Adequacy of current controls	Functional Area	Planned Action	Reportable Outcomes
					Upgrade bushfire controls where required.	
FWA302	Increase in fire weather days may lead to bushfires that may impact the community and local economy.	HIGH		Strategic Planning and Development	Work with combat agencies, in particular RFS to establish consequence management plans. Partner with agencies to establish recovery plans, and identify where Council can assist. Establish Council carbon reduction goals, and measure and report on Council's carbon emissions.	Reductions in Council's reportable carbon emissions.
FWA203	Increase in fire weather days may lead to bushfires that may impact the environment and heritage.	HIGH		Strategic Planning and Development	Work with combat agencies, in particular RFS to establish consequence management plans. Partner with agencies to establish recovery plans, and identify where Council can assist.	
FWC104	Increase in fire weather days may lead to bushfires resulting in higher demand for Council resources.	MEDIUM		Infrastructure	Work with combat agencies, in particular RFS to establish consequence management plans. Establish plant register, and upgrade where required.	
FWA305	Increase in fire weather days may lead to bushfires impacting on public safety, with potential increase in injuries to community and volunteers	HIGH		Governance	Work with combat agencies, in particular RFS to establish consequence management plans. Social media posts and keeping the community informed through the National Warning System.	



Ref ID	Risk Statement	Risk Rating	Adequacy of current controls	Functional Area	Planned Action	Reportable Outcomes
					Regular review of Emergency Evacuation Centres.	



Conclusion

Council has been, within the constraints of our resources and capabilities, implementing several mitigation projects, which have largely included solar installations. Our future requires a mix of adaptation and mitigation measures to meet the challenges of climate change, which will include a range of strategies involving investigation of opportunities, working with stakeholders, implementing new technologies and making changes to our current processes.

To make the necessary changes, and to be a climate change leader in our community, we will need to measure carbon emissions from our own operations, identify emission reduction targets, and implement strategies to reduce our carbon footprint. Our climate change adaptation journey will require external expertise and assistance. Council will therefore, focus our attention on establishing a climate adaptation strategy as a Council project and seeking funding to assist with costs.

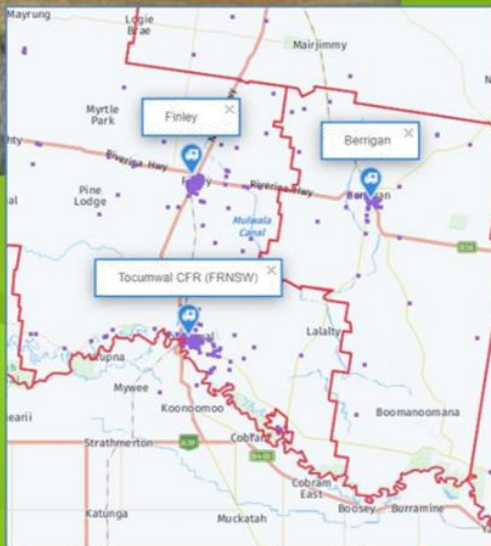
Information gathered during the project will feed back into the Climate Change Risk Assessment and Adaptation Plan. This will then outline new initiatives and actions we can take to continue to evolve, adapt and build resilience.



NSW Ambulance

excellence in care

Tocumwal – Emergency Response Assessment June 2020





NSW Ambulance Tocumwal Needs Assessment

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Rozelle, NSW, 2039

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Glossary of terms

Term	Meaning in the context of this assessment
Utilisation rate	The number of patient presentations (or incidents) per 1,000 population. Age-Specific utilisation rates are measured to provide utilisation metrics that are sensitive to the age profile of the community. Age groupings used by NSW Ambulance parallel those used by hospital and LHD planners. Age-specific utilisation rates are used to project future demand based on projected population age profile.
Clinical volunteers	Clinical volunteers may be members of other emergency services who are accredited and operate under NSW Ambulance governance and training. They are responded from the community to provide life sustaining measures such as basic life support and first aid. They may also be Volunteer Ambulance Officers responding in New South Wales ambulance vehicles.
Community First Responders	Responders are clinical volunteers of other emergency services who do not transport patients.
Volunteer Ambulance Officers	Volunteer Ambulance Officers are clinical volunteers who respond in ambulance vehicles and may transport patients.
Paramedic	Registered paramedic is a qualified health professional registered by AHPRA.
On-duty and On-call	In regional locations, cover of the 24 hour period is generally achieved by a period of on duty followed by a period of on-call. Generally the on-duty period is 10-11 hours per day. For the on-duty period, the staff and ambulance will be located at the station when not involved in providing a response. For the on-call period the staff each with one ambulance will be located at their own residence from which they will be responded if an incident occurs.
Incident	An incident is recorded every time an ambulance resource (including a clinical volunteer) is responded to one specific location, that is, sent to a patient. A single incident may have multiple patients (such as a motor vehicle accident when two patients are treated by the same ambulance resource) and on occasions a single patient may have more than one incident recorded. Generally a single incident equates to a single patient.
Response	A response is recorded every time an ambulance resource (including a clinical volunteer) is sent to an incident. For periods of on-call cover, a response is recorded for each of the two paramedics who were located at their residences, a ratio of two responses per incident. Where a clinical volunteer is responded, an ambulance will also be responded providing a minimum ratio of two responses per incident. Where a clinical volunteer is responded and an ambulance is responded during a period of on-call cover, a ratio of three responses per incident generally occurs.
Transport	A transport is defined where an ambulance resource is recorded as departing a scene for a destination to a health facility. A transport may be emergency or non-emergency. It may originate from a patient's address or another health or residential facility.
Met demand	Instances where a patient calls for and receives care and is recorded as an incident is classified as met demand.
Unmet demand	In some instances residents choose to provide transport themselves rather than calling an ambulance or alternatively do not seek care. These are instances of unmet demand.
Case Cycle time	Average overall time for 'Case Cycle' for ambulance responses
Workload	The time it takes to undertake an incident and return to the response area. Is calculated as the factor of number of incidents, average case cycle time and time to return from transports that take the paramedic outside of the response area.
Transfer	Each time a patient is taken between health facilities. A transfer is one type of transport. A transfer may be emergency or non-emergency.



Executive Summary

Tocumwal has a Priority 1 (emergency) patient load of approximately 150 patients a year. This is a relatively low level of patient need in comparison with other locations for which patient need measures indicate need for a new station. It has a relatively high (40-45%) rate of non-emergency inter-hospital transfers. Of the workload hours associated with transports, 60% is required for non-emergency transfers.

Analysis of age-specific utilisation rates indicates that there is an average to high level of emergency ambulance utilisation rates at Tocumwal suggesting that there is not a high level of unmet demand.

NSW Ambulance monitors the workload of clinical volunteers at Tocumwal and advice provided by local staff indicates that the workload is sustainable at current levels. This matter will continue to be monitored and it is anticipated that with population growth and ageing, the level of demand on the clinical volunteers will become unsustainable in the future.

NSW Ambulance undertakes rigorous reviews both of the prioritisation process and the data that informs annual prioritisation. When compared with other locations across the state that have a need for a paramedic ambulance service, at this point in time Tocumwal is in the 4th level of priority with 30 other locations identified with higher levels of need.

When the relative need of towns along the Newell Highway are compared, there are several reasons why continuation of the current clinical volunteer model at Tocumwal is appropriate. These include:

- Relatively low level of demand
- Relatively short distance to nearest paramedic station
- Relatively close location to two paramedic stations
- Absence of specific locational factors such as major road intersections that could also be considered a reason to establish a service that had a wider role than the local response area.

Most of the services along the highway were established in substantially different social and infrastructure contexts. All were established with staff who at that time were described as 'ambulance drivers' and pre-date contemporary development of clinical paramedicine.

Based on the factors incorporated in the assessment of need, Tocumwal has a level of demand that is appropriate for a Clinical Volunteer Location given current priorities.



Introduction

This assessment was commissioned by the Minister for Health and Medical Research in response to a meeting held on 26 February 2020 with Mrs Helen Dalton MP, Member for Murray, the Lions Club's 'Ambulance for Tocumwal' Committee, and representatives from NSW Ambulance. The assessment was coordinated by the Service Planning Unit within NSW Ambulance in consultation with Clinical Operations and Data Analytics.

Tocumwal area and its demand

- The area for which Tocumwal clinical volunteers are engaged is part of the response area for which Finley station is primarily responsible – see figure 1 below.
- Tocumwal is approximately 22 km from Finley – see figure 2 below.
- Three locations form a local network in this area, Tocumwal, Finley and Berrigan.
- Tocumwal demand represents approximately 44% of Finley's response area (average for three years to 2018/19)
- There are approximately three incidents per year for P1a patients (life threatening) at Tocumwal. It should be recognised that the number of P1a incidents is very low and any averages calculated on the basis of such small numbers is not necessarily typical or a reliable predictor.
- The median response time for the first responder to arrive for all P1 patients was 15.1 minutes compared with the average for neighbouring stations of approximately 9 minutes.
- P1 demand across greater Finley response area including Tocumwal was 317 patients per annum.
- Tocumwal demand for R3 inter-facility transfers is relatively high by comparison with other regional stations. R3 incidents comprise 31% of demand. R3 incidents comprise 40-45% of total Tocumwal workload associated with incidents.
- Of the workload hours associated with all patients who are transported, approximately 60% is for R3 patients.
- Destinations of transported patients are predominantly local – primarily Tocumwal - 224 (54%) with 42% going to Shepparton in Victoria.



Distribution of demand is illustrated below with incidents for calendar year 2017.

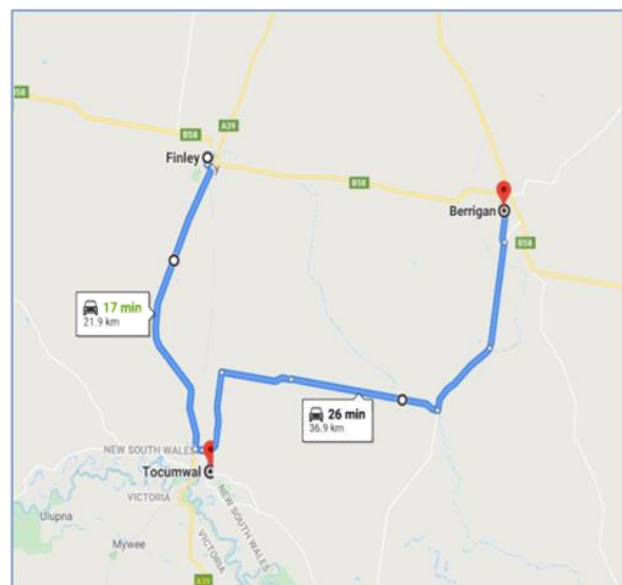
Figure 1: Distribution of demand



Annual supply by the CFR group is approximately 200 incidents per year.

Relative distances and travel times (normal speed) are indicated; 22km from Finley (17 minutes) and 40k from Berrigan (26 minutes) both of which are relatively close compared with NSW Ambulance regional stations. When attending emergency incidents, travel times are less than these times as lights and sirens are utilised.

Figure 2: Distance to nearest paramedic stations





Met demand

Met Demand is best measured by the number of incidents to which ambulances respond. Generally, one incident represents one patient. R3 incidents are transfers of patients between facilities, generally between hospitals. R3 incidents in locations with small low-level Emergency Departments (ED) such as facilities in this network often reflect transfers of those patients initially taken to the local hospital to a higher level hospital. The larger proportion of patients transferred resulted from patients self-presenting to the ED.

Incidents

All priority activity by response area, annual average 3 years to July 2019 (numbers)

Geo Response Area	P1	P2	R3	R4-7	Total incidents
Berrigan	100	120	68	25	314
Finley	157	202	192	82	634
Tocumwal	160	164	154	23	501
Total	417	486	415	131	1449
Daily average (incidents per day)					
Berrigan	0.3	0.3	0.2	0.1	0.9
Finley	0.4	0.6	0.5	0.2	1.7
Tocumwal	0.4	0.4	0.4	0.1	1.4
Total	1.1	1.3	1.1	0.4	4.0

While the relative demand across these stations shows greater level at Tocumwal than Berrigan, NSW Ambulance recognises that ambulance networks are extremely important in locations such as these. Stations co-contribute to meeting demand across their network. Currently two ambulance deployments per hour per day are available within the response network that has a relatively modest total of 1449 incidents. There are three EDs and relatively short travel times between the towns. There is also a historical legacy where demand has changed over time.



Transports Workload

Workload measures include the number of incidents, the Case Cycle time and the time it takes paramedics to return to response area from a distant hospital. Volunteer time is not included.

Figure 3: Transport incidents

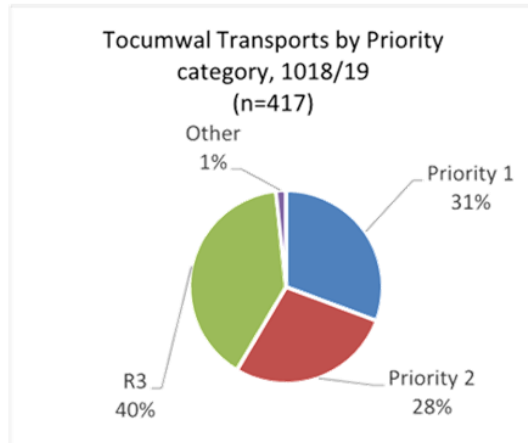
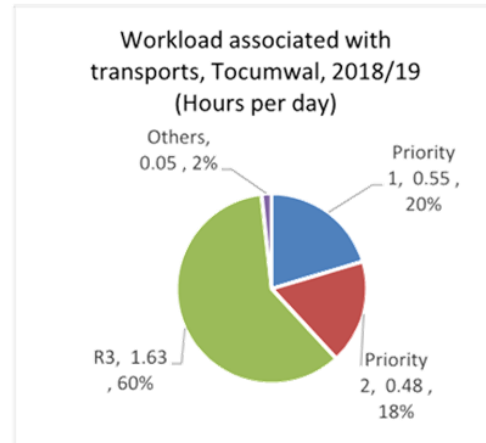


Figure 4: Transport workload



Comment:

- The high proportion of transports from Tocumwal that are R3 (predominantly inter-hospital transfers) is evident from the above:
 - 40% of total transport numbers
 - 60% of transport workload
- R3 activity is undertaken on a negotiated time basis and response times are based on understanding of patients' need. There is no disadvantage for R3 demand from Tocumwal residents associated with the base being located at Finley.

Destination of transports

Destination	Transports	Transports (%)
Local (primarily Tocumwal)	224	54%
Vic (primarily Shepparton)	174	42%
Albury / Wodonga	10	2%
Corowa	9	2%
Total	417	100%

The majority of secondary transports (hospital to hospital) are from Tocumwal to Shepparton which is approximately 60km south.

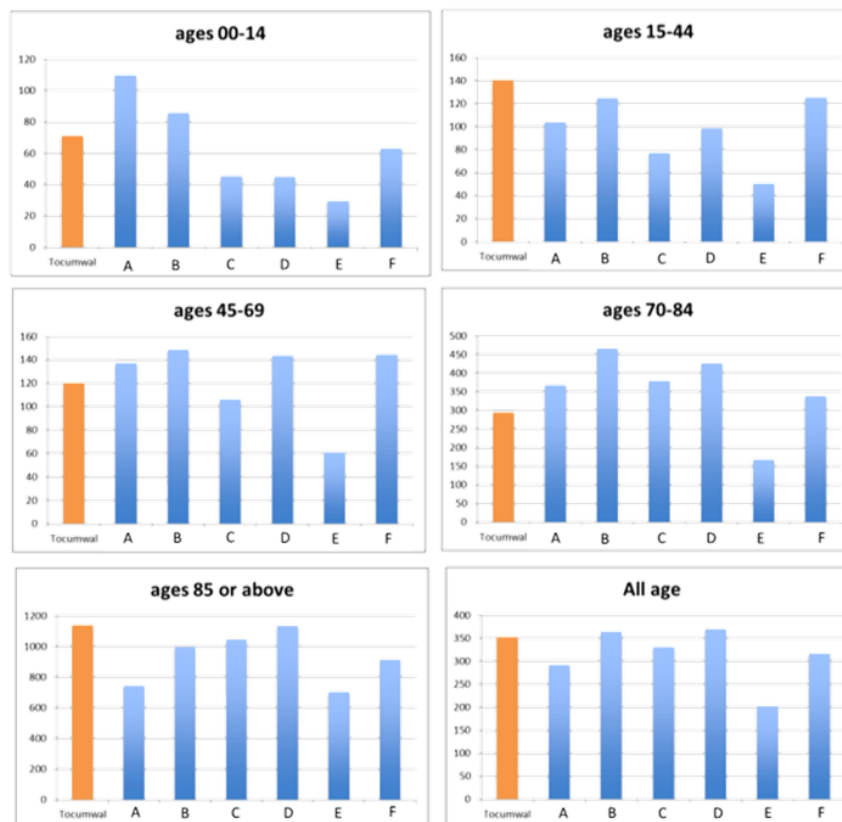


Unmet demand

Some locations that do not have paramedic ambulance stations have low utilisation rates as residents choose to provide transport themselves rather than calling an ambulance or do not seek care. This phenomenon occurs at all locations, if at a particular location it is happening systematically, this analysis provides a measure of unmet demand. When planning for new stations unmet demand is measured by comparing the relative utilisation rates with other locations that have locally based paramedic stations. If the age-specific utilisation rates are low this suggests there is unmet demand. If not, this suggests that there is not a significant level of unmet demand.

To confirm the potential level of unmet demand, comparison was made of Tocomwal age-specific utilisation rates with two local and a number of randomly selected other locations. See comparative utilisation rates below.

Figure 5: Age-specific relative utilisation



Comment:

In most age groups, Tocomwal has the same level or higher level of age-specific utilisation. This suggests there is no significant level of unmet demand at Tocomwal.



Service model at Tocomwal

- Across NSW, whenever clinical volunteers are dispatched an ambulance staffed by paramedics is also dispatched.
- In the instance of Tocomwal, this is predominantly from Finley and to a lesser extent Berrigan.
- The function of the clinical volunteers is to provide urgent lifesaving care where needed until the arrival of an ambulance.
- Paramedics who provide training and mentoring for the clinical volunteers at Tocomwal are based at Finley.
- At Tocomwal, the clinical volunteers also provide retained fire-fighting services with NSW Fire and Rescue.
- On occasions of predictable high ambulance demand, such as the Strawberry Fields festival, an ambulance with paramedic crew is located on stand-by at Tocomwal.
- Advanced council advice is sought on dates, number and length of such events to ensure sufficient resources are available for posting at Tocomwal.
- When ambulances are on stand-by at Tocomwal, this is effectively the same model that operates at Paramedic Response Point stations (PRPs) which form a significant proportion of ambulance stations across Sydney.
- Where PRPs operate in Sydney, the PRP station response areas have many times the demand level of Tocomwal.

Sustainability of the service model at Tocomwal

Factors that impact on the sustainability for the current model at Tocomwal include:

- Both current and projected demand for ambulance services at Tocomwal which is based on service utilisation by both residents and visitors.
- Growth in older age groups has greatest impact on ambulance demand and projecting future demand.
- Workload of clinical volunteers at Tocomwal is high now by comparison with other clinical volunteer locations and is likely to become unsustainable at some point in the future.
- Based on projected growth, within the next 10-20 years it is likely that level of need will be sufficient to prioritise a paramedic-run ambulance station at Tocomwal should additional resources become available.
- NSW Ambulance monitors closely the level of demand on clinical volunteers at Tocomwal and this includes consultation with staff to ensure that the level of fatigue and workload is sustainable.
- NSW Ambulance conducts annual or more frequent review of demand growth and the level of supply provided by Tocomwal volunteers.
- At this point in time the level of demand met by the clinical volunteers at Tocomwal is manageable.



Advantages of the clinical volunteer model

Clinical volunteers are an adjunct to a paramedic service and whenever a clinical volunteer is dispatched, paramedics are also dispatched. The presence or absence of a clinical volunteer model does not impact on the priority or opportunity to establish a paramedic station. It is therefore not appropriate to compare outcomes of a station with paramedics against one with a service staffed by volunteers. The relevant question is: What are the benefits of establishing and maintaining clinical volunteer services?

Clinical volunteers are deployed by NSW Ambulance and an integral component of the NSW Ambulance strategy for responding to patient need in predominantly regional, rural and remote locations. Patient outcomes are known to be better if clinical volunteers support paramedics. Use of clinical volunteers is supported by ambulance jurisdictions across Australia and the world. Clinical volunteers have life-saving skills, medications and equipment and are continuously accredited through mandatory monthly training, annual reassessment and mentoring by local paramedics who value the irreplaceable contribution that these first responders make to saving life and improving their patients' clinical outcomes. Clinical volunteers annually provide care to approximately 2,500 patients across NSW and the number of locations that they operate is continually growing. In the 2018-19 financial year, clinical volunteers undertook more than 3,888 hours of incident response across NSW, delivering time critical, clinical care prior to the arrival of paramedics.

NSW Ambulance is committed to maintaining clinical volunteer programs as a key component of its response capability.

Each time a clinical volunteer is available to provide a service, improved clinical outcomes are expected. The impact of clinical volunteers is most clearly demonstrated with case examples which both come from a clinical volunteer service at a location that is not dissimilar to Tocumwal. Recent examples are highlighted below.

Patient Story 1 (reported to NSW Ambulance Board in February 2020)

NSW Ambulance partnered with Fire + Rescue NSW (FRNSW) to increase the medical capability within this community by training the local FRNSW team as clinical volunteers under the model of Community First Responders (CFR). The CFR unit 'went live' and waited 10 days before being dispatched by NSW Ambulance to their first incident.

NSW Ambulance Control Centre received 000 call to report of a single motorcycle accident in which the pillion passenger (side car) was described as:

"50 year old female, who is unconscious and not breathing,"

Subsequent advice from the scene stating that,

"CPR in progress on side of road, heavy impact into head, patient now had spontaneous effective breaths, and eye movement while unconscious. Caller trained in first aid has log-rolled patient into recovery position and removed helmet already, while CPR in progress, no other patients on scene at this moment"



Rapid Launch Trauma Coordinator responded by sending a NSW Ambulance helicopter, Westpac 1.

FRNSW was requested to respond the CFR unit who arrived on scene eight minutes after they were called.

Clinical volunteers reported that the female patient was no longer in cardiac arrest, remained unconscious, had an unpalpable blood pressure and was only responding to painful stimuli. They also assessed the rider of the motorcycle and noted that while stable, the mechanism of injury necessitated further assessment at hospital. Further assistance arrived seven minutes later with arrival of paramedics.

A helicopter arrived 21 minutes later and transported patients to the major trauma hospital.

In 'layman's' language the x-ray report indicated that the patient's skull was, in effect, separated from their spine – in effect, an internal decapitation.

Following surgery and treatment the patient was discharged to a private hospital for ongoing rehabilitation. Following discharge from rehabilitation, the patient was observed walking in the local community some eight months later.

Commentary by Manager of the clinical volunteer program - reflections and lessons learnt

This was the very first ambulance incident response for the local Community First Responders after completing their induction training.

The incident presented them with challenging circumstances by virtue of a critically injured patient, in a remote location and a chaotic scene that included significant interference by a particular bystander. As they expressed at a later clinical conference, this interference challenged their confidence and contributed to moments of self-doubt. However, they put aside their self-doubt and relied on the training provided to them by NSW Ambulance Paramedic Educators and, most importantly, immobilised the patient's head and neck until transferring care to the aeromedical crew.

The patient was able to return to her family and her community and continue to live at home.

The outcome for this patient would have been very different in the absence of CFR resources.

Patient Story 2

Further examples are summarised in the words of the paramedic who attended a cardiac arrest in a public place following initial dispatch of a clinical volunteer responder which was also a FRNSW unit.

Along with us [paramedic unit] they [CFR unit] were responded to a 76yr old female in cardiac arrest. Bystanders had commenced CPR [Cardio-pulmonary Resuscitation] and were doing a great job. The [CFR] crew responded station and were rolling in the truck within five min and were on scene within seven min. They took over from bystanders and defibrillated administering two shocks with a ROSC [Return of Spontaneous Circulation].

We arrived within 17 mins and the patient was unconscious, breathing (18min) with a strong radial pulse. After cannulation & 12 lead [ECG] we transported to Hospital with the patient regaining



consciousness and asking questions prior to arrival at hospital. She was transferred 2hrs later to the [speciality hospital] with no deficits and a full recollection of events prior to the incident. To say I'm proud of what this crew do on a daily basis is an understatement.

I have thought about this case and the value we often attribute to the CFR program. Those sitting behind the finance desk can quantify the cost in terms of the billable items however it is impossible to quantify how much the crew saved the health system by their quick response, early defibrillation, and definitive care. The prognosis for the patient is to return to her home and continue to live independently with her husband after 1 -2 week stay in hospital. She has no ongoing deficits with exception of some broken ribs and sternum. The community are extremely proud of their CFR's and this is 100% due to the way they conduct themselves on cases and undertake duties without the wider communities' knowledge. The community often ask where their CFR crew are when we are attending cases. A great result all round.

The weekend didn't end there with responses on Sunday to 2 injured horse riders in separate incidents finalised with a search and treatment of 79y/o male that was involved in a quad bike accident and was missing for 4 hours trapped under the machine. Two of these incidents involved helicopter responses. Once again they [CFR unit] did a fantastic job.

Value to community

Service planning demand data had identified that on the basis of prioritisation of need against other communities this location would not be likely to have received funding for a permanent ambulance station until a later date, but existing demand and geographic isolation thresholds indicated that this community did require some form of emergency medical capability enhancement to improve patient outcomes and hence the CFR program was established at this location with support from FRNSW

The costs of maintain clinical volunteer programs include training, clinical equipment, case supervision and mentoring, clinical governance processes and professional development events. The return on investment is reflected in improved clinical outcomes and the benefits that communities express in relation to their service provision. In some instances there are considerable savings to the health system in terms of saved bed days and rehabilitation costs. However, these costs are minute in relation to the value of the lives that are saved and the quality of life that is enabled to both the individuals and the communities that they serve.



Priorities for new paramedic stations and relative position of Tocumwal

- At four other locations across NSW, clinical volunteers provide a greater level of service than Tocumwal.
- There are 30 other locations across NSW where there is higher levels of call volume than Tocumwal. Relevant factors include:
 - 26 locations where there are a greater number of P1 incidents
 - 25 locations at which 50th percentile for P1 cases is greater
 - 16 locations where the distance from nearest station is greater
 - 18 locations where both the 50th percentile and the number of P1 cases is greater
- The relative location of Tocumwal in relation to other locations that have a need for a paramedic station are identified in figures below which comprise:
 - Metric 1: Response time differences achieved by new station, P1 incidents
 - Metric 2: Total number of P1 incidents in new station
 - Metric 3: Distance of incidents from nearest station (under emergency travel times).
- When all factors are factored in with appropriate weightings, Tocumwal is in the lowest priority group (group 4) that is reflected in service and asset planning.

Figure 6 Patient need indicator: Tocumwal compared to other locations: 50th percentile response times

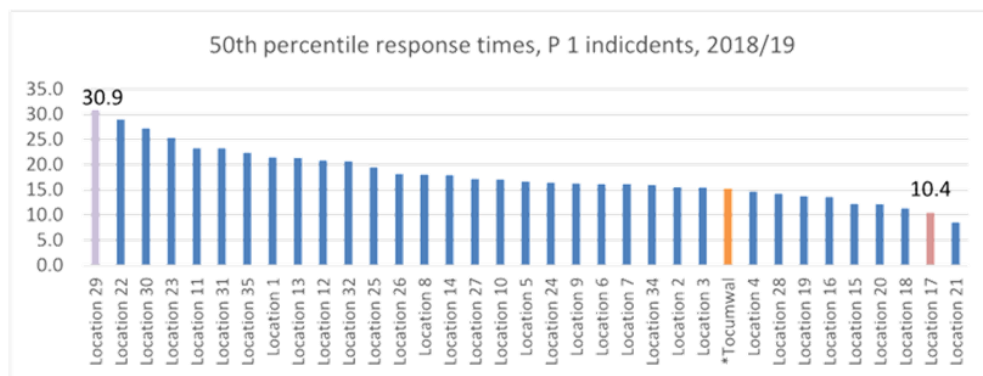


Figure 7 Patient need indicator: Tocumwal compared to other priority locations: Priority 1 incidents

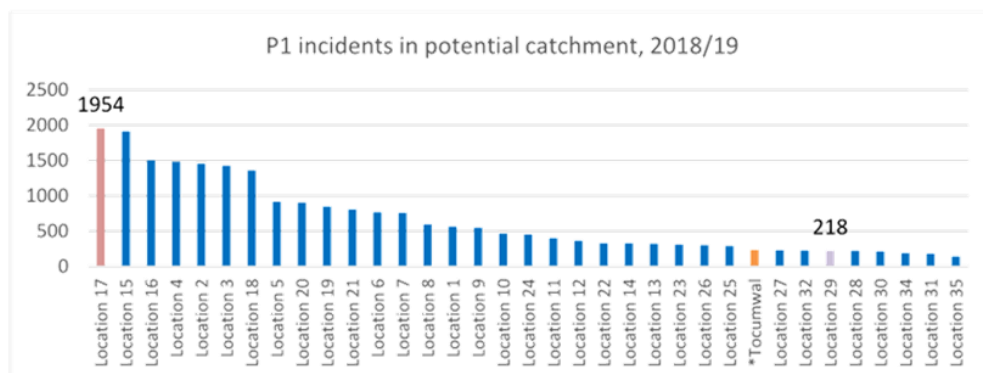
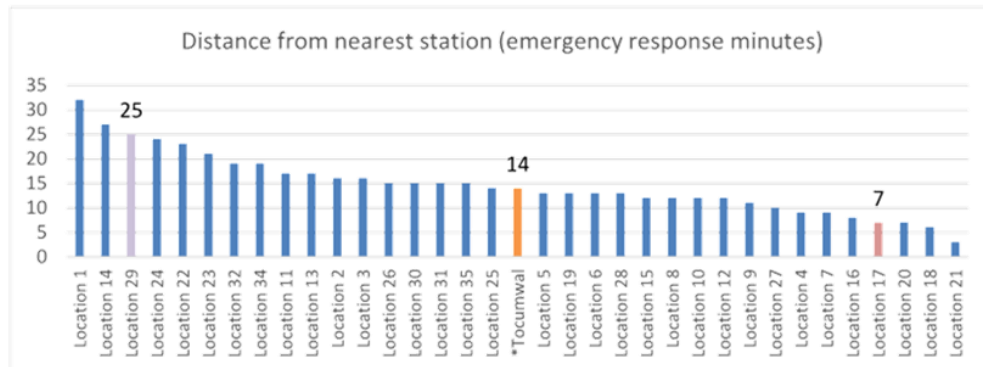




Figure 8: Patient need indicators Tocumwal compared to other priority locations: distance to nearest station

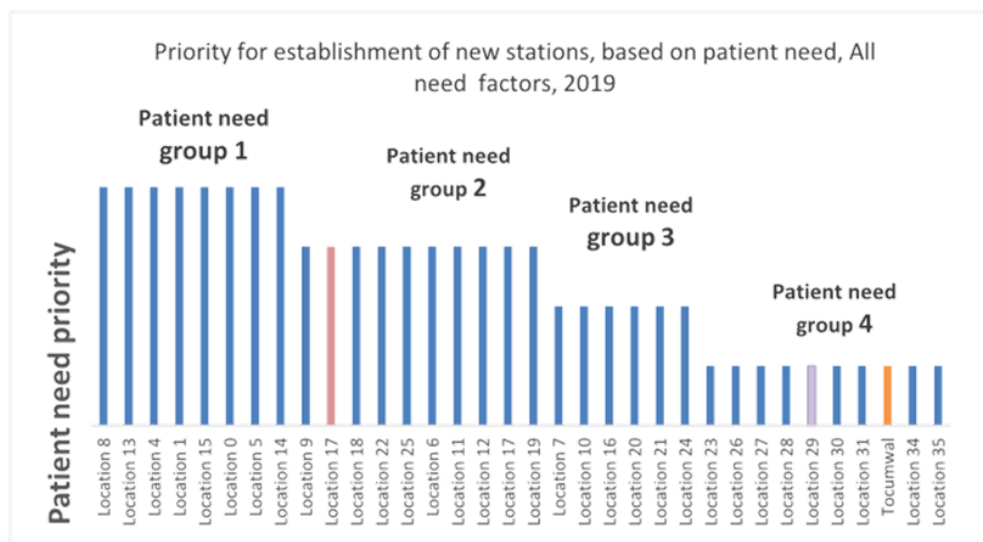


To arrive at an overall priority list based on patient need each of the factors above are considered together. The patient need priority category does not reflect a single measure rather each factor is weighted based on a formula developed with advice of the Clinical Services directorate.

To illustrate the way this operates consider locations 17 and 29.

- Location 17 is at position 1 in metric 1, position 31 in metric 2 and position 32 in metric 3
- It has a very large number of incidents but is relatively close to nearest station with relatively low response times. It is ranked in patient need priority group 2.
- Location 29 is at position 29 in metric 1, position 33 in metric 2 and position 3 in metric 3
- It has relatively few incidents but is relatively distant from nearest station and with poorest response times in the range. It is ranked in patient need priority group 4.

Figure 9 Patient need priority groupings





Attachment: Assessment of priority for new stations

- Need for new stations is calculated on a number of factors primarily;
 - Base wait time for P1 incidents (count only those with a time reduction from new location)
 - Total minutes saved (product of time saved and demand)
 - Weighted % time saved
 - Demand - Paramedic
 - Degree of dispersal.
- These can be simply described as measuring the impact of a new station at each location in providing improvements in response time, the number of emergency incidents and distance of incidents from nearest new or existing station.
- Data from visitors, seasonal population changes as well as residents are included for priority assessment.
- Where evidence of unmet need is available this is included. This is evidenced by a low level of utilisation at a location compared to other locations with similar demographics and with paramedic ambulance stations.
- Where evidence is available of future demand drivers such as new construction of residential facilities utilisation is estimated for demand projections for future years.
- The presence or absence of a clinical volunteer capacity does not influence prioritisation for new stations.
- The prioritisation framework has been developed as an activity of the Senior Leadership Team with major input from Clinical Services Integration Executive Directorate
- Priorities for need are reviewed annually.
- The weighting approach that determines prioritisation is reviewed every three years with advice from Clinical Services Integration.
- Locations with higher priorities for need are reflected in the NSW Ambulance Asset Strategic Plan which has a 10 year time frame and is updated annually.
- Sufficient levels of demand are required for establishment of local paramedic stations. If stations are established where demand is insufficient, paramedics will have insufficient opportunity to maintain a broad range of specialist skills and this challenges clinical quality. If in order for paramedics to retain skills they are absent from the response area providing services for other locations, this defeats the purpose of having a local base and compromises their response times to patients.



Attachment: Assessment of level of need against other towns on Newell Highway

Popular views are sometimes expressed that ambulance stations should be based on locations such as major highways in order to respond to motor accidents.

Location of a town on a particular highway is not a criteria used for assessment of patient need for NSW Ambulance.

The predominant factor that influences demand is the number of people (residents or visitors) in the older age groups.

Of themselves, highways do not generate a significant proportion of demand. Road accidents comprise a relatively small proportion of all emergency ambulance demand. In 2018-19 of 81,000 patients from regional locations who required transport in the Priority 1 category 4.7% (3,800) were probable or certain motor vehicle related. The variance on this result ranged from 3.7% (mid North Coast) to 6.1% (Central West). The rate for Murrumbidgee was 4.1%

In the case of major trauma for patients in regional locations the resources that are utilised are often beyond those available locally. Extensive use is made of aeromedical that is based in 3 central regional locations and in Sydney. Volunteer services also comprise a significant component of emergency response in dealing with road accidents.

An assessment has been conducted as to the relative need of Tocumwal for an ambulance station against other towns of its size or greater along the Newell Highway between Shepparton and Moree.

Key considerations include:

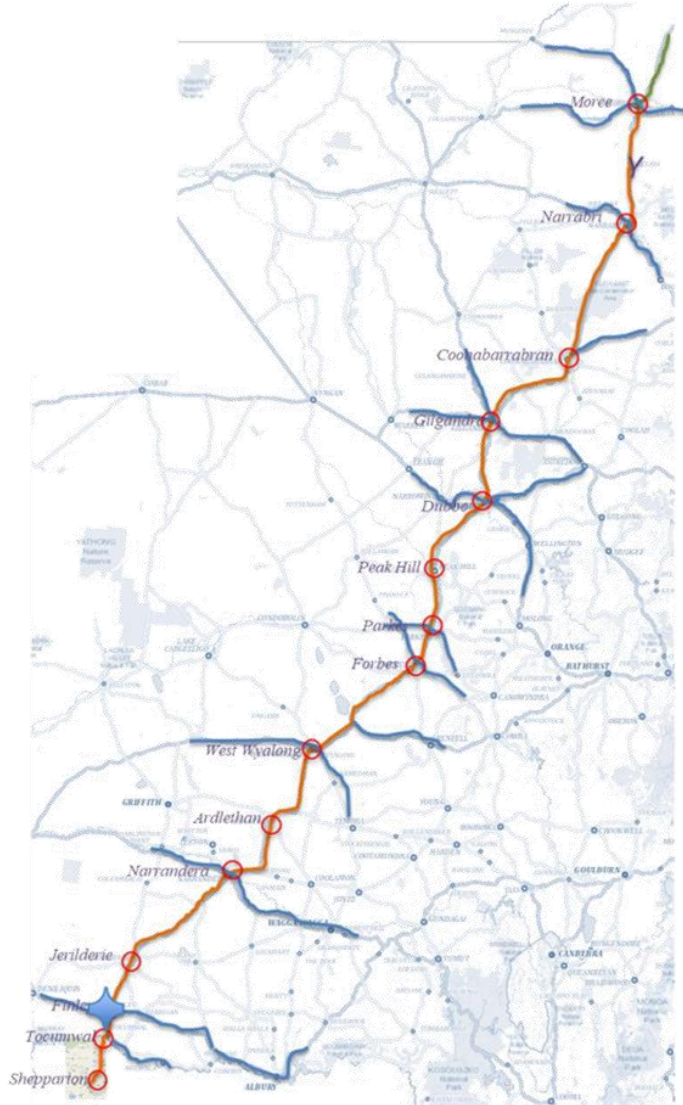
- distance from towns with paramedic bases
- population of towns
- current demand - number of high priority incidents in each town

Additional considerations have also been assessed:

- presence or absence of major highway intersections
- date of establishment of stations.

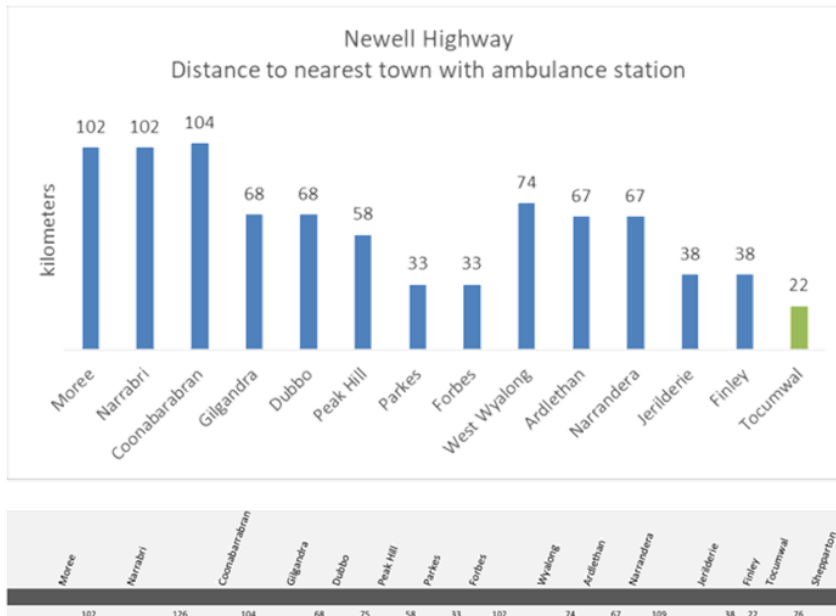


Towns along the Newell Highway



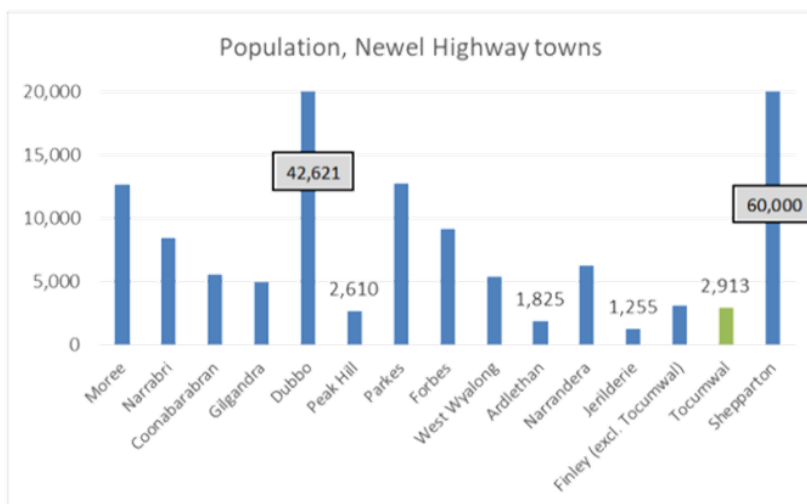


Distance from towns with paramedic bases



When compared with 14 NSW towns on the Newell, Tocumwal has the shortest distance (22 km) to a neighbouring town with a paramedic station base.

Population of towns



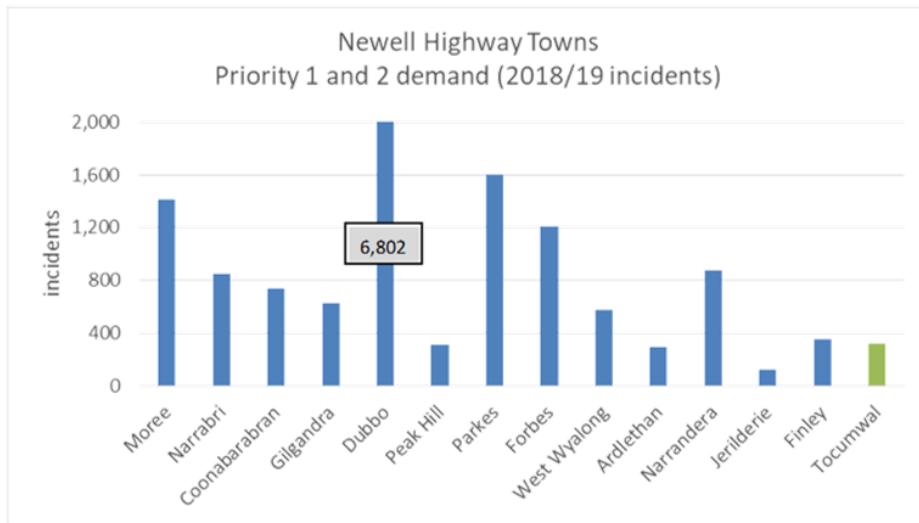
When compared with 14 NSW towns on the Newell, Tocumwal has 4th lowest population and is in the lowest population group (less than 5,000 residents). Although a consideration from local communities, total population is not itself the greatest indicator of need for two reasons:

- The age breakdown of the population has high impact
- In some locations regional visitor numbers impact on demand.

For these reasons current demand is a more significant driver.



Number of high priority emergency incidents in each town



When compared with 14 NSW towns on the Newell, Tocumwal has 3rd lowest P1 and P2 demand and is in the group with the lowest level of demand (less than 500 emergency incidents per year).

The towns which have the lowest level of demand, including Tocumwal, would provide a challenge for paramedics to retain their clinical skills due to each paramedic only having primary responsibility for the care of between 0.5 and 1.4 patients per week.



Other factors for consideration for station location – major intersections

In some instances location of a paramedic base can be influenced by its location on major cross-roads. This can be relevant where that location provides a good opportunity to access other response areas at instances of high demand.

On the figure below, towns on major intersections between Newell with other highways are identified. Eight of 14 towns meet this consideration. Finley is one of the eight but Tocumwal is not. The other locations that do have paramedic stations that do not meet this consideration are Peak Hill, Parkes and Forbes. Parkes and Forbes have more than 4 times the level of demand of Tocumwal. While Peak Hill demand is not substantially different from that of Tocumwal. The distance from Peak Hill to nearest paramedic station (58K) is almost three times that of Tocumwal, which has two paramedic stations within the same distance.





Other factors – date of establishment of stations on the Newell

Over the 125 years of establishment of ambulance services in NSW other than closures for the purpose of relocation or changes in function, very few stations are disestablished when the factors change that were relevant considerations at the time of their establishment. Some of these are located in towns that formerly had higher populations and industry that was associated with high levels of injury and attracted substantial short term population.

This provides a legacy issue of a number of stations with very low demand that would not meet contemporary criteria for establishment of a service. The date of establishment of services in some instances provides insight as to the relevant local factors that were consideration for service establishment at previous times.

The date of establishment of Newell highway stations is set out below.

Station	Date
Moree	1915
Narrabri	1935
Coonabarabran	1937
Gilgandra	1925
Dubbo	1929
Peak Hill	1940
Parkes	1938
Forbes	1938*
West Wyalong	1955*
Ardlethan	1919
Narrandera	1943
Jerilderie	1953*
Finley	1954*

*Approximate – exact date not known

Conclusion

The dates of establishment of other services along the Newell Highway significantly pre-date the turn of the current century and most were developed in a different social and infrastructure context. All were established as “ambulance drivers” and predate contemporary the development of clinical paramedicine.

Having considered relevant factors when patient need for a service at Tocumwal is weighed against other towns on the Newell Highway, there are several sound reasons why continuation of the current clinical volunteer model at Tocumwal is appropriate. These include:

- Relatively low level of demand
- Relatively short distance to nearest paramedic station
- Relatively close location to two paramedic stations
- Absence of specific locational factors such as major road intersections that could also be consideration as a reason to establish a service that had a wider role than the local response area.



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TOCUMWAL AMBULANCE

For: The Honourable Mr Ryan Park MP
Minister for Health
Minister for Regional Health
Meeting Date: 17 August 2023

Executive Summary

- A 2020 report commissioned by then Minister for Health, Brad Hazzard indicated that the: 'workload of clinical volunteers at Tocumwal is high now by comparison with other clinical volunteer locations and is likely to become unsustainable at some point in the future.' Further, the report stated that: 'based on projected growth, within the next 10-20 years it is likely that level of need will be sufficient to prioritise a paramedic-run ambulance station at Tocumwal.' The report indicated that NSW Ambulance conducts reviews of demand growth and the level of supply provided by Tocumwal volunteers at least annually. Berrigan Shire Council is unaware of any such reviews since the 2020 report.
- Tocumwal is currently growing faster than population data estimates that the 2020 report was based on
- Current development applications bear out significant population growth expectations
- The current volunteer first-responder model relies on the simultaneous dispatch of an ambulance from Finley, Berrigan or Cobram (via Ambulance Victoria). The current service from these locations will not support the expected population increases in Tocumwal in the coming 5-10 year period
- Berrigan Shire Council is requesting a contemporary review of the need for a paramedic-run ambulance station at Tocumwal in view of the information provided in this briefing. Council is concerned if a station is not planned for and provided in a timely manner, poor health outcomes may occur within our community.

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Population Data

The 2021 Census indicated Tocumwal now boasts a population of 2,881 people. The census indicates a 7% increase in population since the 2016 census.

The rate of increase in population in the Berrigan Shire has a projection of 7.96% increase from the period 2023 to 2036 according to current id.data information, with Tocumwal expected to take up much of that increase. That rate of growth estimates Tocumwal's increase in population to be approximately 3,110 by 2036, with the Shire reaching 9,414 people in the same period.

It should be noted, Berrigan Shire Council is currently working with id.data to update population forecasts to reflect current known growth factors. At the time of writing this information was not available. If it is available prior to the meeting date, we will ensure we provide updated information to you.

Drivers for Expected Population Increase

The addition of housing stock is a primary driver for population growth, providing opportunities for households to relocate from other areas and locals to move within the Shire. At this time, Council is aware of a number of significant residential development in the Tocumwal and Barooga townships that are expected to commence in the coming one to five years. Confidential plans for those developments are included where possible, in **Appendix 1** of this briefing note.

In summary expected growth for each township is outlined below.


Tocumwal

There are currently three significant projects Council's planning department are working through with various developers. Those include:

- a possible 200 lot development – currently Lot 32 Burma Road (included in Appendix A)
- a possible 200 lot development – currently Lot 98 Newell Highway (included in Appendix A)
- a possible 130 lot development – Murray Street Tocumwal. This development is in pre-development application discussions so no draft plans are available at the time of writing.
- Various other smaller 12 to 30 lot developments currently under construction. At the time of writing these total approximately a further 100 parcels.

Some assumptions have been made when considering the population increase possible from these developments. The primary assumption is that at least 2 people will live in each house. That assumption looks to smooth out the current data that indicates a number of larger houses currently contain only 1 inhabitant, and that some families are increasing in size as our national population demographic also changes.

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With the above assumptions in place this will see Tocumwal alone increase its population by 1,260 to 4,141 people in the coming 1 to 5 year time period. That increase represents a 30% growth in Tocumwal in a much shorter timeframe that current population data forecasts suggest.

Barooga

Barooga is included in this briefing note for consideration as it also sits along the Victorian Border and is currently regularly serviced by Ambulance Victoria.

Barooga's population is currently estimated at 2,072 people. Again, Barooga's population is growing. Its population has increased since the 2016 census by approximately 11%. As a strong border town and residential area that supports the township of Cobram in Victoria, this growth is not expected to slow.

To support that belief, a development application is currently in the initial pre-lodgment discussion stage and is suggesting a new offering of approximately 200 parcels to come online, again in the next 1 to five years. Should that development go ahead, it would see Barooga's population increase by the same general percentage increase in that development alone. It does not account for the traditional growth that has occurred organically in Barooga (i.e. supply and demand driving development).

Ambulance Victoria – Operational Boundaries

Ambulance Victoria has [operational boundaries](#) that extend into parts of Berrigan Shire (Tocumwal, Barooga and Finley), with the nearest ambulance station located in Cobram, approximately 18km from Tocumwal. In recent times, Ambulance Victoria has had difficulty meeting expected standards of service. Further, feedback has been received regarding 'double-handling' of '000' calls that are transferred between States with callers required to repeat details of the incident to a second operator. While there is undoubtedly a continued need for co-operation between the ambulance services in both States, particularly as patients are predominantly transferred to hospitals in Victoria, there is scope for improving the operational efficiency of the partnership.

Current Experience of Response Times

The letter from Berrigan Shire to Minister Park, and the response received are attached at **Appendix 2**.

With regard to response times, it should be noted that, under normal driving conditions:

- Barooga is within 8 minutes of Cobram; and
- Tocumwal is 14 minutes from Cobram and 16 minutes from Finley

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Tocumwal's distance from either response centre, leaves it outside of currently accepted standards of emergency response.

It is noted the website from which the information for response times, listed in the response letter from The Hon Mr Park MP's office (www.bhi.nsw.gov.au/BHI_reports/healthcare_quarterly) does not specifically consider Tocumwal nor Barooga. It is assumed therefore the information provided is rolled up to the Murrumbidgee Local Health District level, which would actively smooth out the data as most areas would have far better coverage for emergencies than is currently the experience for Tocumwal.

Anecdotal evidence of issues recently experienced is provided at **Appendix 3**. The information has been provided from the Tocumwal Local Health Advisory Committee.

First Responder Experience

As outlined in the report to the then Minister Hazzard (see below) at the time of the report, the reliance on First Responders in Tocumwal was already at a concerning high level. First Responders are expected to act as exactly that, First Responders to emergencies where response times are known to sit outside of acceptable levels, particularly for Code 1 responses (life threatening issues). They are not meant at any time, to replace or even supplement, the expert attentions of qualified paramedics.

It is acknowledged the First Responders in Tocumwal are and have in the past, provided an incredible and reliable service to the Tocumwal community. The question is then however, given the First Responder Group is aging, and there is a national crisis in attracting volunteers, is it a fair outcome for the residents of Tocumwal, that they continue to have to rely on the goodwill of First Responders? It is clear Tocumwal's First Responders are increasingly supplementing emergency response that is failing to adjust in a proactive way to the rapid increase in population Tocumwal is experiencing.

2020 Report to Minister Hazzard

The 2020 Report to Minister Hazzard is included at **Appendix 4**. That report promised a review of the need to provide an ambulance service in Tocumwal would be conducted at least annually. Berrigan Shire Council is unaware of any such review having been undertaken and is therefore asking for that review to commence immediately, particularly considering the information provided in this briefing note.

A response letter to Ms Helen Dalton MP, from Mr Hazzard at the time of the review is included at **Appendix 5** for your information.

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Conclusion

There is land available for an ambulance station in Tocumwal. The process of planning, design, construction and delivery of an ambulance station will generally take at least 8-10 years to come to fruition. We strongly believe it is therefore of urgent importance that the planning and design for the delivery of an ambulance station in Tocumwal commences immediately. If it does not, Tocumwal will far outstrip the ability of either the Victorian or NSW services to adequately attend to the needs of this growing population. Council are very concerned there will soon be an incident where a person will die because an ambulance will simply not be able to respond in time due to the pressures already being placed on this area.

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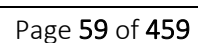
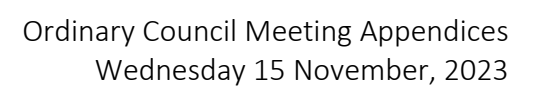
Appendix 1

CONFIDENTIAL – Planning Proposals for the Townships of Tocumwal and Barooga

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Appendix 2

Letter from Berrigan Shire Council and Response from The Hon Mr Park MP

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BAROOGA | BERRIGAN | FINLEY | TOCUMWAL
Heart of the Southern Riverina

Ref: KE:83

27 April 2023

The Honourable Ryan Park MP
Minister for Health and Regional Health
GPO Box 5341
Sydney NSW 2001

Dear The Hon. Ryan Park MP

Tocumwal Ambulance Station – Request for Review

I am writing to request a review of the report into the requirement for an ambulance station to be established in Tocumwal. I have attached the original report for your information.

The report that went to Minister Hazzard in 2020 suggested Tocumwal would need an ambulance station by 2030 according to the statistical data used at the time. The report also indicated that reliance on First Responders was very high at the time of writing. A review of the situation was promised annually to allow for possible population fluctuations.

The Berrigan Shire is currently experiencing growth of approximately 8% year on year. Our community of Tocumwal is the fastest growing of the four communities and has a number of large scale developments being touted for commencement in the coming year. It is quite likely Tocumwal could therefore double in size in the coming 5-10 years.

With this in mind Berrigan Shire Council believe it is time to review the findings of the attached report. We are happy to provide the information we have on growth projections if that will help such review.

Incentivisation of Health Study

Berrigan Shire Council applauds decision to incentivise study in the area of health to match that offered by Victoria. It is concerning for border communities however that both Victoria and NSW are placing caveats on that incentivisation that requires graduates to work only in NSW or Victoria.

As part of a considerable border community, this works against the experience of border communities and all the hard work to recognise them during the pandemic.

Berrigan Shire Council therefore asks that special consideration be given to border communities where those who have studied in one State may work on either side of the border. This consideration

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is especially important for our community where many study in Melbourne prior to returning to our area. Equally, many students from Victoria who live close to Albury, may choose to study in the opposite State. Incentivising with such strict rules disadvantages border communities and we are sure that is not the intent of the program.

Should you require future information regarding either of the above mentioned matters, I would be happy to meet with you, or provide that information if it is of assistance.

Should you require further information on either of the matters discussed above, please contact our CEO, MS Karina Ewer on telephone 0456 802 006 or email karinae@berriganshire.nsw.gov.au or myself on 0409 893 142 or email matthew.hannan@berriganshire.nsw.gov.au.

Yours sincerely

Matthew Hannan
MAYOR



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The Hon Ryan Park MP

Minister for Health
Minister for Regional Health
Minister for the Illawarra and the South Coast



Ref: M23/2098

Councillor Matthew Hannan
Mayor
Berrigan Shire Council
matthew.hannan@berriganshire.nsw.gov.au

Ambulance resources in Tocumwal (your ref: KE:KM)

Dear Mayor 

Thank you for writing about ambulance services for the residents of Tocumwal.

I acknowledge your concerns and appreciate your advocacy on this matter.

NSW Ambulance is committed to the wellbeing of patients and communities across the state. I am advised that NSW Ambulance conducts regular analysis of all locations in NSW to identify areas of growing demand for the prioritisation of resources. This includes using best practice modelling software that maps Triple Zero (000) calls to determine the most suitable location for emergency care, including examining current response areas and modelling potential station locations to meet community needs.

NSW Ambulance uses up to date population projections provided by the Department of Planning, Industry and Environment, and monitors factors such as demographics and population growth when planning for future service provision, as well as proximity to existing services and general ambulance coverage.

NSW Ambulance Service Planning has identified that, based on current demand and projected growth, Tocumwal is not currently the highest priority location for the establishment of additional services, relative to other locations. NSW Ambulance will continue to monitor demand in the area for future decisions about new services.

NSW Ambulance has Clinical Volunteer units across NSW, who form an important part of the service delivery model. These units are made up of either community-based volunteers, emergency service partners (Fire and Rescue NSW, State Emergency Service and the Rural Fire Service) or local health district models. The Tocumwal community is serviced by the Murrumbidgee Zone and the NSW Ambulance Community First Responder unit, who are trained, credentialed and provided with clinical equipment by NSW Ambulance to deliver immediate care in advance of paramedics arriving on scene.

Paramedics are a mobile workforce and usually respond from one patient to the next across NSW, regardless of whether they are located at a hospital, an ambulance station, or another location. Vehicles and their paramedic crew are moved throughout their shift to provide geographical coverage of ambulance resources across NSW. During periods of higher demand, NSW Ambulance can fluidly deploy resources to where they are needed most, helping deliver the best possible out-of-hospital care for the community.

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1



Bureau of Health Information data for the October to December 2022 reporting period shows the median time it took an ambulance to reach the highest priority (life threatening P1A) emergency cases in the statistical area which Tocomwal falls within was 8 minutes, which was within the 10-minute target. More information about NSW Ambulance performance, including response and turnaround times, is available on the Bureau of Health Information website at www.bhi.nsw.gov.au/BHI_reports/healthcare_quarterly.

NSW Ambulance has received funding for more staff and ambulance stations. This investment will mean improved patient outcomes and will provide better services for the community of NSW.

Thank you again for writing. For more information, please contact Clare Beech, Executive Director, Clinical Systems, NSW Ambulance, at clare.beech@health.nsw.gov.au or on 9320 7870.

Yours sincerely


Ryan Park MP
Minister for Health
Minister for Regional Health
Minister for the Illawarra and the South Coast



Appendix 3

Anecdotal Evidence of Failures to Respond in a Timely Manner

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31 May 2023

Anecdotal evidence Ambulance Service, Tocumwal:

Mother's Day weekend Tocumwal

At a recent public event in Tocumwal (May 20, 2023) a registered participant at a local gathering collapsed with a cardiac arrest. 000 was called, at 10.01am, first responders arrived at site at 10:18am. At 10.19am a Mica Ambulance arrived from Finley. CPR had already commenced by a person qualified to do so, who was already on site and eventually, following appropriate emergency input it was determined that the patient was safe to transfer. The patient had to go to 2 public regional hospitals (in Victoria), no beds, and was finally transferred to a tertiary hospital in Melbourne for further treatment. The forty year old patient had two stents inserted and has since been discharged, alive and well.

CONCERNS:

Triple 0 was not able to accept the address details, as it was at a local sporting ground in Morris street, Tocumwal, and there was no street number.

MEDICAL SERVICES AVAILABLE TO THE TOCUMWAL COMMUNITY:

RAO Medical Clinic : 2 Doctors – neither whom admit to the Hospital

1 Doctor - has no admission rights

September / October 2022 – one Doctor who has withdrawn services due to 'alleged' difficulties between VMO and Murrumbidgee health.

He has been working at Tocumwal for approximately 10 years, undertaking shared On Call duties with surrounding towns, however no longer provides a service to the Hospital or the local Aged Care Hostel.

Tocumwal and the community of Tocumwal has a population of approximately 3,500 – 4,000 people. Tocumwal is a popular tourist destination and the population often increases to around 10,000 people during peak holiday periods/weekends, due to the attraction of the Murray River running through the town.

2021 a Petition of over 10,000 signatures was presented to the NSW Parliament by local member, Helen Dalton. This was prior to a meeting with the Ambulance Committee, and Brad Hazzard, previous Minister for Health. Three members of the 'Ambulance for Tocumwal Steering Committee' met with the Honourable Minister for Health, at the time. Covid then struck!

Since the year 2000 there has been a committee trying to secure a ambulance service for Tocumwal. These residents have put in a lot of time and hard work, to no avail. Maybe with a change of government we will secure this desperately needed service.

Plus names of Clubs and individuals who are highly supportive of our quest.


CWA	Local Aged Care Hostel
Lions Club	MPS
Rotary Club	LHAC
Golf Club	The Tocumwal Men's Shed
Football and Netball Club	Local Member – Helen Dalton
Public School	Local Member – Denis Sutton
St Joseph's School	Jenny Hehir – President Tocumwal Golf & Bowls Club
Albury Police	Greg Rowe – Local resident



Appendix 4

2020 Report to Minister Hazzard

Berrigan Shire Council

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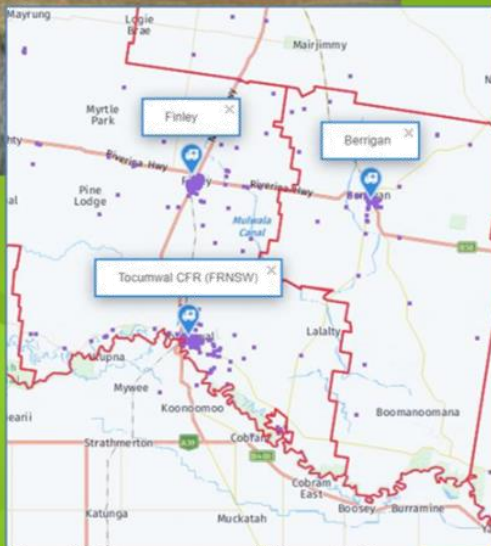
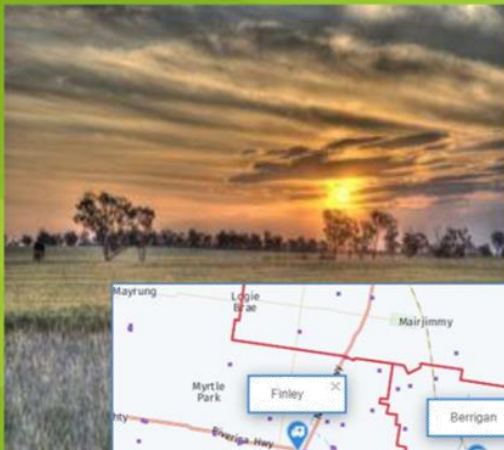
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NSW Ambulance

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Tocumwal – Emergency Response Assessment June 2020





NSW Ambulance Tocumwal Needs Assessment

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Website: <http://www.ambulance.nsw.gov.au>



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Glossary of terms

Term	Meaning in the context of this assessment
Utilisation rate	The number of patient presentations (or incidents) per 1,000 population. Age-Specific utilisation rates are measured to provide utilisation metrics that are sensitive to the age profile of the community. Age groupings used by NSW Ambulance parallel those used by hospital and LHD planners. Age-specific utilisation rates are used to project future demand based on projected population age profile.
Clinical volunteers	Clinical volunteers may be members of other emergency services who are accredited and operate under NSW Ambulance governance and training. They are responded from the community to provide life sustaining measures such as basic life support and first aid. They may also be Volunteer Ambulance Officers responding in New South Wales ambulance vehicles.
Community First Responders	Responders are clinical volunteers of other emergency services who do not transport patients.
Volunteer Ambulance Officers	Volunteer Ambulance Officers are clinical volunteers who respond in ambulance vehicles and may transport patients.
Paramedic	Registered paramedic is a qualified health professional registered by AHPRA.
On-duty and On-call	In regional locations, cover of the 24 hour period is generally achieved by a period of on duty followed by a period of on-call. Generally the on-duty period is 10-11 hours per day. For the on-duty period, the staff and ambulance will be located at the station when not involved in providing a response. For the on-call period the staff each with one ambulance will be located at their own residence from which they will be responded if an incident occurs.
Incident	An incident is recorded every time an ambulance resource (including a clinical volunteer) is responded to one specific location, that is, sent to a patient. A single incident may have multiple patients (such as a motor vehicle accident when two patients are treated by the same ambulance resource) and on occasions a single patient may have more than one incident recorded. Generally a single incident equates to a single patient.
Response	A response is recorded every time an ambulance resource (including a clinical volunteer) is sent to an incident. For periods of on-call cover, a response is recorded for each of the two paramedics who were located at their residences, a ratio of two responses per incident. Where a clinical volunteer is responded, an ambulance will also be responded providing a minimum ratio of two responses per incident. Where a clinical volunteer is responded and an ambulance is responded during a period of on-call cover, a ratio of three responses per incident generally occurs.
Transport	A transport is defined where an ambulance resource is recorded as departing a scene for a destination to a health facility. A transport may be emergency or non-emergency. It may originate from a patient's address or another health or residential facility.
Met demand	Instances where a patient calls for and receives care and is recorded as an incident is classified as met demand.
Unmet demand	In some instances residents choose to provide transport themselves rather than calling an ambulance or alternatively do not seek care. These are instances of unmet demand.
Case Cycle time	Average overall time for 'Case Cycle' for ambulance responses
Workload	The time it takes to undertake an incident and return to the response area. Is calculated as the factor of number of incidents, average case cycle time and time to return from transports that take the paramedic outside of the response area.
Transfer	Each time a patient is taken between health facilities. A transfer is one type of transport. A transfer may be emergency or non-emergency.



Executive Summary

Tocumwal has a Priority 1 (emergency) patient load of approximately 150 patients a year. This is a relatively low level of patient need in comparison with other locations for which patient need measures indicate need for a new station. It has a relatively high (40-45%) rate of non-emergency inter-hospital transfers. Of the workload hours associated with transports, 60% is required for non-emergency transfers.

Analysis of age-specific utilisation rates indicates that there is an average to high level of emergency ambulance utilisation rates at Tocumwal suggesting that there is not a high level of unmet demand.

NSW Ambulance monitors the workload of clinical volunteers at Tocumwal and advice provided by local staff indicates that the workload is sustainable at current levels. This matter will continue to be monitored and it is anticipated that with population growth and ageing, the level of demand on the clinical volunteers will become unsustainable in the future.

NSW Ambulance undertakes rigorous reviews both of the prioritisation process and the data that informs annual prioritisation. When compared with other locations across the state that have a need for a paramedic ambulance service, at this point in time Tocumwal is in the 4th level of priority with 30 other locations identified with higher levels of need.

When the relative need of towns along the Newell Highway are compared, there are several reasons why continuation of the current clinical volunteer model at Tocumwal is appropriate. These include:

- Relatively low level of demand
- Relatively short distance to nearest paramedic station
- Relatively close location to two paramedic stations
- Absence of specific locational factors such as major road intersections that could also be considered a reason to establish a service that had a wider role than the local response area.

Most of the services along the highway were established in substantially different social and infrastructure contexts. All were established with staff who at that time were described as 'ambulance drivers' and pre-date contemporary development of clinical paramedicine.

Based on the factors incorporated in the assessment of need, Tocumwal has a level of demand that is appropriate for a Clinical Volunteer Location given current priorities.



Introduction

This assessment was commissioned by the Minister for Health and Medical Research in response to a meeting held on 26 February 2020 with Mrs Helen Dalton MP, Member for Murray, the Lions Club's 'Ambulance for Tocumwal' Committee, and representatives from NSW Ambulance. The assessment was coordinated by the Service Planning Unit within NSW Ambulance in consultation with Clinical Operations and Data Analytics.

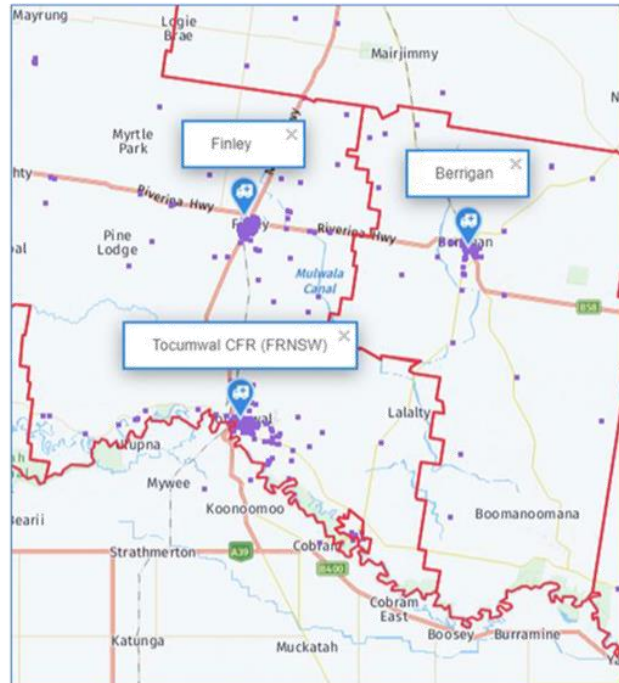
Tocumwal area and its demand

- The area for which Tocumwal clinical volunteers are engaged is part of the response area for which Finley station is primarily responsible – see figure 1 below.
- Tocumwal is approximately 22 km from Finley – see figure 2 below.
- Three locations form a local network in this area, Tocumwal, Finley and Berrigan.
- Tocumwal demand represents approximately 44% of Finley's response area (average for three years to 2018/19)
- There are approximately three incidents per year for P1a patients (life threatening) at Tocumwal. It should be recognised that the number of P1a incidents is very low and any averages calculated on the basis of such small numbers is not necessarily typical or a reliable predictor.
- The median response time for the first responder to arrive for all P1 patients was 15.1 minutes compared with the average for neighbouring stations of approximately 9 minutes.
- P1 demand across greater Finley response area including Tocumwal was 317 patients per annum.
- Tocumwal demand for R3 inter-facility transfers is relatively high by comparison with other regional stations. R3 incidents comprise 31% of demand. R3 incidents comprise 40-45% of total Tocumwal workload associated with incidents.
- Of the workload hours associated with all patients who are transported, approximately 60% is for R3 patients.
- Destinations of transported patients are predominantly local – primarily Tocumwal - 224 (54%) with 42% going to Shepparton in Victoria.



Distribution of demand is illustrated below with incidents for calendar year 2017.

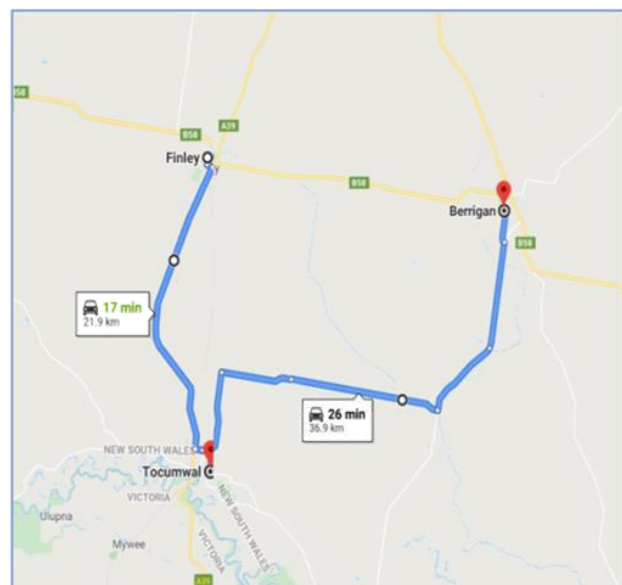
Figure 1: Distribution of demand



Annual supply by the CFR group is approximately 200 incidents per year.

Relative distances and travel times (normal speed) are indicated; 22km from Finley (17 minutes) and 40k from Berrigan (26 minutes) both of which are relatively close compared with NSW Ambulance regional stations. When attending emergency incidents, travel times are less than these times as lights and sirens are utilised.

Figure 2: Distance to nearest paramedic stations





Met demand

Met Demand is best measured by the number of incidents to which ambulances respond. Generally, one incident represents one patient. R3 incidents are transfers of patients between facilities, generally between hospitals. R3 incidents in locations with small low-level Emergency Departments (ED) such as facilities in this network often reflect transfers of those patients initially taken to the local hospital to a higher level hospital. The larger proportion of patients transferred resulted from patients self-presenting to the ED.

Incidents

All priority activity by response area, annual average 3 years to July 2019 (numbers)

Geo Response Area	P1	P2	R3	R4-7	Total incidents
Berrigan	100	120	68	25	314
Finley	157	202	192	82	634
Tocumwal	160	164	154	23	501
Total	417	486	415	131	1449
Daily average (incidents per day)					
Berrigan	0.3	0.3	0.2	0.1	0.9
Finley	0.4	0.6	0.5	0.2	1.7
Tocumwal	0.4	0.4	0.4	0.1	1.4
Total	1.1	1.3	1.1	0.4	4.0

While the relative demand across these stations shows greater level at Tocumwal than Berrigan, NSW Ambulance recognises that ambulance networks are extremely important in locations such as these. Stations co-contribute to meeting demand across their network. Currently two ambulance deployments per hour per day are available within the response network that has a relatively modest total of 1449 incidents. There are three EDs and relatively short travel times between the towns. There is also a historical legacy where demand has changed over time.



Transports Workload

Workload measures include the number of incidents, the Case Cycle time and the time it takes paramedics to return to response area from a distant hospital. Volunteer time is not included.

Figure 3: Transport incidents

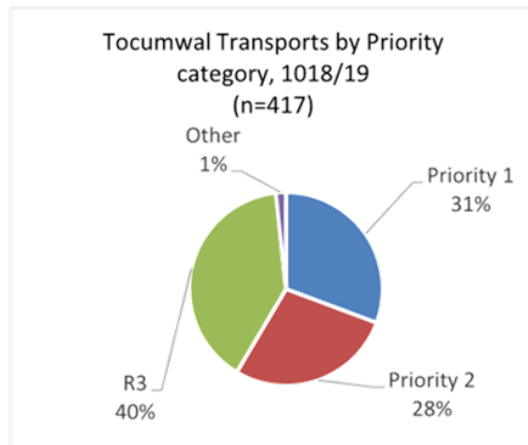
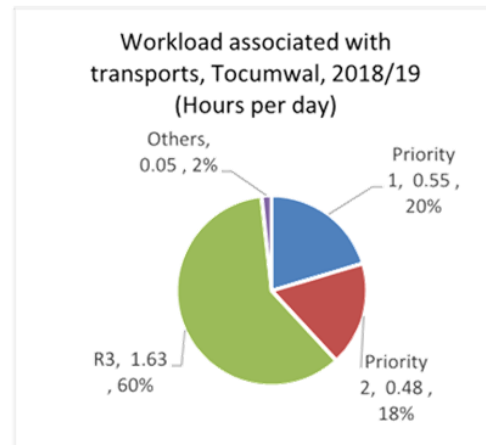


Figure 4: Transport workload



Comment:

- The high proportion of transports from Tocumwal that are R3 (predominantly inter-hospital transfers) is evident from the above:
 - 40% of total transport numbers
 - 60% of transport workload
- R3 activity is undertaken on a negotiated time basis and response times are based on understanding of patients' need. There is no disadvantage for R3 demand from Tocumwal residents associated with the base being located at Finley.

Destination of transports

Destination	Transports	Transports (%)
Local (primarily Tocumwal)	224	54%
Vic (primarily Shepparton)	174	42%
Albury / Wodonga	10	2%
Corowa	9	2%
Total	417	100%

The majority of secondary transports (hospital to hospital) are from Tocumwal to Shepparton which is approximately 60km south.

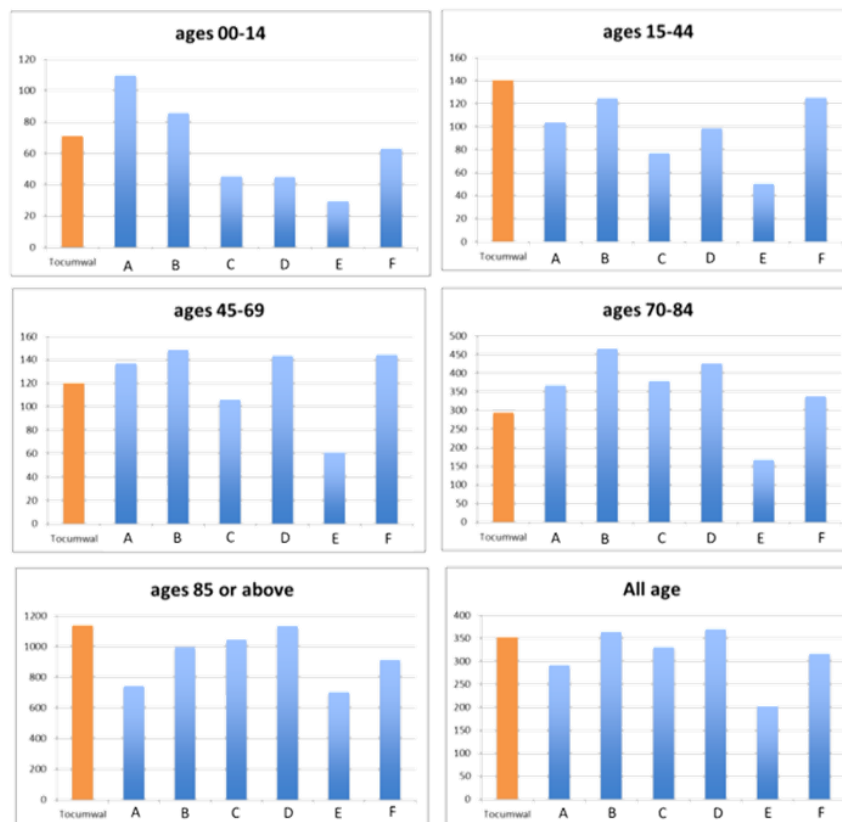


Unmet demand

Some locations that do not have paramedic ambulance stations have low utilisation rates as residents choose to provide transport themselves rather than calling an ambulance or do not seek care. This phenomenon occurs at all locations, if at a particular location it is happening systematically, this analysis provides a measure of unmet demand. When planning for new stations unmet demand is measured by comparing the relative utilisation rates with other locations that have locally based paramedic stations. If the age-specific utilisation rates are low this suggests there is unmet demand. If not, this suggests that there is not a significant level of unmet demand.

To confirm the potential level of unmet demand, comparison was made of Tocomwal age-specific utilisation rates with two local and a number of randomly selected other locations. See comparative utilisation rates below.

Figure 5: Age-specific relative utilisation



Comment:

In most age groups, Tocomwal has the same level or higher level of age-specific utilisation. This suggests there is no significant level of unmet demand at Tocomwal.



Service model at Tocumwal

- Across NSW, whenever clinical volunteers are dispatched an ambulance staffed by paramedics is also dispatched.
- In the instance of Tocumwal, this is predominantly from Finley and to a lesser extent Berrigan.
- The function of the clinical volunteers is to provide urgent lifesaving care where needed until the arrival of an ambulance.
- Paramedics who provide training and mentoring for the clinical volunteers at Tocumwal are based at Finley.
- At Tocumwal, the clinical volunteers also provide retained fire-fighting services with NSW Fire and Rescue.
- On occasions of predictable high ambulance demand, such as the Strawberry Fields festival, an ambulance with paramedic crew is located on stand-by at Tocumwal.
- Advanced council advice is sought on dates, number and length of such events to ensure sufficient resources are available for posting at Tocumwal.
- When ambulances are on stand-by at Tocumwal, this is effectively the same model that operates at Paramedic Response Point stations (PRPs) which form a significant proportion of ambulance stations across Sydney.
- Where PRPs operate in Sydney, the PRP station response areas have many times the demand level of Tocumwal.

Sustainability of the service model at Tocumwal

Factors that impact on the sustainability for the current model at Tocumwal include:

- Both current and projected demand for ambulance services at Tocumwal which is based on service utilisation by both residents and visitors.
- Growth in older age groups has greatest impact on ambulance demand and projecting future demand.
- Workload of clinical volunteers at Tocumwal is high now by comparison with other clinical volunteer locations and is likely to become unsustainable at some point in the future.
- Based on projected growth, within the next 10-20 years it is likely that level of need will be sufficient to prioritise a paramedic-run ambulance station at Tocumwal should additional resources become available.
- NSW Ambulance monitors closely the level of demand on clinical volunteers at Tocumwal and this includes consultation with staff to ensure that the level of fatigue and workload is sustainable.
- NSW Ambulance conducts annual or more frequent review of demand growth and the level of supply provided by Tocumwal volunteers.
- At this point in time the level of demand met by the clinical volunteers at Tocumwal is manageable.



Advantages of the clinical volunteer model

Clinical volunteers are an adjunct to a paramedic service and whenever a clinical volunteer is dispatched, paramedics are also dispatched. The presence or absence of a clinical volunteer model does not impact on the priority or opportunity to establish a paramedic station. It is therefore not appropriate to compare outcomes of a station with paramedics against one with a service staffed by volunteers. The relevant question is: What are the benefits of establishing and maintaining clinical volunteer services?

Clinical volunteers are deployed by NSW Ambulance and an integral component of the NSW Ambulance strategy for responding to patient need in predominantly regional, rural and remote locations. Patient outcomes are known to be better if clinical volunteers support paramedics. Use of clinical volunteers is supported by ambulance jurisdictions across Australia and the world. Clinical volunteers have life-saving skills, medications and equipment and are continuously accredited through mandatory monthly training, annual reassessment and mentoring by local paramedics who value the irreplaceable contribution that these first responders make to saving life and improving their patients' clinical outcomes. Clinical volunteers annually provide care to approximately 2,500 patients across NSW and the number of locations that they operate is continually growing. In the 2018-19 financial year, clinical volunteers undertook more than 3,888 hours of incident response across NSW, delivering time critical, clinical care prior to the arrival of paramedics.

NSW Ambulance is committed to maintaining clinical volunteer programs as a key component of its response capability.

Each time a clinical volunteer is available to provide a service, improved clinical outcomes are expected. The impact of clinical volunteers is most clearly demonstrated with case examples which both come from a clinical volunteer service at a location that is not dissimilar to Tocumwal. Recent examples are highlighted below.

Patient Story 1 (reported to NSW Ambulance Board in February 2020)

NSW Ambulance partnered with Fire + Rescue NSW (FRNSW) to increase the medical capability within this community by training the local FRNSW team as clinical volunteers under the model of Community First Responders (CFR). The CFR unit 'went live' and waited 10 days before being dispatched by NSW Ambulance to their first incident.

NSW Ambulance Control Centre received 000 call to report of a single motorcycle accident in which the pillion passenger (side car) was described as:

"50 year old female, who is unconscious and not breathing,"

Subsequent advice from the scene stating that,

"CPR in progress on side of road, heavy impact into head, patient now had spontaneous effective breaths, and eye movement while unconscious. Caller trained in first aid has log-rolled patient into recovery position and removed helmet already, while CPR in progress, no other patients on scene at this moment"



Rapid Launch Trauma Coordinator responded by sending a NSW Ambulance helicopter, Westpac 1.

FRNSW was requested to respond the CFR unit who arrived on scene eight minutes after they were called.

Clinical volunteers reported that the female patient was no longer in cardiac arrest, remained unconscious, had an unpalpable blood pressure and was only responding to painful stimuli. They also assessed the rider of the motorcycle and noted that while stable, the mechanism of injury necessitated further assessment at hospital. Further assistance arrived seven minutes later with arrival of paramedics.

A helicopter arrived 21 minutes later and transported patients to the major trauma hospital.

In 'layman's' language the x-ray report indicated that the patient's skull was, in effect, separated from their spine – in effect, an internal decapitation.

Following surgery and treatment the patient was discharged to a private hospital for ongoing rehabilitation. Following discharge from rehabilitation, the patient was observed walking in the local community some eight months later.

Commentary by Manager of the clinical volunteer program - reflections and lessons learnt

This was the very first ambulance incident response for the local Community First Responders after completing their induction training.

The incident presented them with challenging circumstances by virtue of a critically injured patient, in a remote location and a chaotic scene that included significant interference by a particular bystander. As they expressed at a later clinical conference, this interference challenged their confidence and contributed to moments of self-doubt. However, they put aside their self-doubt and relied on the training provided to them by NSW Ambulance Paramedic Educators and, most importantly, immobilised the patient's head and neck until transferring care to the aeromedical crew.

The patient was able to return to her family and her community and continue to live at home.

The outcome for this patient would have been very different in the absence of CFR resources.

Patient Story 2

Further examples are summarised in the words of the paramedic who attended a cardiac arrest in a public place following initial dispatch of a clinical volunteer responder which was also a FRNSW unit.

Along with us [paramedic unit] they [CFR unit] were responded to a 76yr old female in cardiac arrest. Bystanders had commenced CPR [Cardio-pulmonary Resuscitation] and were doing a great job. The [CFR] crew responded station and were rolling in the truck within five min and were on scene within seven min. They took over from bystanders and defibrillated administering two shocks with a ROSC [Return of Spontaneous Circulation].

We arrived within 17 mins and the patient was unconscious, breathing (18min) with a strong radial pulse. After cannulation & 12 lead [ECG] we transported to Hospital with the patient regaining



consciousness and asking questions prior to arrival at hospital. She was transferred 2hrs later to the [speciality hospital] with no deficits and a full recollection of events prior to the incident. To say I'm proud of what this crew do on a daily basis is an understatement.

I have thought about this case and the value we often attribute to the CFR program. Those sitting behind the finance desk can quantify the cost in terms of the billable items however it is impossible to quantify how much the crew saved the health system by their quick response, early defibrillation, and definitive care. The prognosis for the patient is to return to her home and continue to live independently with her husband after 1 -2 week stay in hospital. She has no ongoing deficits with exception of some broken ribs and sternum. The community are extremely proud of their CFR's and this is 100% due to the way they conduct themselves on cases and undertake duties without the wider communities' knowledge. The community often ask where their CFR crew are when we are attending cases. A great result all round.

The weekend didn't end there with responses on Sunday to 2 injured horse riders in separate incidents finalised with a search and treatment of 79y/o male that was involved in a quad bike accident and was missing for 4 hours trapped under the machine. Two of these incidents involved helicopter responses. Once again they [CFR unit] did a fantastic job.

Value to community

Service planning demand data had identified that on the basis of prioritisation of need against other communities this location would not be likely to have received funding for a permanent ambulance station until a later date, but existing demand and geographic isolation thresholds indicated that this community did require some form of emergency medical capability enhancement to improve patient outcomes and hence the CFR program was established at this location with support from FRNSW

The costs of maintain clinical volunteer programs include training, clinical equipment, case supervision and mentoring, clinical governance processes and professional development events. The return on investment is reflected in improved clinical outcomes and the benefits that communities express in relation to their service provision. In some instances there are considerable savings to the health system in terms of saved bed days and rehabilitation costs. However, these costs are minute in relation to the value of the lives that are saved and the quality of life that is enabled to both the individuals and the communities that they serve.



Priorities for new paramedic stations and relative position of Tocumwal

- At four other locations across NSW, clinical volunteers provide a greater level of service than Tocumwal.
- There are 30 other locations across NSW where there is higher levels of call volume than Tocumwal. Relevant factors include:
 - 26 locations where there are a greater number of P1 incidents
 - 25 locations at which 50th percentile for P1 cases is greater
 - 16 locations where the distance from nearest station is greater
 - 18 locations where both the 50th percentile and the number of P1 cases is greater
- The relative location of Tocumwal in relation to other locations that have a need for a paramedic station are identified in figures below which comprise:
 - Metric 1: Response time differences achieved by new station, P1 incidents
 - Metric 2: Total number of P1 incidents in new station
 - Metric 3: Distance of incidents from nearest station (under emergency travel times).
- When all factors are factored in with appropriate weightings, Tocumwal is in the lowest priority group (group 4) that is reflected in service and asset planning.

Figure 6 Patient need indicator: Tocumwal compared to other locations: 50th percentile response times

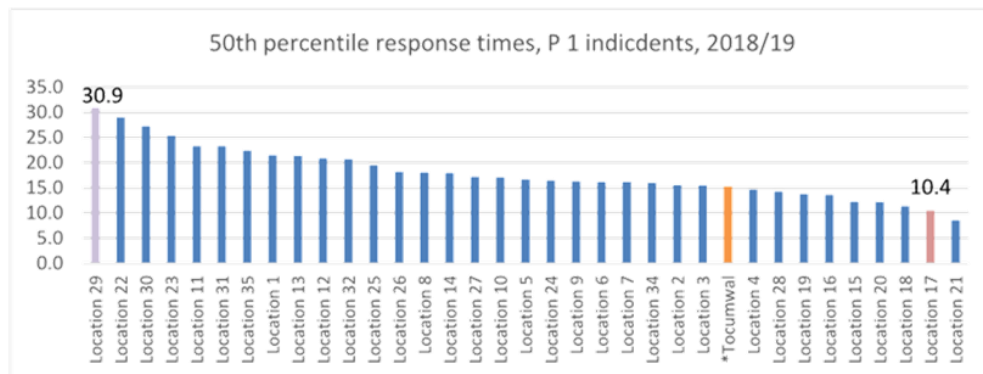


Figure 7 Patient need indicator: Tocumwal compared to other priority locations: Priority 1 incidents

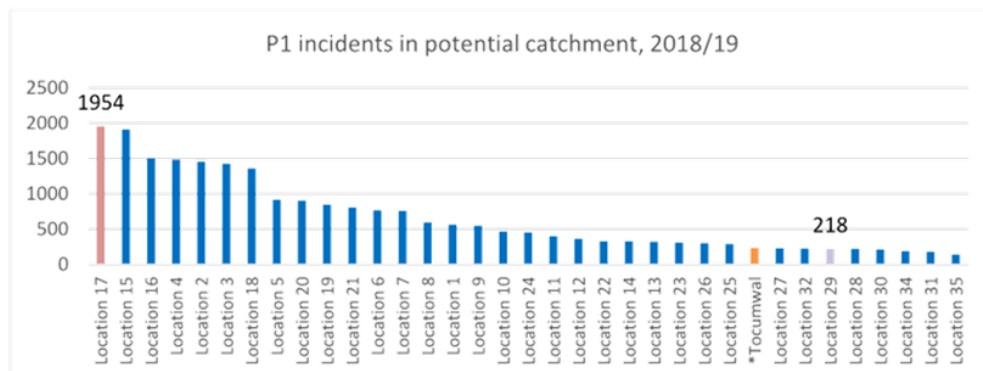
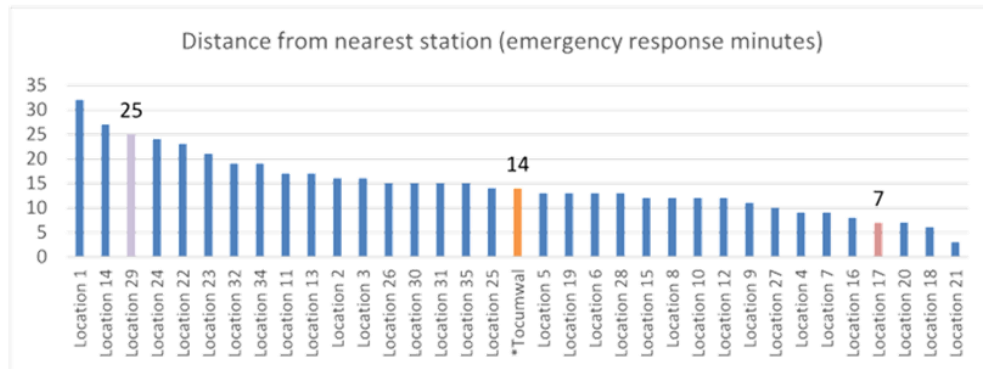




Figure 8: Patient need indicators Tocumwal compared to other priority locations: distance to nearest station

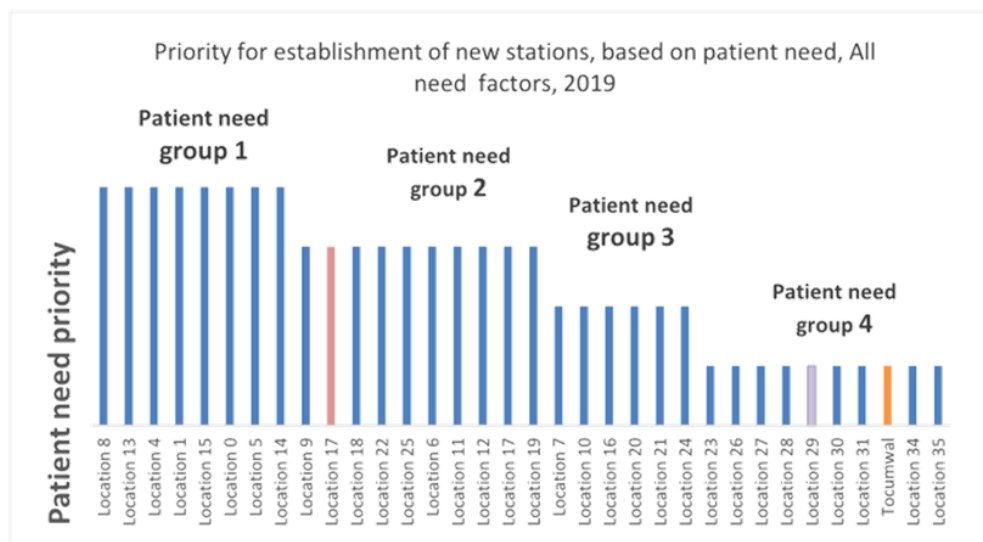


To arrive at an overall priority list based on patient need each of the factors above are considered together. The patient need priority category does not reflect a single measure rather each factor is weighted based on a formula developed with advice of the Clinical Services directorate.

To illustrate the way this operates consider locations 17 and 29.

- Location 17 is at position 1 in metric 1, position 31 in metric 2 and position 32 in metric 3
- It has a very large number of incidents but is relatively close to nearest station with relatively low response times. It is ranked in patient need priority group 2.
- Location 29 is at position 29 in metric 1, position 33 in metric 2 and position 3 in metric 3
- It has relatively few incidents but is relatively distant from nearest station and with poorest response times in the range. It is ranked in patient need priority group 4.

Figure 9 Patient need priority groupings





Attachment: Assessment of priority for new stations

- Need for new stations is calculated on a number of factors primarily;
 - Base wait time for P1 incidents (count only those with a time reduction from new location)
 - Total minutes saved (product of time saved and demand)
 - Weighted % time saved
 - Demand - Paramedic
 - Degree of dispersal.
- These can be simply described as measuring the impact of a new station at each location in providing improvements in response time, the number of emergency incidents and distance of incidents from nearest new or existing station.
- Data from visitors, seasonal population changes as well as residents are included for priority assessment.
- Where evidence of unmet need is available this is included. This is evidenced by a low level of utilisation at a location compared to other locations with similar demographics and with paramedic ambulance stations.
- Where evidence is available of future demand drivers such as new construction of residential facilities utilisation is estimated for demand projections for future years.
- The presence or absence of a clinical volunteer capacity does not influence prioritisation for new stations.
- The prioritisation framework has been developed as an activity of the Senior Leadership Team with major input from Clinical Services Integration Executive Directorate
- Priorities for need are reviewed annually.
- The weighting approach that determines prioritisation is reviewed every three years with advice from Clinical Services Integration.
- Locations with higher priorities for need are reflected in the NSW Ambulance Asset Strategic Plan which has a 10 year time frame and is updated annually.
- Sufficient levels of demand are required for establishment of local paramedic stations. If stations are established where demand is insufficient, paramedics will have insufficient opportunity to maintain a broad range of specialist skills and this challenges clinical quality. If in order for paramedics to retain skills they are absent from the response area providing services for other locations, this defeats the purpose of having a local base and compromises their response times to patients.



Attachment: Assessment of level of need against other towns on Newell Highway

Popular views are sometimes expressed that ambulance stations should be based on locations such as major highways in order to respond to motor accidents.

Location of a town on a particular highway is not a criteria used for assessment of patient need for NSW Ambulance.

The predominant factor that influences demand is the number of people (residents or visitors) in the older age groups.

Of themselves, highways do not generate a significant proportion of demand. Road accidents comprise a relatively small proportion of all emergency ambulance demand. In 2018-19 of 81,000 patients from regional locations who required transport in the Priority 1 category 4.7% (3,800) were probable or certain motor vehicle related. The variance on this result ranged from 3.7% (mid North Coast) to 6.1% (Central West). The rate for Murrumbidgee was 4.1%

In the case of major trauma for patients in regional locations the resources that are utilised are often beyond those available locally. Extensive use is made of aeromedical that is based in 3 central regional locations and in Sydney. Volunteer services also comprise a significant component of emergency response in dealing with road accidents.

An assessment has been conducted as to the relative need of Tocumwal for an ambulance station against other towns of its size or greater along the Newell Highway between Shepparton and Moree.

Key considerations include:

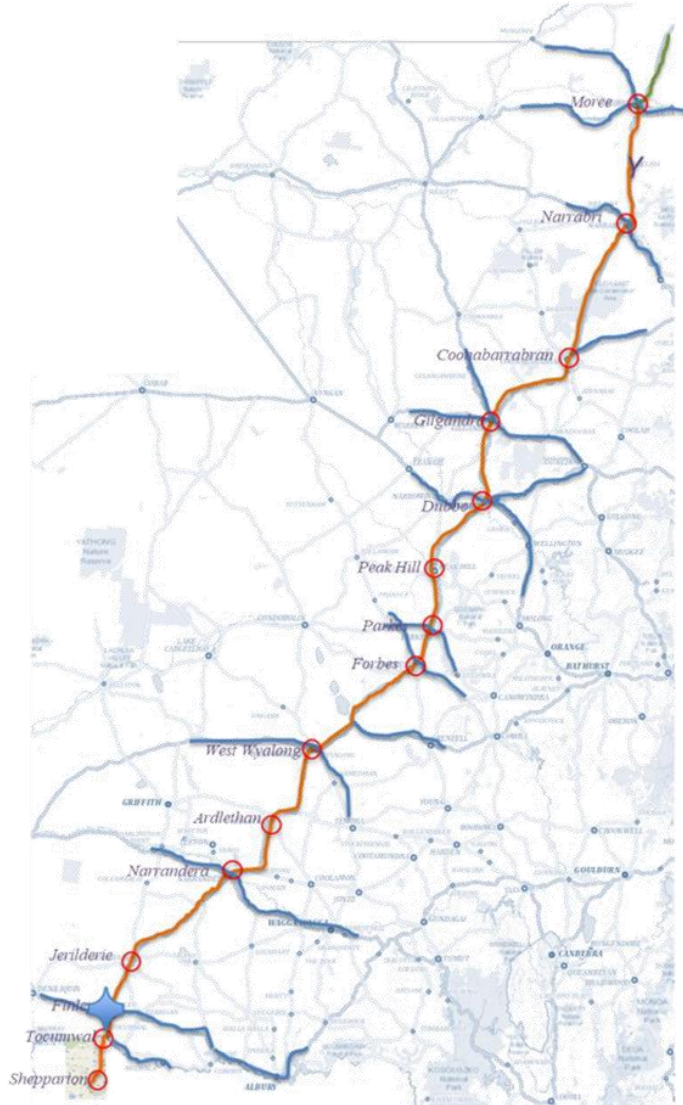
- distance from towns with paramedic bases
- population of towns
- current demand - number of high priority incidents in each town

Additional considerations have also been assessed:

- presence or absence of major highway intersections
- date of establishment of stations.

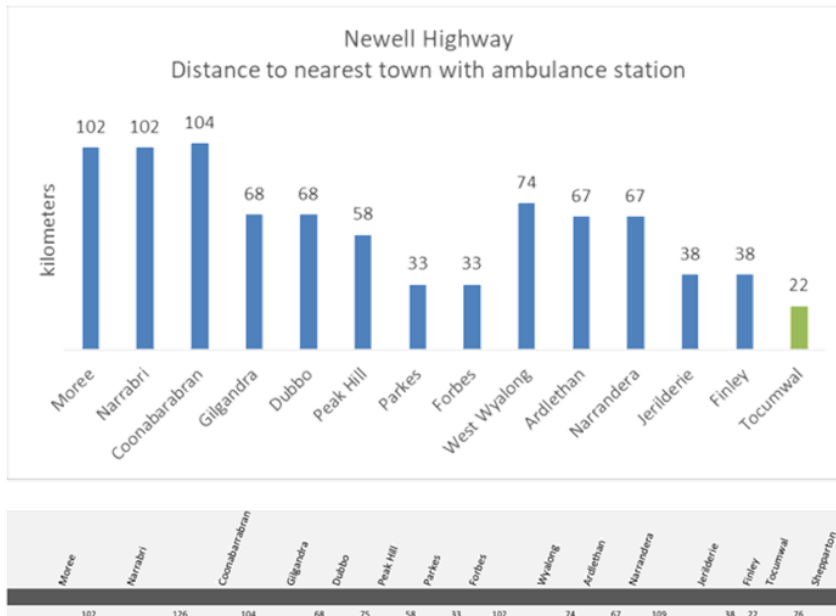


Towns along the Newell Highway



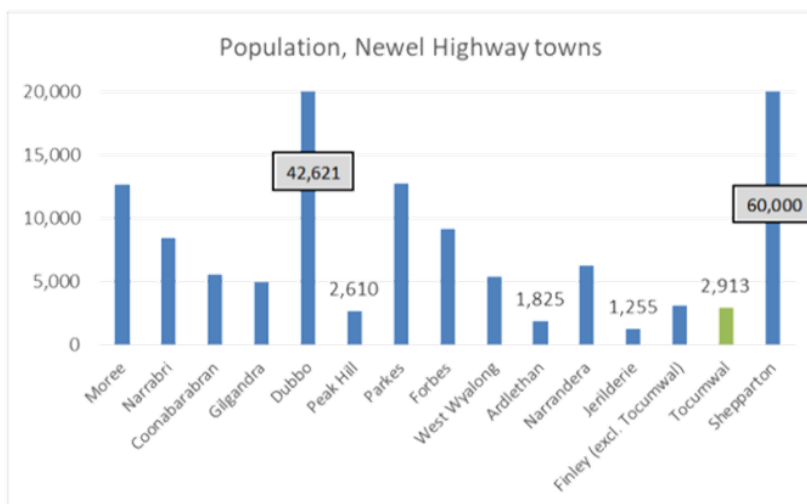


Distance from towns with paramedic bases



When compared with 14 NSW towns on the Newell, Tocumwal has the shortest distance (22 km) to a neighbouring town with a paramedic station base.

Population of towns



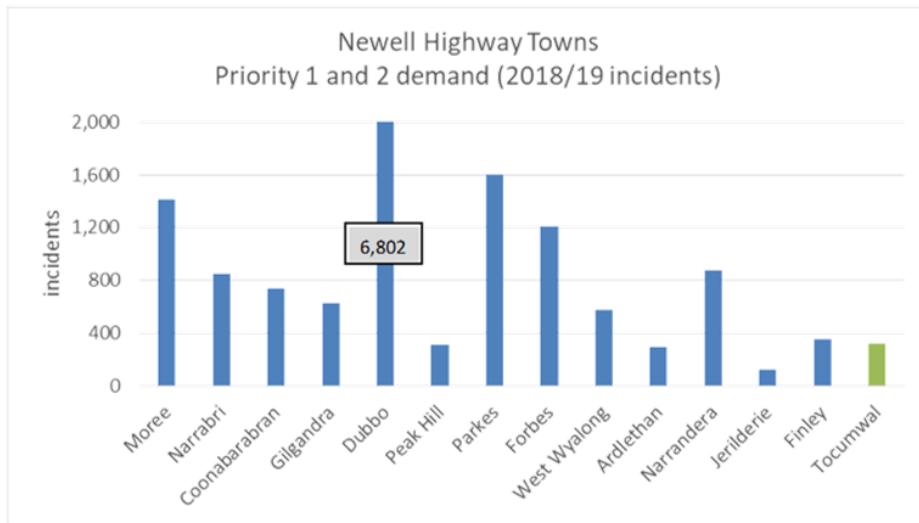
When compared with 14 NSW towns on the Newell, Tocumwal has 4th lowest population and is in the lowest population group (less than 5,000 residents). Although a consideration from local communities, total population is not itself the greatest indicator of need for two reasons:

- The age breakdown of the population has high impact
- In some locations regional visitor numbers impact on demand.

For these reasons current demand is a more significant driver.



Number of high priority emergency incidents in each town



When compared with 14 NSW towns on the Newell, Tocumwal has 3rd lowest P1 and P2 demand and is in the group with the lowest level of demand (less than 500 emergency incidents per year).

The towns which have the lowest level of demand, including Tocumwal, would provide a challenge for paramedics to retain their clinical skills due to each paramedic only having primary responsibility for the care of between 0.5 and 1.4 patients per week.



Other factors for consideration for station location – major intersections

In some instances location of a paramedic base can be influenced by its location on major cross-roads. This can be relevant where that location provides a good opportunity to access other response areas at instances of high demand.

On the figure below, towns on major intersections between Newell with other highways are identified. Eight of 14 towns meet this consideration. Finley is one of the eight but Tocumwal is not. The other locations that do have paramedic stations that do not meet this consideration are Peak Hill, Parkes and Forbes. Parkes and Forbes have more than 4 times the level of demand of Tocumwal. While Peak Hill demand is not substantially different from that of Tocumwal. The distance from Peak Hill to nearest paramedic station (58K) is almost three times that of Tocumwal, which has two paramedic stations within the same distance.





Other factors – date of establishment of stations on the Newell

Over the 125 years of establishment of ambulance services in NSW other than closures for the purpose of relocation or changes in function, very few stations are disestablished when the factors change that were relevant considerations at the time of their establishment. Some of these are located in towns that formerly had higher populations and industry that was associated with high levels of injury and attracted substantial short term population.

This provides a legacy issue of a number of stations with very low demand that would not meet contemporary criteria for establishment of a service. The date of establishment of services in some instances provides insight as to the relevant local factors that were consideration for service establishment at previous times.

The date of establishment of Newell highway stations is set out below.

Station	Date
Moree	1915
Narrabri	1935
Coonabarabran	1937
Gilgandra	1925
Dubbo	1929
Peak Hill	1940
Parkes	1938
Forbes	1938*
West Wyalong	1955*
Ardlethan	1919
Narrandera	1943
Jerilderie	1953*
Finley	1954*

*Approximate – exact date not known

Conclusion

The dates of establishment of other services along the Newell Highway significantly pre-date the turn of the current century and most were developed in a different social and infrastructure context. All were established as “ambulance drivers” and predate contemporary the development of clinical paramedicine.

Having considered relevant factors when patient need for a service at Tocumwal is weighed against other towns on the Newell Highway, there are several sound reasons why continuation of the current clinical volunteer model at Tocumwal is appropriate. These include:

- Relatively low level of demand
- Relatively short distance to nearest paramedic station
- Relatively close location to two paramedic stations
- Absence of specific locational factors such as major road intersections that could also be consideration as a reason to establish a service that had a wider role than the local response area.




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Appendix 5

Letter to Ms Helen Dalton MP, Member for Murray

Berrigan Shire Council

 56 Chanter Street, Berrigan NSW 2172

 (03) 5888 5100  www.berriganshire.nsw.gov.au



The Hon. Brad Hazzard MP
Minister for Health and Medical Research

Ms Helen Dalton MP
Member for Murray
Email: murray@parliament.nsw.gov.au

Your ref DEN067-200609-BH
Our ref M20/8707

Dear Ms Dalton

Thank you for your letter about the assessment by NSW Ambulance of the emergency response needs of Tocumwal, which was discussed at our meeting on 26 February 2020.

I acknowledge the reasons that prompted you to write and appreciate your continued support of the Tocumwal Lions Club Ambulance for Tocumwal Steering Committee.

In response to our meeting, NSW Ambulance undertook an extensive review of the data underpinning the original assessment, regarding the ambulance needs of Tocumwal. This included the impact of traffic flows on the Newell Highway, and the response performance from the nearby Ambulance stations at Finley and Berrigan.

In addition, Mr Brian Jackson, Executive Director Finance and Corporate Services, NSW Ambulance, visited Tocumwal on the weekend of 7 – 8 March 2020, to better understand the local area, its areas of population growth, and the reasons local residents access medical services, including accessing health service in the nearby Victorian border town of Cobram.

Dr Dominic Morgan, Chief Executive, NSW Ambulance, has advised that the assessment identified that at present, the demand levels in Tocumwal would not result in the area being further prioritised relative to areas of greater ambulance demand, given the close support provided by Finley and Berrigan stations and the presence of a NSW Ambulance Clinical Volunteer service being located within the town.

I have enclosed a copy of the assessment recently completed by NSW Ambulance for your information. It includes extensive information on the existing and expected future demand levels for ambulance services at Tocumwal.

I am further advised that NSW Ambulance conducts annual or more frequent reviews of demand growth, including the level of supply provided by volunteers. NSW Ambulance has robust planning systems to monitor population growth and service demand, to ensure the needs of the community are met and inform future resource allocation decisions.

Thank you again for writing. If you would like more information, please contact Mr Brian Jackson, Executive Director, Finance and Corporate Services, NSW Ambulance, at brian.jackson@health.nsw.gov.au or on 9320 7610.

Yours sincerely

The Hon. Brad Hazzard MP
Minister for Health and Medical Research

31 JUL 2020

GPO Box 5341 Sydney NSW 2001 ■ P: (02) 8574 6000 ■ F: (02) 9339 5506 ■ W: nsw.gov.au/ministerhazzard



Model Code of Conduct Complaints Statistics 2022-23 Berrigan Shire Council

Number of Complaints

The total number of complaints **received** in the reporting period about councillors and the General Manager (GM) under the code of conduct from the following sources:

i	Community	0
ii	Other Councillors	0
iii	General Manager	0
iv	Other Council Staff	0

The total number of complaints **finalised** about councillors and the GM under the code of conduct in the following periods:

i	3 Months	0
ii	6 Months	0
iii	9 Months	0
iv	12 Months	0
v	Over 12 months	0

Overview of Complaints and Cost

a	The number of complaints finalised at the outset by alternative means by the GM or Mayor	0
b	The number of complaints referred to the Office of Local Government (OLG) under a special complaints management arrangement	0
c	The number of code of conduct complaints referred to a conduct reviewer	0
d	The number of code of conduct complaints finalised at preliminary assessment by conduct reviewer	0
e	The number of code of conduct complaints referred back to GM or Mayor for resolution after preliminary assessment by conduct reviewer	0
f	The number of finalised code of conduct complaints investigated by a conduct reviewer	0
g	Cost of dealing with code of conduct complaints via preliminary assesment	0
h	Progressed to full investigation by a conduct reviewer	0
i	The number of finalised complaints investigated where there was found to be no breach	0
j	The number of finalised complaints investigated where there was found to be a breach	0
k	The number of complaints referred by the GM or Mayor to another agency or body such as the ICAC, the NSW Ombudsman, OLG or the Police	
i	ICAC	0



ii	NSW Ombudsman	0
iii	OLG	0
iv	Police	0
v	Other Agency (please specify)	0
	N/A	
l	The number of complaints being investigated that are not yet finalised	0
m	The total cost of dealing with code of conduct complaints within the period made about councillors and the GM including staff costs	0



Preliminary Assessment Statistics

The number of complaints determined by the conduct reviewer at the preliminary assessment stage by each of the following actions:

a	To take no action (clause 6.13(a) of the 2020 Procedures)	0
b	To resolve the complaint by alternative and appropriate strategies (clause 6.13(b) of the 2020 Procedures)	0
c	To refer the matter back to the GM or the Mayor, for resolution by alternative and appropriate strategies (clause 6.13(c) of the 2020 Procedures)	0
d	To refer the matter to another agency or body such as the ICAC, the NSW Ombudsman, OLG or the Police (clause 6.13(d) of the 2020 Procedures)	0
e	To investigate the matter (clause 6.13(e) of the 2020 Procedures)	0
f	Other action (please specify)	0

N/A

Investigation Statistics

The number of investigated complaints resulting in a determination that there was **no breach**, in which the following recommendations were made:

a	That the council revise its policies or procedures	0
b	That a person or persons undertake training or other education (clause 7.40 of the 2020 Procedures)	0

The number of investigated complaints resulting in a determination that there **was a breach** in which the following recommendations were made:

a	That the council revise any of its policies or procedures (clause 7.39 of the 2020 Procedures)	0
b	In the case of a breach by the GM, that action be taken under the GM's contract for the breach (clause 7.37(a) of the 2020 Procedures)	0
c	In the case of a breach by a councillor, that the councillor be formally censured for the breach under section 440G of the Local Government Act 1993 (clause 7.37(b) of the 2020 Procedures)	0
d	In the case of a breach by a councillor, that the councillor be formally censured for the breach under section 440G of the Local Government Act 1993 and that the matter be referred to OLG for further action (clause 7.37(c) of the 2020 Procedures)	0
	Matter referred or resolved after commencement of an investigation (clause 7.20 of the 2020 Procedures)	0



Categories of misconduct

8 The number of investigated complaints resulting in a determination that there was a breach with respect to each of the following categories of conduct:

a	General conduct (Part 3)	0
b	Non-pecuniary conflict of interest (Part 5)	0
c	Personal benefit (Part 6)	0
d	Relationship between council officials (Part 7)	0
e	Access to information and resources (Part 8)	0

Outcome of determinations

9 The number of investigated complaints resulting in a determination that there was a breach in which the council:

a	Adopted the independent conduct reviewers recommendation	0
b	Failed to adopt the independent conduct reviewers recommendation	0

10 The number of investigated complaints resulting in a determination where:

a	The external conduct reviewers decision was overturned by OLG	0
b	Council's response to the external conduct reviewers recommendation was overturned by OLG	0

11 Date Code of Conduct data was presented to council

15-Nov-23



information
and privacy
commission
new south wales

Local Government Sector – Follow-up GIPA Compliance Report

Disclosure of Open Access Information (returns disclosing the
interests of councillors and designated persons)

June 2023





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Abbreviations

The following table lists the commonly used abbreviations within this report.

Acronyms or abbreviation	Explanation
GIIC Act	<i>Government Information (Information Commissioner) Act 2009</i>
GIPA Act	<i>Government Information (Public Access) Act 2009</i>
GIPA Regulation	<i>Government Information (Public Access) Regulation 2018</i>
Guideline 1	<i>Information Commissioner's Guideline 1: For local councils on the disclosure of information contained in the returns disclosing the interests of councillors and designated persons developed under the Government Information (Public Access) Act 2009 (NSW)</i>
IPC	Information and Privacy Commission NSW
LG Act	<i>Local Government Act 1993</i>
LG Regulation	<i>Local Government (General) Regulation 2021</i>
Model Code of Conduct	Model Code of Conduct for the Local Government Sector
NCAT	NSW Civil and Administrative Tribunal
OLG	Office of Local Government
PPIP Act	<i>Privacy and Personal Information Protection Act 1998</i>



1. Executive Summary

One of the greatest risks of corruption in the Local Council Sector is presented by conflicts of interest between the private interests of decision-makers and the public interests those decision-makers are entrusted to serve. These risks manifest in many if not all of the functions undertaken by local councillors and key personnel. Planning and development, the awarding of contracts, dedicated public places and zonings, disputes and service provision all form part of the day-to-day business of councils that impact members of the public living under the exercise of power by councillors and key personnel.

This power and the omnipresent risk to the proper exercise of power is tempered by mandated public reporting under the *Government Information (Public Access) Act 2009* (GIPA Act) and the *Model Code of Conduct for Local Councils in NSW* (the Model Code of Conduct) prescribed under the *Local Government Act 1993* (LG Act) and the *Local Government (General) Regulation 2021* (LG Regulation).

In July 2021, the Information and Privacy Commission (IPC), on behalf of the Information Commissioner, completed an audit in accordance with section 21 of the *Government Information (Information Commissioner) Act 2009* (GIIC Act), which examined the local government sector's compliance with the open access requirement under the GIPA Act to publish returns disclosing the interests of councillors and designated persons (the 2021 compliance audit).

The results demonstrated significant compliance failures. The findings and recommendations of the 2021 compliance audit were published in a report titled 'Local Government Sector – GIPA Compliance Report', which is available on the [IPC's website](#). The Information Commissioner made a range of recommendations to assist councils to achieve compliance in the audit report.

Accordingly, the Information Commissioner committed to undertaking a further audit within 12 months of the publication of that report. Councils have been on notice of this audit since July 2021.

Improvements by the vast majority of councils

The results of this audit demonstrate that the vast majority of councils elevated their compliance with these mandatory reporting requirements. The response by these councils in applying IPC guidance following the previous audit and their demonstrated commitment to improvements testifies to their 'in practice' and 'in spirit' compliance posture which is overwhelmingly positive. These significant improvements are demonstrated in the increase in compliance with:

- public availability of returns of interests by councillors and designated persons - a significant increase from 61% to 88% (46) fully compliant (+27%)
- the ease of accessibility of their returns of interests - significant improvements from 52% (27) to 88% (46) (+36%)
- making returns of interests fully accessible without conditions – again a significant increase from 65% to 88% (46) (+23%).

Disregard for compliance and a failure to uphold the public's right to know

A significant number of councils, 12% (6), demonstrated their wilful disregard of their duties and the public's right to know. These councils failed to take action to rectify their non-compliance notwithstanding the guidance provided by the IPC and the Office of Local Government (OLG), legislative requirements and the additional training and promotional materials provided. It may be that this non-compliant conduct was inspired by the approach adopted in respect of publication of the 2021 compliance report. That report did not identify the relevant councils but rather categorised councils according to geographical regions.

Disturbingly, with respect to the six (6) councils that were found to have remained non-compliant, it is noted that a significant proportion of these councils simply did not publish the returns of interests on their websites. Rather they advised citizens to make an application or to attend and inspect.



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In the case of one council, the disclosures of interest could not be located by officers undertaking this audit.

Additionally, contrary to the requirements of [Information Commissioner Guideline 1](#), Councils relied on a global determination that the disclosures would give rise to an overriding public interest against disclosure without any evidence of individual circumstances or identifying what the overriding consideration was and how it displaced the open access requirements under the public interest test. Concerningly, a number of these councils published policies stating that they complied with the GIPA Act.

These Councils have self-identified non-compliance by statements and or omissions on their website. They are

- Hilltops
- Bayside
- Fairfield
- Hornsby
- Liverpool
- Strathfield

Disappointingly, one of the councils sampled had taken the additional step of purportedly making a determination stating that it will not publish the returns of interests on its website together with the publication of a notice on its website stating that intention.

That council has therefore identified itself as Bayside Council and the relevant link to this information is found on their website: www.bayside.nsw.gov.au/your-council/accessing-council-information. This link is only accessible by working through several other pages on the Council's website and a further click through step to understand Council's reasoning is required from this link. Ultimately, the Council purports to make a determination pursuant to section 6 of the GIPA Act. Relevantly, there is no such decision-making power vested on any agency under section 6 of the GIPA Act. Rather the provision provides inter alia options regarding provision of access to mandated open access information.

Regrettably, the returns of interest of 19% (10) of councils were either not up to date or had not been published at all. This finding is significant as currency of returns of interest is required to combat the risk of corruption. Outdated returns do not serve the objective of the disclosure requirements.

Similarly, 6% (3) of councils were previously assessed as compliant or partially compliant with the requirement to apply the public interest test to redacted information were found to have regressed from their 2021 baseline. The remaining 14% (7) of councils that were previously assessed as non-compliant or had not made their returns publicly available and were found to have either remained non-compliant or continued to not make their returns publicly available.

70% (32) of councils that had published returns on their websites, failed to comply with the requirement to maintain a record of mandatory open access (returns of interests) information it did not make publicly available.

Given the improvements in the governance structures for councils under the LG Act and the mandating of audit, risk, and improvement committees from 4 June 2022, it is expected that these independent oversight arrangements would enhance monitoring of these compliance requirements.

Improvements are also required in respect of accessibility of returns of interests. The lack of accessibility to information contained in the returns is further compounded by the fact that a significant number of the returns were saved in a non-searchable format.



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Although returns of interests may be published on a council's website, if they are published in such a way that it would be unlikely that a general member of the public would be able to locate the returns or a particular return, the open access requirement to make returns of interests publicly available would, in essence, be subverted.

Additionally, the imposition of conditions on access such as a request of attendance at the council offices or requirement to make an informal request also undermines the rights of open access enshrined under the GIPA Act.

Reform required

Current regulatory tools and mechanisms available under the GLIC Act do not appear to be sufficient in addressing instances of systemic non-compliance with the mandatory open access requirements as set out in the GIPA Act and GIPA Regulation. Ongoing non-compliance with open access requirements by select councils continues to be the subject of complaints to the IPC, and this has resulted in the need for a consistent application of regulatory engagement and significant resources by the IPC. Further regulatory reform would therefore be welcome to assist the Information Commissioner in directing, referring and/or enforcing compliance across the local government sector.

2. Background and purpose of the audit

The Model Code of Conduct sets out the minimum standards of conduct for council officials and is applicable to councillors, staff members and delegates of councils. Part 4 of the Model Code of Conduct requires councillors and designated persons to complete and lodge a return disclosing their pecuniary interests (returns of interest) with the general manager each year. The *Government Information (Public Access) Regulation 2018* (GIPA Regulation) states that information contained in these returns is prescribed as open access information, which must be published by councils under the GIPA Act.

It is important to note that the proactive disclosure of open access information, such as the returns of interests of councillors and designated persons, advances the objects of the GIPA Act, particularly with respect to the maintenance and advancement of a system of responsible and representative democratic Government that is open, accountable, fair, and effective.

In September 2019, the Information Commissioner released the revised Information Commissioner's *Guideline 1: For Local Councils on the return of information contained in the returns disclosing the interests of councillors and designated persons developed under the Government Information (Public Access) Act 2009 (NSW)* (Guideline 1) to provide the local government sector with additional guidance in relation to the requirements under the GIPA Act pertaining to returns of interests.

The 2021 compliance audit concluded that there were inadequate levels of compliance across the local government sector with respect to the requirement to publish the returns of interests of councillors, designated persons and delegates. The key findings in the 2021 compliance report that are of relevance to this follow-up audit are:

- 61% (32) of councils were fully compliant with the requirement to publish the returns of interests of councillors, designated persons and delegates.
- 10% (5) of councils were partially compliant with the requirements to publish the returns of interests of councillors, designated persons and delegates.
- 29% (15) of councils failed to comply with the requirement to publish the returns of interests of councillors, designated persons and delegates.
- Of the councils that were partially/fully compliant with the requirement to publish returns of interests, 97% (36 of 37) demonstrated that there was no general/automatic application of the public interest test to information contained in the returns.



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- 5% (2) of councils were fully compliant with the requirement to include a record of redacted information on the council's website in accordance with section 6(5) of the GIPA Act. 90% (47) of councils failed to comply with this requirement.

In light of the low levels of compliance identified in the 2021 compliance audit, the IPC made a number of recommendations to assist the local government sector with its open access obligations as they relate to returns of interests.

The IPC also committed to monitoring compliance by the sector and to commence a further snapshot after a period of 12 months from the publication of that report.

Accordingly, the purpose of this audit is to follow-up on the findings and recommendations that were made in the 2021 compliance audit, and to assess the levels of improvement (if any) with respect to each criterion.

2.1 Assessment criteria

Following the completion of the 2021 compliance audit, the IPC made eight recommendations to assist the local government sector to achieve and elevate its compliance with requirements for the publication of returns of interests of councillors and designated persons. Of these eight recommendations, four are relevant for the purposes of this follow-up audit and have been set out in Table 1 below.

Recommendations of relevance arising from the 2021 compliance audit	
Recommendation 1	Councils should ensure that the disclosure of interest by councillors and designated persons are complete and publicly available.
Recommendation 2	Councils would benefit from promoting consistency and accessibility in relation to returns of interest by establishing a single readily identifiable open access pathway. This should include meaningful labelling of returns by year, type and relevant links. The returns should be easily and prominently located on a Council's website and able to be located from a single search from the main page.
Recommendation 3	Councils should ensure that the disclosures are updated as required consistent with clause 4.21 of the Model Code of Conduct for Local Councils in NSW – 2020.
Recommendation 6	Councils should maintain a central record of all open access information that has been withheld due to an overriding public interest against disclosure and embed policies and procedures to ensure compliance with section 6(5) of the GIPA Act.

Table 1: Recommendations made in the 2021 compliance audit of relevance to this follow-up audit

In considering whether the recommendations made in the 2021 compliance audit have been adopted by the local government sector more generally, the IPC assessed each council's compliance with the open access requirements of the GIPA Act against the criteria set out below in Table 2.



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Assessment criteria
1. Requirement to publish the returns of the interests of councillors, designated persons and delegates
2. Accessibility, availability, completeness and currency of the returns
3. Application of the public interests test to any withheld information
4. Existence of section 6(5) records
5. Extent to which there is evidence of adoption and/or action in response to recommendations, resulting in improvement in compliance levels

Table 2: Assessment criteria

3. Methodology and sample selection

In order to measure any rates of improvement to the baseline assessment of compliance established by the 2021 compliance audit, this follow-up audit examined the same 52 councils that were previously included in the 2021 compliance audit. For similar reasons, a desktop audit was determined to be most appropriate, as it allowed for a direct point-in-time comparison of the relevant data against each criterion.

The 52 councils that were previously assessed in the 2021 compliance audit were formally notified of their inclusion in this follow-up audit on 16 January 2023. Collation and analysis of the data for the desktop audit was undertaken between mid-February 2023 and early March 2023.

In conducting the audit, a representative of the IPC accessed each council's website to identify and assess whether the returns of interests have been published by the council and the ease in which the returns could be located. As part of the assessment, a random sample of the returns for councillors and designated persons was obtained. The sample comprised a minimum of 30% of the returns available and at least six returns from each category of individuals (i.e. councillors and designated persons). These returns were examined to determine whether the forms used by the relevant councils contained the required information as set out in Schedule 2 of the Model Code of Conduct for Local Councils in NSW (2020). The returns were then examined for completeness and currency. Additionally, each council's website was examined to ascertain the existence of a record of the open access information that have not been made publicly available due to an overriding public interest against disclosure in accordance with section 6(5) of the GIPA Act.

3.1 Audit limitations

The scope of this audit is limited to a desktop review of the information available on the selected councils' websites during February 2023.

The methodology of a desktop audit should be recognised as constrained by factors including:

- independent remote assessment
- non-inquisitorial
- focused on identified compliance risks.

This follow-up audit only focused on Recommendations 1-3 and 6, and did not assess recommendations made in the 2021 compliance audit with respect to councils' systems, policies and practices concerning:

- the application of the public interest test with respect to information contained in the returns of interests (Recommendation 5)



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- the completion, collection, and publication of the returns of interests (Recommendation 7)
- any guidance provided by councils to assist its staff in carrying out obligations with respect to the returns of interests (Recommendation 8).

In assessing the completeness of the returns of interests, it is also necessary to recognise that this measure is constrained by the accuracy of the information recorded in the returns. That is, the question of whether the returns of interests are complete cannot be meaningfully ascertained without also considering whether the accuracy of the information can be verified. Given the IPC is not in a position to verify each individual's circumstances, the analysis with respect to the measure of completeness is necessarily confined to a more fundamental examination of whether individuals have completed all parts of the returns of interest form. The audit does not examine whether the information provided in the forms are in fact accurate.

3.2 Conduct of analysis

The findings of this follow-up audit are presented in the following two parts:

- assessment against select criteria (as set out in Table 2)
- general comments, findings, and recommendations to assist councils in complying with legislated requirements.

Consistent with the 2021 compliance audit, the IPC recorded and retained data in relation to the assessment of each selected council, and for the purposes of this report, it is unnecessary to identify or provide a breakdown of each council with respect to the findings and recommendations of this follow-up audit.

4. Observations and findings

4.1 Whether the return of interests by councillors and designated persons are complete and publicly available

The 2021 compliance audit report recommended that councils ensure that the returns of interests by councillors and designated persons are complete and made publicly available.

Criterion		Summary of results
1	Requirement to publish the returns of the interests of councillors, designated persons and delegates	There has been a demonstrated improvement in the levels of compliance with the requirement to publish returns.
1(a)	Returns of interests by councillors and designated persons publicly available	88% (46) fully compliant (+27%) 12% (6) did not comply

Comments, findings, and recommendations

In assessing this criterion, each council's website was examined to determine whether the returns of interests have been published and made publicly available.

Findings in the previous audit

The 2021 compliance audit report found that of the 52 councils, only 61% (32) of councils were fully compliant with the requirement to publish the returns of interests of councillors, designated persons and delegates. Of the remaining 39% (20) of councils, 29% (15) did not comply at all with this requirement.



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Comments, findings, and recommendations

Given the low levels of compliance with the requirement to publish pecuniary returns, the IPC recommended in the 2021 compliance audit report that councils should ensure that the returns of interests by councillors and designated persons are complete and publicly available.

Findings in this follow-up audit

This follow-up audit observed a significant improvement in the levels of compliance by councils with respect to the requirement to publish returns of interests. This is illustrated in Figure 1 below.

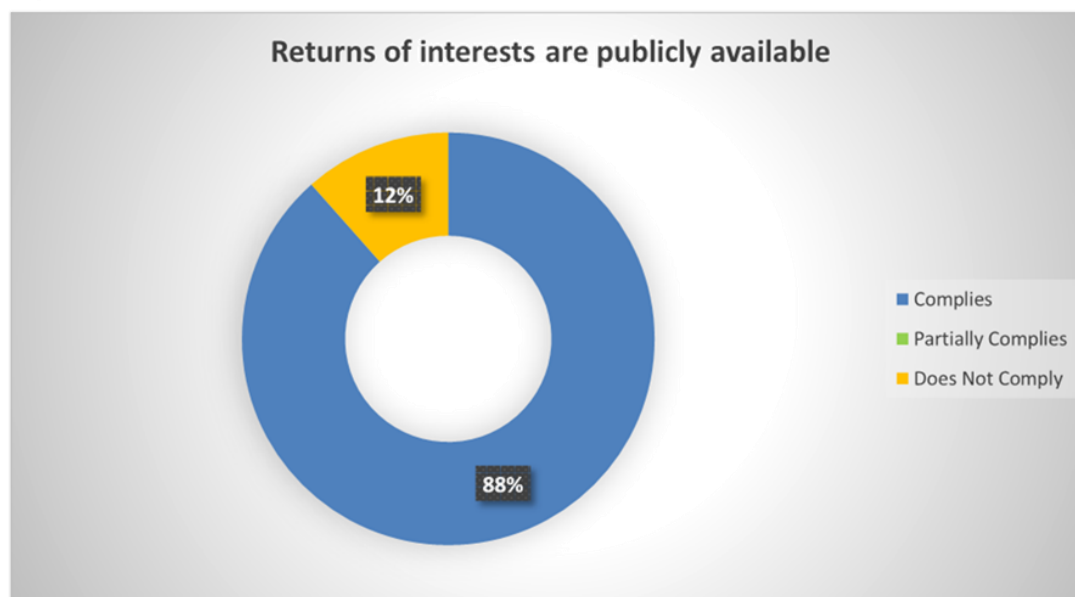


Figure 1: Compliance rates – publication of returns

Of the 52 councils assessed in this follow-up audit, 88% (46) were found to be fully compliant in making the returns of interests of councillors and designated persons publicly available on their websites. The remaining 12% (6) of councils did not comply with this requirement.

Levels of improvement

When compared to the findings in the 2021 compliance audit, this follow-up audit found a significant level of improvement in the rate of compliance with respect to the publication of the pecuniary returns.

Figure 2 illustrates the levels of improvement between the findings in the 2021 compliance audit and this follow-up audit in relation to the publication of the pecuniary returns.



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Comments, findings, and recommendations

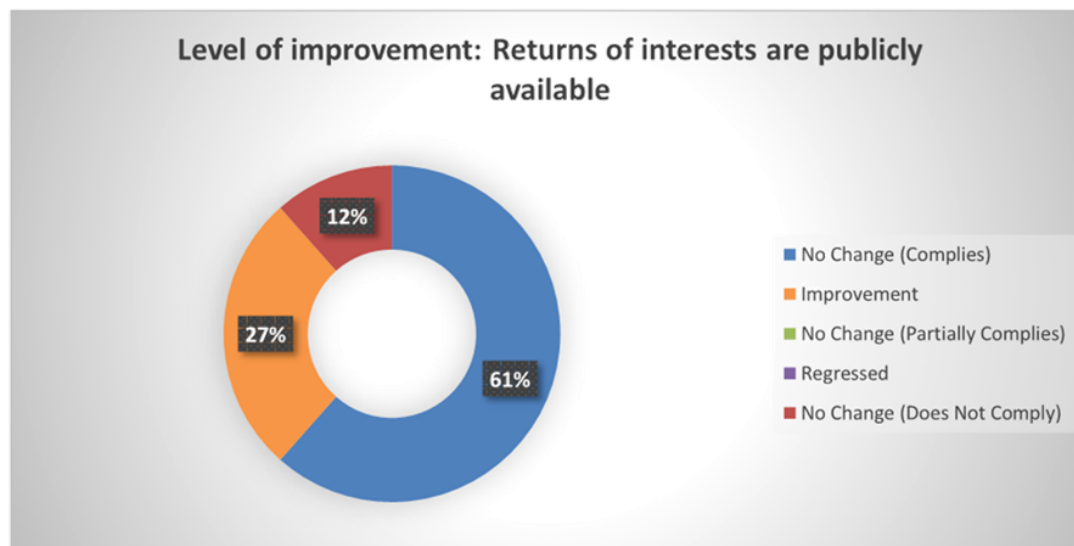


Figure 2: Improvements in compliance levels – publication of pecuniary returns

Of the 52 councils, 61% (32) remained compliant with the requirement to publish pecuniary returns. Encouragingly, 27% (14) of councils which were previously assessed as partially compliant or non-compliant were found to have improved their levels of compliance, while 12% (6) recorded no change and remained non-compliant.

Comments

When compared to the results of the 2021 compliance audit, the findings with respect to this criterion demonstrate a significant improvement in the level of compliance within the local government sector in relation to the requirement for the returns of interests to be made publicly available.

However, it is observed that a cohort of councils continued to demonstrate non-compliance with the requirement. With respect to the councils that were found to have remained non-compliant, it is noted that a significant proportion of these councils simply did not publish the returns of interests on their websites. Disappointingly, one of the councils sampled (Bayside Council) had taken the additional step of making a determination stating that it will not publish the returns of interests on its website together with the publication of a notice on its website stating this intention.

Having regard to the objects of the GIPA Act, such a practice is inconsistent with the mandatory requirement under section 6(2) of the GIPA Act to make open access information publicly available. Further it is also contrary to the requirements set out in Guideline 1. The practice by this council does not demonstrate openness, transparency and public accountability in to provide the public with confidence that potential conflicts of interest are avoided.

The refusal by some councils to publish their returns of interests therefore serves as a barrier to the public in obtaining this information and has the effect of diminishing trust and accountability in the local government sector.

Recommendation 1: Councils should ensure that returns of interests of both councillors and designated persons are published on their websites.



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4.2 Accessibility, availability, completeness and currency of the returns

Criterion		Results and comments
2	Accessibility, availability, completeness and currency of the returns	There has been a demonstrated improvement in the levels of compliance by councils in ensuring that their returns of interests accessible, available and current.
2(a)	Returns of interests by councillors and designated persons are easily located on the website	88% (46) fully compliant (+36%) 12% (6) did not comply
2(b)	Returns of interests by councillors and designated persons are fully accessible to all users on the website without condition	88% (46) fully compliant (+23%) 12% (6) did not comply
2(c)	Returns of interests by councillors and designated persons are current	75% (39) fully compliant (+14%) 6% (3) partially compliant 19% (10) did not comply

Comments, findings, and recommendations

Although returns of interests may be published on councils' websites, it is also important to consider whether those returns of interests could, in practice, be readily located, are accessible without being subject to conditions, are complete and are current. The absence of any of these factors essentially diminishes the open access purpose with respect to the requirement for returns of interests to be made publicly available.

Findings in the previous audit

The 2021 compliance audit found varying levels of compliance with respect to the accessibility, availability, completeness, and currency of the returns. In that audit, it was found that of the 52 councils assessed, only 52% (27) had made their returns of interests easily accessible. With respect to the measure of whether the returns were fully accessible without condition, 65% (34) of councils were fully compliant. Similarly, approximately 62% (32) of councils complied with the requirement to ensure that the returns of interests published are current.

In light of these findings, the IPC made the following recommendations in the 2021 compliance audit report:

- Councils should ensure that the return of interest of councillors and designated persons are complete and publicly available.
- Councils would benefit from promoting consistency and accessibility in relation to returns of interest by establishing a single readily identifiable open access pathway. This should include meaningful labelling of returns by year, type and relevant links. The returns should be easily and prominently located on a council's website and able to be located from a single search from the main page.
- Councils should ensure that the returns are updated as required consistent with clause 4.21 of the Model Code of Conduct for Local Councils in NSW – 2020.



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Comments, findings, and recommendations

Findings in this follow-up audit

The 2021 compliance audit did not specifically examine the completeness of the returns. However, in undertaking this follow-up audit, it was observed that a small number of the returns sampled were not complete. In particular, it was apparent that various fields in these returns were left blank by the individual making the return of interest.

While it is likely that the respective councillors and designated persons had only completed the sections that they considered to be relevant to their circumstances, it is good practice to ensure that all parts of the return are completed. Where the councillor or designated person encounters a field that does not apply to them, councils should encourage the individual to record 'Nil' or 'N/A' to those fields. This makes it clear that the individual has duly considered and completed all parts of the return.

With respect to the remaining measures relevant to this criterion, this follow-up audit observed a significant improvement across these measures. The findings for each of these measures have been set out in further detail below.

3.2(a) Return of interests by councillors and designated persons are easily located on the website

Compliance on this measure was assessed based on whether the returns were:

- in a readable format, clearly labelled and well organised
- easily navigated to or from the council's website and locatable through a search of the council's homepage.

Figure 3 demonstrates that there was a significant increase in the number of councils that had made their returns of interests readily accessible on their websites.

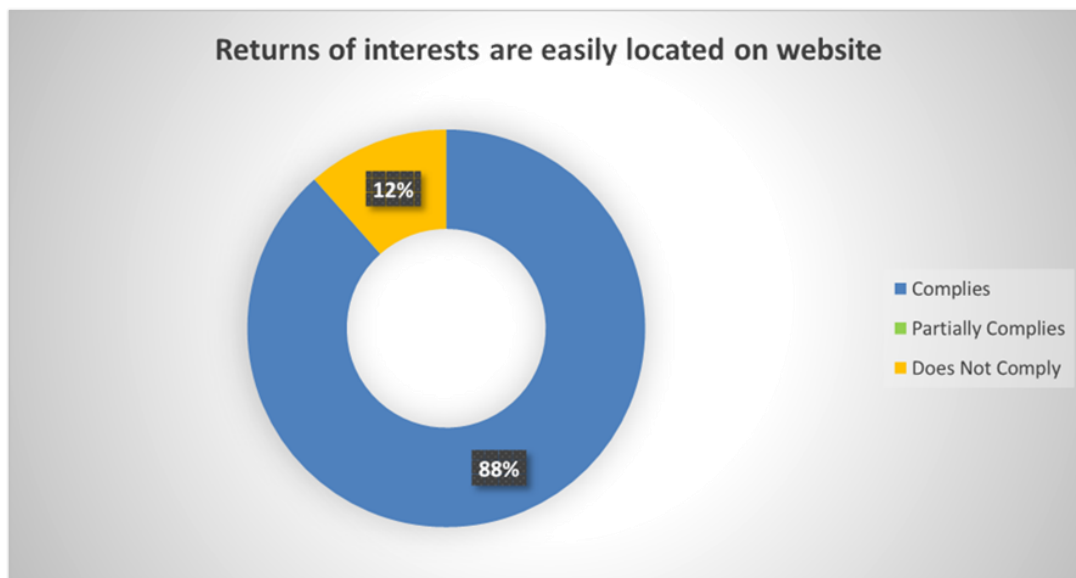


Figure 3: Compliance rates – accessibility of returns

Figure 3 illustrates that the returns of returns for 88% (46) of the 52 councils were easily located on councils' website. The returns for the remaining 12% (6) of councils either could not be found or were only located through considerable effort.



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Levels of improvement

Figure 4 shows the levels of improvement between the findings in the 2021 compliance audit and this follow-up audit with respect to the ease in which the returns of interests were located.

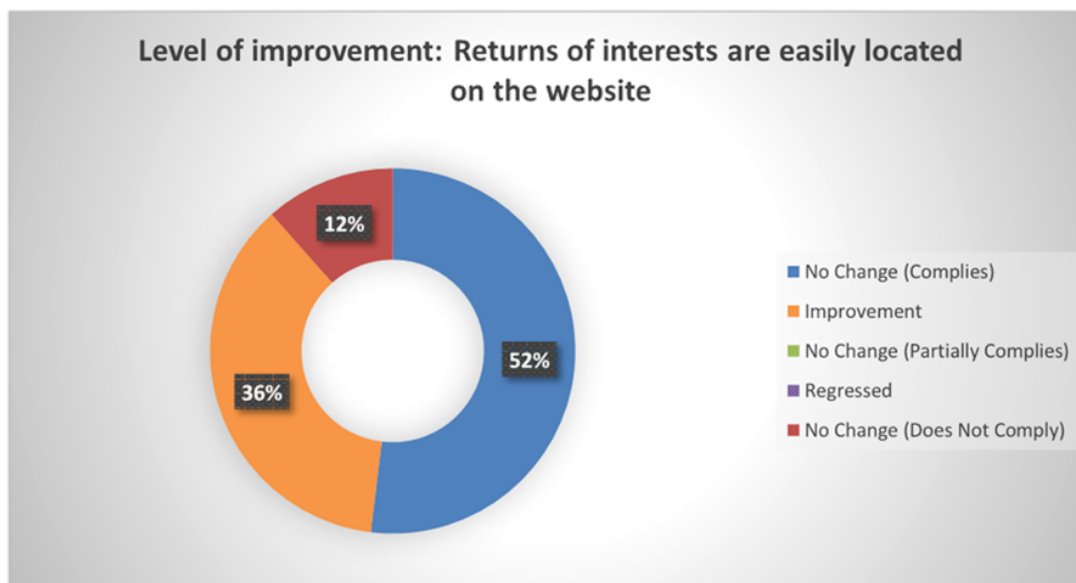


Figure 4: Improvements in compliance levels – accessibility of returns

Of the 52 councils, 52% (27) remained compliant with this measure, whereby the returns were easily located. The ease with which the returns could be found had also improved with respect to a further 36% (19) of councils that were previously assessed as partially compliant or non-compliant. The remaining 12% (6) of councils had previously been assessed as non-compliant and did not demonstrate any level of improvement when compared to their baseline assessment.

Comments

For the purposes of this follow-up audit, councils were considered to have complied with this measure if their returns have been made publicly available and were easily locatable on their websites.

However, it was also observed that the organisation of the returns varied between different councils. While some councils had categorised their returns in a clear and logical manner, other councils adopted a less organised approach to the publication of their returns. For instance, the returns of interests of several councils were handwritten and saved in a single document file in no particular order. The lack of accessibility to information contained in the returns is further compounded by the fact that a significant number of the returns were saved in a non-searchable format.

In an increasingly digital operating environment, it is not enough for councils to simply make their returns of interests publicly available on their website without due consideration as to whether those returns would, in practice, be accessible to a general member of the public. That is, in circumstances where a member of the public is seeking to view a particular councillor or designated person's return, whether it will likely require significant effort in order to identify that individual's return.



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Comments, findings, and recommendations

Although returns of interests may be published on a council's website, if they are published in such a way that it would be unlikely that a general member of the public would be able to locate the returns or a particular return, the open access requirement to make returns of interests publicly available would, in essence, be subverted.

It was observed in this follow-up audit that councils that had well organised returns made their returns publicly available on a dedicated webpage containing a list of names comprising each individual councillor and designated person. Alongside each of these names comprised the relevant hyperlinks to which their return could be accessed.

Better practice saw the individual returns being published as an individual link under the profiles of each councillor or designated person. This makes it easy for members of the public to navigate to the page containing information about each individual councillor or designated person and accessing the respective return(s) if they choose to do so.

Recommendation 2: Councils should ensure that the returns of interests for each councillor and designated person are saved as individual files and meaningfully labelled by year, type and the name of the individual to whom the return relates.

3.2(b) Returns of interests by councillors and designated persons are fully accessible to all users on the website without condition

Compliance on this measure is assessed on whether the returns of interests are available to all users on Councils' website without being subject to conditions such as requiring users to login to access the returns of interests, or to make a written request (whether informally or by way of a formal access request).

It is observed that there was a marked improvement in the number of councils that made their returns of interests fully accessible without conditions.

Figure 5 outlines the compliance rates with respect to whether returns of interests are accessible without conditions.

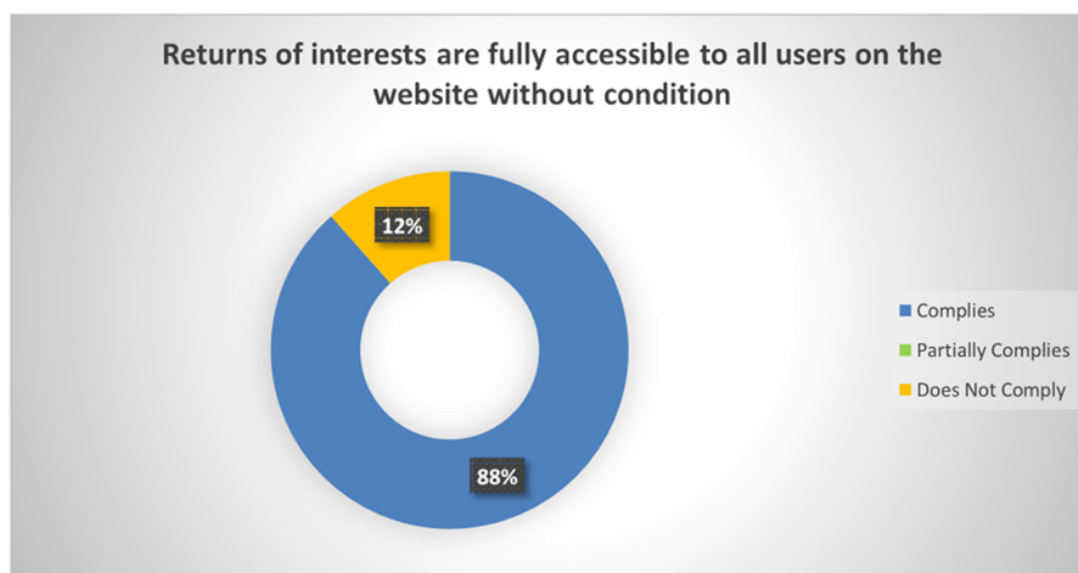


Figure 5: Compliance rates – whether returns of interests are fully accessible without condition



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Figure 5 shows that the returns of interests for 88% (46) of the 52 councils were fully without being subject to conditions. The returns for the remaining 12% (6) of councils were not available on the respective websites. In some instances, a notice was placed on the website stating that the returns were available for inspection at the council's premises or upon written request to the council.

Levels of improvement

Figure 6 shows the level of improvement with respect to this measure as compared to the results in the 2021 compliance audit.

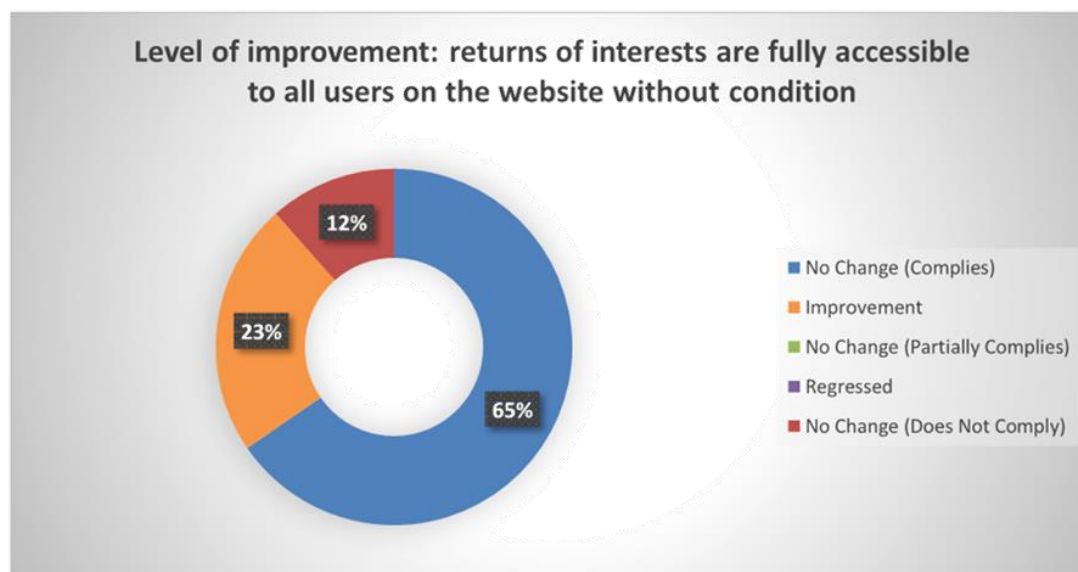


Figure 6: Improvements in compliance levels – whether returns fully accessible without conditions

Of the 52 councils, 65% (34) remained compliant with this measure. A further 23% (12) of councils that were previously assessed as partially compliant or non-compliant were found to have improved from their baseline. The remaining 12% (6) comprised councils that were previously assessed as non-compliant and record no change from their baseline.

Comments

Measures implemented by a small number of councils, such as the requirement for an inspection or a separate application to be made in order to access the return of interests, could potentially discourage members of the public from seeking access to this information. As noted previously, councils are operating in an increasingly digital environment. The imposition of conditions such as requiring members of the public to apply for access to the returns or undertake a physical inspection of the returns serve as additional barriers against access. Doing so undermines the overall public policy objectives associated with the requirement for information in returns of interests to be published on councils' websites as open access information.

Recommendation 3: Councils should ensure that returns of interests are made publicly available on their websites without imposing additional conditions.



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Comments, findings, and recommendations

3.2(c) Returns of interests by councillors and designated persons are current

The returns of interests were also examined for their currency. Compliance with this measure was assessed based on whether the returns available on the website were signed and dated within the 12-month period prior to the date the data was collected.

Figure 7 illustrates that, while there was a general increase in the number of councils that had published their most current returns of interests within the previous 12-month period, a number of councils did not publish the returns for councillors and designated persons for the previous 12-month period.

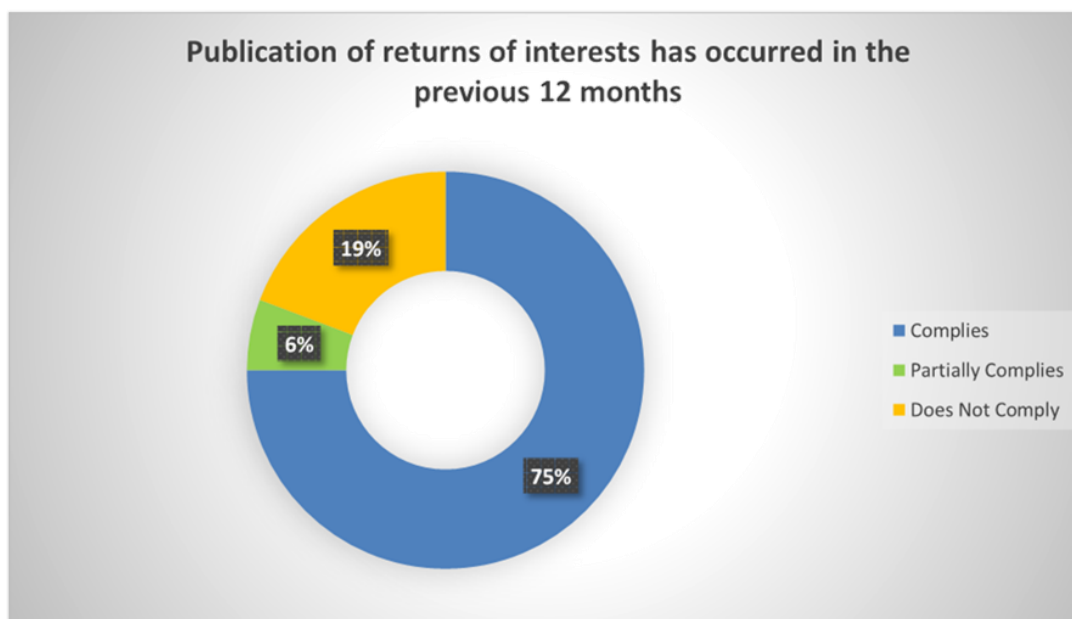


Figure 7: Compliance rates – whether returns of interests are current

As set out in Figure 7, the returns of 75% (39) of councils were current. A further 6% (3) of councils were partially compliant, whereby some, but not all, returns were found to be current. For example, it was observed that some councils only published current returns for its councillors, while the returns for designated persons had not been updated. The returns of interests of the remaining 19% (10) of councils were either not up to date or had not been published at all.

Levels of improvement

Figure 8 shows the level of improvement with respect to the measure concerning the currency of returns of interests for councillors and designated persons as compared to the findings of the 2021 compliance audit.



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Comments, findings, and recommendations

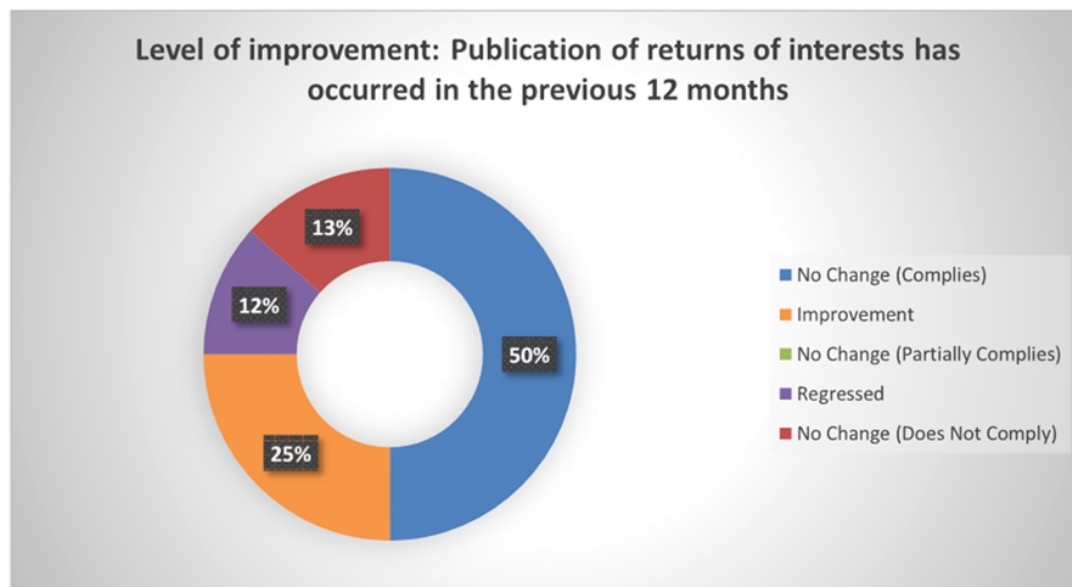


Figure 8: Improvements in compliance levels – whether publication of return occurred within the previous 12 months

Of the 52 councils, 50% (26) remained compliant with the requirement to ensure that returns of interests are current. A further 25% (13) of councils were previously assessed as partially compliant or non-compliant and were found to have improved from their baseline. Another 12% (6) of councils were previously assessed as compliant or partially compliant and were found to have regressed and either did not publish the returns for the preceding 12-month period, or only published current returns for some but not all councillors and/or designated persons. The remaining 13% (7) of councils were previously assessed as non-compliant and recorded no change from their baseline.

Comments

The Model Code of Conduct specifies that returns of interests should be completed within the 12-month period for each financial year. While it is encouraging to see that there has been a general uplift in the level of compliance with ensuring returns are current, based on the findings outlined above, it is concerning that a substantial number of councils have remained non-compliant and/or regressed with respect to this measure.

While the failure to ensure that returns of interests are published on an annual basis may, for some councils, be inadvertent, it is important that all councils have regard to the requirements set out in the Model Code of Conduct and ensure that returns of interests remain current and are updated every 12 months.

Recommendation 4: Councils should give due consideration to the requirements under clause 4.21 of the Model Code of Conduct and ensure that returns are updated and published on councils' websites every 12 months.



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4.3 Application of the public interest test to any withheld information

Criterion		Summary of results
3	Application of the public interest test to any withheld information	The returns of interest forms of most councils did not contain a statement that automatic redactions will be applied to personal information. However, in practice, it is apparent that almost all councils have taken a blanket approach to redacting personal information from the returns.
3(a)	The form does not include any statement that automatic standardised redactions for personal information or other categories of information will be applied	91% (42) fully compliant 9% (4) did not comply

Comments, findings, and recommendations

Section 6(1) of the GIPA Act states that open access information must be made publicly available unless there is an overriding public interest against disclosure of the information. For the purposes of the returns of interests, this requires councils to properly consider the returns on a case-by-case basis when determining whether there is an overriding public interest against return of the information contained in the returns.

Compliance on this criterion was assessed based on whether the returns of interest forms completed by councillors and designated persons contained any statement that personal information or other categories of information will be automatically redacted prior to its publication.

Findings in the previous audit

The 2021 compliance audit examined a subset of councils that had made their returns publicly available and found that there was a strong demonstration of compliance amongst that cohort. Of the 37 councils that had made their returns available on their websites, the returns of interest forms of 97% (36) of the subset of councils did not contain any reference to automatic or standardised redactions.

The returns of interest forms of the remaining 3% (1) of the subset of councils provided councillors and designated persons with the option of indicating their preference for their signature and residential address to be redacted.

Findings in this follow-up audit

Figure 9 illustrates the compliance rates with respect to whether returns of interest forms contain statements with respect to automatic or standardised redaction of information.



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The returns of interest form does not include any statement that automatic, standardised redactions for personal information or other categories of information will be applied

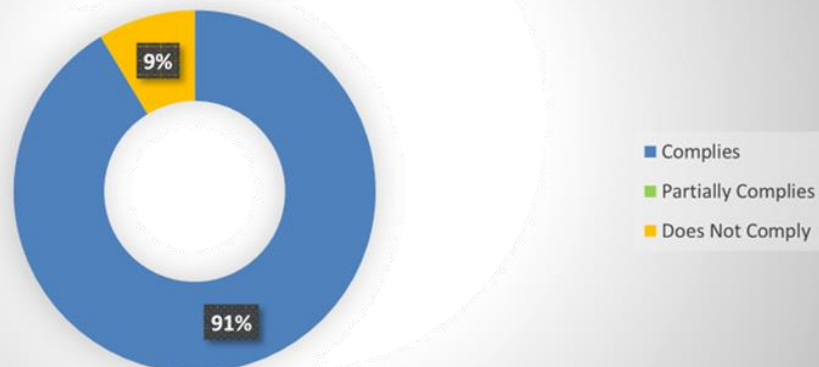


Figure 9: Compliance rates – returns of interest forms do not contain statement of automatic or standardised redactions

Of the 46 councils that had made their returns of interests publicly available on their website, the returns of interest forms of 91% (42) did not contain any statement that automatic or standardised redactions would be made to personal information or other categories of information. The returns of interest forms of the remaining 9% (4) of councils contained a statement that automatic redactions would be applied to personal information and/or other categories of information.

Levels of improvement

Figure 10 shows the levels of improvement between the findings in the 2021 compliance audit, and this follow-up audit with respect to whether the returns of interest forms contain any statement that automatic or standardised redactions will be applied to personal information or other categories of information.



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Level of improvement: The returns of interest form does not include any statement that automatic, standardised redactions for personal information or other categories of information will be applied

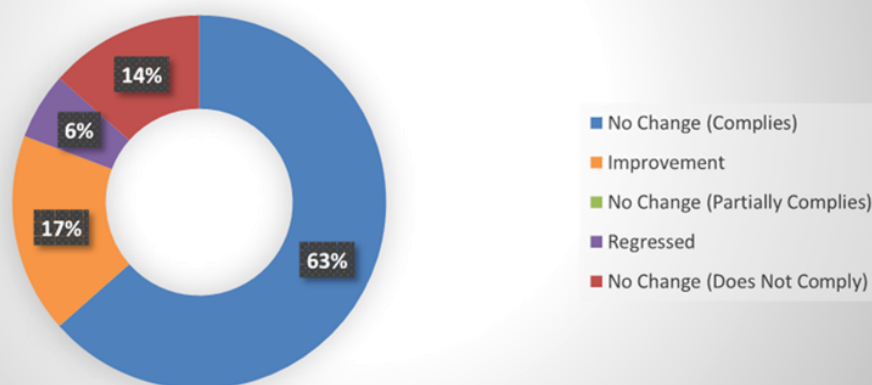


Figure 10: Improvements in compliance levels - whether returns of interest form contains any statement that automatic or standardised redactions will be applied to personal information or other categories of information

Rather than limiting the analysis only to a subset of councils that had made their returns publicly available, in assessing the levels of improvements with respect to this measure, the entire sample of councils was examined. This is to allow for a fair comparison of the results, given the number of councils that have made their returns publicly available since the 2021 compliance audit has increased from 37 to 42.

Of the 52 councils sampled, 63% (33) remained compliant with this measure and recorded no change. A further 17% (9) of councils were previously assessed as being partially compliant or non-compliant and were found to have improved from their baseline. Another 6% (3) of councils were previously assessed as compliant or partially compliant and were found to have regressed from their baseline. The remaining 14% (7) of councils were previously assessed as non-compliant or had not made their returns publicly available and were found to have either remained non-compliant or continued to not make their returns publicly available.

Comments

It was observed that, while there was an overall drop in the percentage of councils complying with this criterion, the actual number of councils complying with this criterion had increased. This can generally be attributed to an increase in the number of councils that had published their returns on their websites following the outcome of the 2021 compliance audit, whereby more councils are now aware of their obligation to publish their returns. However, it is evident that not all of these councils understand their obligations with respect to the application of the public interest test to information contained in the returns.



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Comments, findings, and recommendations

As illustrated in Figure 9, most of the returns of interest forms examined in this follow-up audit do not include a statement advising the councillor or designated person that automatic or standardised redactions will be applied to personal information or other categories of information. Notwithstanding this, it is apparent that many councils have taken a blanket approach to the redaction of personal information of its councillors and designated persons in accordance with clause 3(a) and 3(b) of the Table in section 14 of the GIPA Act. In many instances, it is unclear why there would be an overriding public interest against disclosure of this information.

Relevantly, and as discussed in detail in the 2021 compliance report, the NSW Civil and Administrative Tribunal (the Tribunal) considered redactions to personal information contained in returns of interests in the decision of *McEwan v Port Stephens Council* [2021] NSWCATAD 110. The Tribunal identified that the GIPA Regulation places open access obligations on local government authorities which specifically include returns of interests of councillors, designated persons, and delegates. Such information goes to the heart of accountability of local government.

The Tribunal explained that in circumstances where a council seeks to rely on clause 3(a) or 3(b) when deciding to withhold open access information, there must be cogent and probative evidence establishing a public interest against disclosure of the relevant information. In other words, it is not enough for councils to simply rely on an individual's objection to disclosure of the information or a mere assertion that disclosure of the relevant information would infringe an individual's right to privacy. This is because an objection to disclosure by an affected individual is not determinative of where the public interest lies.

In circumstances where disclosure could reasonably be expected to contravene a provision of the *Privacy and Personal Information Protection Act 1998* (PPIP Act), the Tribunal also explained that the weight given to the contravention or non-compliance may be significantly reduced and could still favour disclosure. This is because section 5(2) of the PPIP Act stipulates that nothing in the PPIP Act operates to lessen any obligations under the GIPA Act. In considering the information contained in the returns of interest and whether there is an overriding public interest against disclosure of this information, it is therefore important that councils do not automatically presume that the public interest weighs against disclosure merely because an individual has objected to disclosure or in circumstances where it appears that disclosure may contravene a provision of the PPIP Act.

It was also observed that the returns of interest forms of some councils allowed for councillors and designated persons to indicate whether they would like their personal information redacted. However, the forms do not allow for the individual to provide their reasons for seeking redaction of their personal information. Where such a practice is adopted, it may be beneficial for councils to require individuals to provide any reasons they may have for seeking redaction of their personal information, as this could inform councils' determination of the public interest with respect to the relevant information. Consistent with the discussion above, councils should not treat the objection as determinative of the public interest but should instead take this information into account when considering whether there is an overriding public interest against disclosure of the relevant information.

Recommendation 5: Councils should ensure that returns of interest forms do not contain a statement that personal information or other categories of information will be automatically redacted.



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Recommendation 6: Councils should ensure that they do not take a blanket approach to the redaction of personal information or other categories of information from returns. Instead, councils should assess the returns on a case-by-case basis to determine whether there is an overriding public interest against disclosure of the information contained in the returns that is supported by evidence.

4.4 Existence of section 6(5) records

Criterion		Summary of results
4	Existence of section 6(5) records	There is a general lack of compliance across the sector with respect to the requirement to maintain a section 6(5) record.
4(a)	If information has been redacted, a record has been included on the council's website in accordance with section 6(5) of the GIPA Act	13% (6) fully compliant 17% (8) partially compliant 70% (32) did not comply

Comments, findings, and recommendations

Section 6(5) of the GIPA Act requires agencies to keep a record of the open access information that it does not make publicly available because of an overriding public interest against disclosure (section 6(5) record).

Compliance on this criterion was assessed based on whether those councils that have published their returns of interests on their websites have also made a section 6(5) record available on their website. Partial compliance was recorded where a section 6(5) record was found to exist but had not been updated or does not record information that had been withheld on the basis of an overriding public interest against disclosure.

Findings in the previous audit

The 2021 compliance audit found that councils overwhelmingly did not comply with the requirement to maintain a section 6(5) record. Of the 37 councils that had made their returns of interests publicly available on their website, only 5% (2) of councils fully complied with the requirement to keep a section 6(5) record. A further 5% (2) of councils partially complied with the requirement, while the remaining 90% (33) of councils did not comply.

Findings in this follow-up audit

Figure 11 highlights the general lack of compliance with the requirement to maintain a section 6(5) record.



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If information has been redacted, a record has been included on the Council's website in accordance with section 6(5) of the GIPA Act.

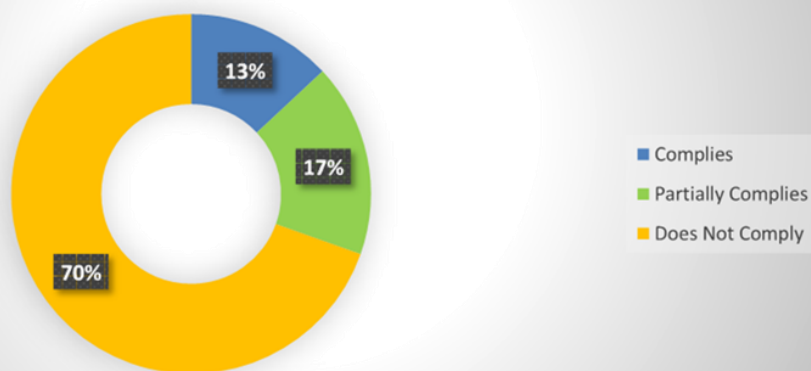


Figure 11: Compliance rates – whether a record has been included on website in accordance with s 6(5) of the GIPA Act

Of the 46 councils that had published returns on their websites, only 13% (6) fully complied with the requirement to maintain a section 6(5) record. A further 17% (8) of this cohort of councils had partially complied with the requirement, while the remaining 70% (32) did not comply.

Levels of improvement

Figure 12 shows the levels of improvement between the findings in the 2021 compliance audit, and this follow-up audit in relation to the requirement to maintain a record under section 6(5) of the GIPA Act.



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Level of improvement: If information has been redacted, a record has been included on the Council's website in accordance with section 6(5) of the GIPA Act.

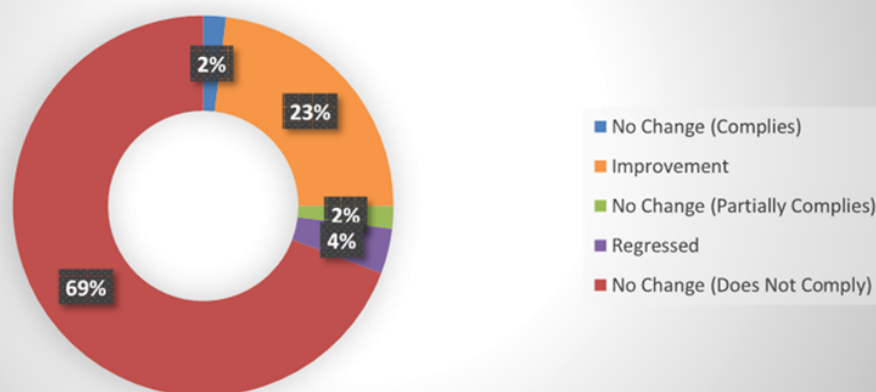


Figure 12: Improvements in compliance levels – whether a record has been included on website in accordance with s 6(5) of the GIPA Act

In order to ensure a fair comparison between the findings in the 2021 compliance audit and this follow-up audit with respect to this criterion, the entire sample of councils was examined.

Of the 52 councils, 2% (1) remained compliant with the requirement to maintain a record in accordance with section 6(5). Another 23% (12) comprised councils that were previously assessed as partially compliant or non-compliant and have since shown improvement in their levels of compliance with this criterion. A further 2% (1) comprised councils that were previously assessed as partially compliant and have remained partially compliant with this criterion. Another 4% (2) comprised councils that were previously assessed as compliant or partially compliant but have since regressed from their baseline assessment. The remaining 69% (36) of councils were previously assessed as non-compliant and remained non-compliant with this criterion.

Comments

It is apparent that there remains a general lack of understanding within the local government sector as to what is required in maintaining a record under section 6(5) of the GIPA Act. This is evidenced by the overwhelming number of councils (70%) that did not maintain any record in accordance with section 6(5).

It was also observed that although the remaining 30% (14) of councils made a section 6(5) record publicly available, the records of more than half of these councils either noted that there were no items to be included in the record or did not refer to redactions made to information contained in the returns. This is inconsistent with the findings set out in Part 3.3 of this follow-up audit, given the returns of almost all councils sampled contained redactions to personal information such as signatures and addresses.



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Having regard to the wording of section 6(5), information of this nature evidently comprises open access information not made publicly available on the basis of an overriding public interest against disclosure and should therefore be included in a record under section 6(5).

In contrast, the councils that fully complied with the requirement set out their section 6(5) record in table format using the following headings:

- Description of record containing open access information
- General nature of the information not made available, and
- Reasons for not making the information available.

Entries were then inserted into the table, which clearly identified the general nature of the types of information contained in the returns that have been withheld, and the reasons why they were withheld. Better practice saw councils include the date that the section 6(5) record was last reviewed and updated.

Recommendation 7: Councils should ensure that section 6(5) records are published on their website and updated on a regular basis. In circumstances where information is redacted from the returns, councils should ensure that this is accurately reflected in the section 6(5) record.

Recommendation 8: The IPC commits to the development of guidance to assist councils in their compliance with section 6(5) of the GIPA Act.

5. Conclusions

The 2021 compliance audit report explained in detail that the completion and proactive disclosure of returns of interests of councillors and designated persons are fundamental to the principles of transparency and accountability within the local government sector. Importantly, the publication of returns of interests minimises the risk of fraud and corruption by assisting in the identification and management of potential conflicts of interests that might arise from decision-making processes involving councillors and designated persons.

As previously noted, the 2021 compliance audit report had identified low levels of compliance across the local government sector with respect to the open access requirements under the GIPA Act. However, the results of this follow-up audit indicate a demonstrated improvement in the levels of compliance with those requirements.

The findings of this follow-up audit identified:

- a significant improvement across the local government sector with respect to its compliance with the requirement to publish returns of interests
- a significant improvement across the local government sector with respect to the accessibility of the returns of interests on councils' websites
- a general increase in the overall number of councils whose returns of interest forms did not contain any statement that automatic or standardised redactions would be made to personal information or other categories of information
- a slight increase in the number of councils complying with the requirement to maintain a record of open access information that they do not make publicly available in accordance with section 6(5) of the GIPA Act.



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It is evident that the guidance and subsequent engagement provided to the local government sector following the 2021 compliance audit have assisted councils in understanding their open access obligations under the GIPA Act. Although the overall increase in the levels of compliance across all relevant criteria is encouraging, the findings in this follow-up audit also indicate that further work is required to ensure full compliance across the sector.

In particular, the findings indicate that:

- there is a lack of consistency between councils with respect to the organisation and accessibility of their returns of interests on council websites
- some councils have imposed additional conditions on the accessing of their returns of interests such as requiring an application to be made or an inspection to be undertaken, which may discourage members of the public from seeking access to this information
- some councils failed to ensure their returns of interests are up to date and current
- a significant number of councils were observed to have automatically redacted personal information and other categories of information in the returns of interests without proper consideration of the public interest test
- a significant number of councils did not appear to maintain a record under section 6(5) of the GIPA Act setting out the open access information that they do not make publicly available on the basis of an overriding public interest against disclosure.

Notwithstanding the completion of the 2021 compliance audit and this follow-up audit, it is apparent that a small number of councils continue to demonstrate an entrenched resistance to compliance with their open access obligations. Current regulatory tools and mechanisms available under the GIPA Act do not appear to be sufficient to address instances of systemic non-compliance with the mandatory open access requirements as set out in the GIPA Act and GIPA Regulation. Ongoing non-compliance with open access requirements by select councils continue to be the subject of complaints to the IPC, and this has resulted in the need for a consistent application of regulatory engagement and significant resources by the IPC. Further regulatory reform would therefore be welcome to assist the Information Commissioner in elevating and/or enforcing compliance across the local government sector.

6. Recommendations

This report makes additional recommendations to assist the local government sector to continue improving its compliance with the mandatory proactive release provisions of the GIPA Act pertaining to the requirement to make returns of interests by councillors and designated persons publicly available.

These recommendations have been set out in the table below.

Recommendations	
Recommendation 1	Councils should ensure that returns of interests of both councillors and designated persons are published on their websites.
Recommendation 2	Councils should ensure that the returns of interests for each councillor and designated person are saved as individual files and meaningfully labelled by year, type and the name of the individual to whom the return relates.
Recommendation 3	Councils should ensure that returns of interests are made publicly available on their websites without imposing additional conditions.



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Recommendations	
Recommendation 4	Councils should give due consideration to the requirements under clause 4.21 of the Model Code of Conduct and ensure that returns are updated and published on councils' websites every 12 months.
Recommendation 5	Councils should ensure that returns of interest forms do not contain a statement that personal information or other categories of information will be automatically redacted.
Recommendation 6	Councils should ensure that they do not take a blanket approach to the redaction of personal information or other categories of information from returns. Instead, councils should assess the returns on a case-by-case basis to determine whether there is an overriding public interest against disclosure of the information contained in the returns that is supported by evidence.
Recommendation 7	Councils should ensure that section 6(5) records are published on their website and updated on a regular basis. In circumstances where information is redacted from the returns, councils should ensure that this is accurately reflected in the section 6(5) record.
Recommendation 8	The IPC commits to the development of guidance to assist councils in their compliance with section 6(5) of the GIPA Act.

Table 3: Recommendations

7. Monitoring

The IPC will continue to monitor compliance by the local government sector and, where relevant, assist the sector in its implementation of the recommendations set out in this follow-up audit report.

Although this follow-up audit has identified some improvement with respect to the number of councils found to have maintained a section 6(5) record, given the lack of understanding across the sector as to the requirements in maintaining such a record, there appears to be benefit in the IPC undertaking further regulatory work to elevate practice across the local government sector and the NSW Government more generally.

Accordingly, the IPC intends to conduct a further audit to examine compliance by NSW Government agencies more generally with respect to their obligations under section 6(5) of the GIPA Act within the next 12 months from the date of this report.

8. Audit chronology

Date	Event
16 January 2023	Notice of follow-up audit sent to included councils
Mid-February to early March 2023	Desktop audit undertaken
31 May 2023	Report provided to the Minister for Local Government
2 June 2023	Report extract to six (6) named councils for consultation
13 June 2023	Response from the Minister for Local Government received



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14 June 2023	Final response from three (3) of councils received and considered. Only 1 council requested amendment of the Report.
15 June 2023	Response to three (3) councils provided
16 June 2023	Report published – OLG notified

9. Legislation

The following legislation is relevant to the conduct of this audit.

Government Information (Public Access) Act 2009 – relevant sections:

- Section 17 – Role of the Information Commissioner
 - Part 2 – Open government information – general principles
- Section 6 – Mandatory proactive release of certain government information
 - Part 3 – Open access information
- Section 18 – What constitutes open access information

Government Information (Information Commissioner) Act 2009 – relevant sections:

- Section 21 – Investigation of agency systems, policies and practices
- Section 24 – Report on compliance with an Information Act

Government Information (Public Access) Regulation 2009

- Part 2 – Open access information of local authorities



Local Government Remuneration Tribunal 2024 Review

Berrigan Shire Council Response





Introduction

The Berrigan Shire Local Government Area – (LGA) (pop 8,655), located on the border of NSW and Victoria, is a rural and unmerged LGA comprising the four towns of Finley, Berrigan, Tocumwal and Barooga. With a land area of 2,066 square kilometres, Berrigan Shire is the most densely populated LGA in rural NSW (at 4.2 people per square kilometre). The Shire is bordered by the Murray River and bushlands in the south and includes dry and irrigated farmland.

The work of our Councillors involves them keeping a firm eye on the Shire and its needs, while having a deep understanding of the broader region. This submission considers the work of Councillors and the important value they add to our Council and community. The intention is to quantify the value of the work of Councillors and Mayors across other jurisdictions and to attempt to define not only the quality and quantum of the work Councillors and the Mayor do for this Shire, but to ask that the system for remuneration be reconsidered to ensure more appropriate compensation is paid in the future.

Considerations

Council have considered several matters in developing this submission and each will be discussed below. The areas considered are:

- the value of our Councillors,
- time required to undertake the roles of Councillor, Deputy Mayor and Mayor and
- benchmarking against other comparable jurisdictions.

The Value of our Councillors

The allowance currently provided to Councillors and Mayors, particularly in rural and remote communities, suggests their value is commensurate to unqualified, inexperienced personnel. This devalues the importance and responsibility of the positions they hold and the work they undertake on behalf of our community. Whilst it is understood the allowances have been kept low with reference to populations and rate bases, thereby reducing the financial burden to Councils and ratepayers, the system of remuneration needs a full review.

Minister Hoenig, at the LG Professionals GMs and Directors Forum in October 2023 stated he wanted Mayors to hold more power in Council and to be the leaders of the organisation. If that is the intent of the Minister, the Berrigan Shire Council suggests that cannot occur without commensurate salaries being paid.

Berrigan Shire Council has highly qualified individuals in its elected body. There are three farmers running multi-million-dollar enterprises and working with exporters and wholesalers for their produce, a barrister, a solicitor, a probity and governance expert and those working in the teaching profession and other professional industries supporting farming enterprises.



These people are highly skilled and are giving up other income to represent their communities. This fact should be considered as part of a full review of the remuneration system for Councillors and Mayors.

The fact Councils operate in an increasingly complex environment means Councillors must understand their roles and responsibilities as effective board members such as understanding financial reporting and governance the same as any other body corporate board, except the local government entity is far more complex. In addition to understanding the corporate board environment, Councillors must lead the community in considering the impacts of complex matters as land use planning, strategic planning, climate change, the housing crises, pandemic management, infrastructure life cycle, digital connectivity, diminishing banking services and health delivery models.

Time Requirements

Berrigan Shire Councillors were surveyed about the time it takes them to undertake their job; one they all take very seriously. Results of that survey align directly with the time requirements already presented by the Victorian Independent Remuneration Tribunal's 2022 report *Allowance payable to Mayors, Deputy Mayors and Councillors (Victoria) Determination No. 01/2022*.

Table 3.1 of that report below effectively outlines the minimum time requirement of a Councillor to undertake their duties effectively.

Table 3.1: Average weekly time commitment for a Councillor, VLGA

Activity	Time commitment per week
Council meetings and committees	4 hours
Reading	4 hours
Reviewing/replying to correspondence	4 hours
Meeting with residents and community groups	2 hours
Community events	2 hours
Council events	2 hours
Networking and professional development	2 hours
Council briefings	1 hour
Meeting with state and federal Members of Parliament	1 hour
Social media	1 hour
Total	23 hours

Source: Data provided to the Tribunal by VLGA in 2021.

The above is presented as a week's commitment and it is understood that Councillors, depending on their engagement levels with the community will generally spend between 10



and 20 hours per week attending to their role as a Councillor. The time investment is clearly commensurate with that of a permanent part time employee (at a minimum).

The above table does not include hours worked by Mayors and Deputy Mayors over and above those of ordinary Councillors.

When assessed as above, the time commitment of the Berrigan Shire Mayor and Deputy Mayor is outlined below, presented as weekly averages:

Activity	Mayor	Deputy Mayor
Council meetings	3	3
Reading	6	5
Committee meetings	2	2
Regional meetings and preparations	6	3
Correspondence management	5	4
Meetings with residents and community groups	3	3
Attending community events	4	3
Attending Council events	4	3
Networking and professional development	3	3
Meetings / discussions with Federal / State Ministers	4	4
Media interviews	2	1
Meetings / discussions / briefings with CEO	4	3
Social media	2	2
Total	48hrs	39hrs

Table 1 – Deputy Mayor and Mayor hours of engagement

Clearly, the above represents a position commensurate with full time employment for Mayors and Deputy Mayors, especially when compared against the Local Government (State) Award which allows for the standard hours of work for “indoor” employees to be 35 hrs per week.

All formal and informal meetings and briefings of Council are held during working hours, including planning dates. Scheduling time in this way allows paid employees to not have to work overtime however the truth is it cuts deeply into the available hours Councillors and Mayors are able to actively engage with their normal paid employment, often meaning they are forced to leave without pay. The only meetings that are generally out of hours as those that encompass community engagement, events and celebrations. That is then more hours Councillors are not able to be with their families and friends, and certainly they do not receive remuneration for this time.



Allowance Increases - Victoria

The *Allowance payable to Mayors, Deputy Mayors and Councillors (Victoria) Annual Adjustment Determination 2023* accepted the assumptions of the previous revision as expressed in Table 3.1 above. Councillors in Victoria were awarded a base allowance increase of 1.5 per cent on 18 December 2023 and a further 2 percent (applied from 1 July 2023) after the adoption of this report. That is a total increase of 3.5 per cent increase to Councillor wages in Victoria, with the Tribunal citing the Victorian Government's wages policy, financial position and fiscal strategy of the State of Victoria, current and projected economic conditions and trends and submissions received in relation to the proposed Determination as being relevant to their decision.

Allowance Increases – Queensland

The *Local Government Remuneration Commission Annual Report 2021-2022* found that Councils in comparable communities to the Berrigan Shire should receive a 4% increase in allowances from 1 July 2023. It should be noted the Queensland model sees Councillors and Mayors as full time employees. In making their determination the Commission considered the Consumer Price Index, Wage Price Index, average weekly earning in all sectors, the decisions of other local government Remuneration Tribunals and a number of other factors.

To understand the inadequacy of the value placed on the work of Councillors, Berrigan Shire Council has considered the average hours worked against the remuneration and reduced the outcomes to an hourly rate.

Position	Annual Wage	Average Hours	Hourly Rate
Mayor	\$27,600	48	\$12.16
Deputy Mayor	\$12,650	39	\$6.86
Councillors	\$12,650	23	\$11.63

Table 2 – Hourly rates for Councillors based on current allowances.

These rates are below the national minimum wage of \$21.38 per hour.

Considering the professional nature of the work required of Councillors, Deputy Mayors and Mayors, the remuneration allowed by the NSW Remuneration System is clearly inadequate to attract and retain Council members.

Benchmarking

Consideration has therefore turned to our nearest neighbours of Queensland, and Victoria. Both jurisdictions treat their Councillors differently with Queensland considering and employing Councillors as full-time employees, and Victoria treating Councillors similarly to NSW in that they are paid a base rate, plus committee attendance fees, travel etc.

For the purposes of comparison, Berrigan Shire Council has been determined to be included in the Rural Council Category for NSW government remuneration purposes. To ensure comparisons are equivalent, the categories compared are:



- Queensland – Category 1
- Victoria – Category 1

To enable comparisons to be made, the positions of Mayor, Deputy Mayor and Councillor are considered separately. The hours of work discussed above are included as an average against all positions of Council to allow for direct comparison



Role	Annual Fee		Total	Average hours per year	Hourly Rate
NSW					
Super					
Mayor	\$28,430	\$3,127.30	\$31,557.30	2,496	\$12.64
Deputy Mayor	\$13,030	\$1,433.30	\$14,463.30	2,028	\$7.13
Councillor	\$13,030	\$1,433.30	\$14,463.30	1,196	\$12.10
Queensland*					
Meeting Fees					
Mayor	\$114,801	19,133.28	\$133,934.28	2,496	\$53.66
Deputy Mayor	\$66,231	19,133.28	\$85,364.28	2,028	\$42.09
Councillors **	\$57,400	\$19,133.28	\$76,533.28	1,196	\$64.00
Victoria					
Super					
Mayor	\$81,641	\$8,980.51	\$90,621.51	2,496	\$36.31
Deputy Mayor	\$52,713	\$5,798.43	\$58,511.43	2,028	\$28.85
Councillors	\$26,368	\$2,900	\$29,268	1,196	\$24.47

Table 3 – Jurisdiction Comparison Rates

* Queensland Councillors are not paid superannuation as at 2021

** Queensland, Category 1 Councillors are paid a base payment of \$36,794.67 per annum. A meeting fee of \$1,533.11 per month (or fortnightly equivalent) is payable for attendance at, and participation in, scheduled meetings of council subject to certification by the mayor and / or chief executive officer of the council. Mayors and deputy mayors receive the full annual remuneration shown. In this case it has been assumed the Councillors have attended all meetings for the calendar year.

It is also important to note that Councils have been forced to implement Audit Risk and Improvement Committees (ARIC). Whilst Berrigan Shire Council supports the importance of this committee, it must be noted these committee members are paid more than Councillors and they sit an average a third of the time (i.e. four meetings per year) and hold none of the personal risk Councillors hold as members of a "body corporate" as described in the Local Government Act. Councillors who sit on this committee however are not entitled to payment at all which is further evidence of the lack of value placed on the contribution our Councillors make to this community.

Given the ARIC members do not have a community role, Council have estimated time spent reading committee papers to be 6 hours for the Chair and 4 for Committee members, and the



time spent at actual meetings to be 2 hours. The amounts were then multiplied by four to allow for the average of four meetings per year allocated.

Role	Annual Fee	Addition meeting fees	Average hours per year	Hourly Rate
Chair	\$12,552	\$1,793	32	\$392.25
Committee Member	\$7,530	\$1,255	24	\$313.74

Table 4 – ARIC Payments

Berrigan Shire Council cannot support the difference in the value placed on the ARIC as opposed to their roles of Councillor which require considerably more work and are far more accountable directly to the community.

Recommendations

Given the high value and nature of the work Mayors, Deputy Mayors and Councillors undertake on behalf of their communities, Berrigan Shire Council strongly believes the current remuneration system needs to be overhauled.

From the above it is evident the role of Mayor and Deputy Mayor should be remunerated in a fashion that is commensurate with full time positions. The roles of Councillors may in rural communities such as ours, remain part time positions. All should be paid commensurate to the work that is required.

Berrigan Shire Council would like to advocate that for those serving in rural councils at least, the wage for each position should be changed to reflect the below:

Position	Hourly Rate	Annual Salary	Superannuation*	Total
Mayor	\$40.00	\$99,840	\$10,483	\$110,323
Deputy Mayor	\$35.00	\$70,980	\$7,453	\$78,433
Councillors	\$25.00	\$29,900	\$3,140	\$33,040

Table 4 – Suggested remuneration for all Councillor positions

*Super should be fixed to the Superannuation guarantee and for the purposes of this submission has been worked out at 10.5%

It is understood the above would require the NSW Government to consider remunerating Councillors in a completely different way. Remuneration commensurate with the skills and requirements of Councillors, Mayors and Deputy Mayors, will ensure Councils are able to attract and retain suitable candidates; a fact the community values. Changing the remuneration model means these roles will be seen as professional, rather than “voluntary”. It will also provide tangible accountability to the community as Councillors will no longer need to have their attention split to ensure they are able to pay their bills as they will be remunerated according to the value they provide to the community through their range of skills and abilities.

Berrigan Shire has considered only rural councils in this submission and understands, moving to this model will require application across the spectrum of Councils, requiring the



Remuneration Tribunal to reconsider categories and payments for a fully reviewed and more modern system.

Berrigan Shire Council is prepared to assist in the consideration, development and delivery of a new and revised system under which Councillors, Mayors and Deputy Mayors all receive the remuneration commensurate with the skill sets required and which reflects the commitment to the role being undertaken.

Karina Ewer MBA, MCDR, MAHRI, MAICD

Chief Executive Officer
Berrigan Shire Council

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Agency Information Guide 2022-2023

Government Information (Public Access) Act
2009



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1. What is the Information Guide?

Berrigan Shire Council's Information Guide describes who we are and what we do.

It also describes how members of the public, community organisations, the media, and government agencies can interact with us, access information held by us and change information believed to be incorrect.

This Agency Information Guide has been produced by Berrigan Shire Council in accordance with Section 20 of the *Government Information (Public Access) Act 2009* and is reviewed annually.

The purpose of the document is to provide members of the community, Council staff, and the public with information concerning:

- The structure and functions of Berrigan Shire Council
- The way in which the functions of Berrigan Shire Council affect members of the public
- The avenues available to the public to participate in policy development and the exercise of Berrigan Shire Council functions.
- The type of information available from Berrigan Shire Council and how this information is made available.

The Agency Information Guide is available:

- For download via Council's website www.berriganshire.nsw.gov.au
- Hardcopy from Council's Administration Office – 56 Chanter Street, Berrigan

Karina Ewer
Chief Executive Officer
15 November 2023





2. Introduction

2.1. Berrigan Shire

Berrigan Shire is a thriving rural community on the banks of the iconic Murray River, the border between New South Wales and neighbouring Victoria, only three hours north of Melbourne (270 km) and 7 hours (670 km) south-west of Sydney.

A growing population of 8,700 live in our four towns of Barooga, Berrigan, Finley and Tocumwal and the surrounding rural area. This population is expected to increase to over 10,000 by 2046.

Berrigan Shire's major industry is agriculture with most of our 2,066 square kilometre area having access to irrigation, allowing for intensive cropping and pasture with Finley and Berrigan acting as service towns. The Murray River and associated lifestyle options also attract many tourists from Victoria, especially in the river towns of Tocumwal and Barooga.

2.2. Council

Berrigan Shire Council, established in 1906, is the governing body for Berrigan Shire, providing a full range of local government services.

Eight Councillors are elected to four-year terms and the Councillors elect a Mayor from among their number who serves a two-year term. The role of the elected Council is to represent the community, formulate policy and strategic direction, oversee the implementation of Community Strategic Plan and review the performance of the organisation.

Day-to-Day management of the Council, in line with the strategic direction set by the Councillors, is the responsibility of the Chief Executive Officer (CEO). The CEO is also responsible for providing advice to the Council, implementing the lawful decisions of the Council and appointing and managing staff in line with the resources provided in the Council's budget and organisation structure.



3. Our Structure and Functions

Berrigan Shire was established in 1906 and is governed by the body of Councillors who are elected by the residents and ratepayers of Berrigan Shire every four years.

3.1. Council as the governing body

3.1.1. Councillors

The role of the Councillors is to:

- Represent the community and advocate its viewpoint.
- Formulate policy and strategic direction and make decisions that will benefit the community as a whole.
- Represent the collective interests of residents, ratepayers and the local community.
- Set and approve the Council budget.
- Make considered and well-informed decisions as a member of Council.
- Oversee the implementation of policy and key strategic plans and review the performance of the organisation.
- Facilitate communication between the local community and Council.
- Uphold and represent accurately the policies and decision of Council.





3.1.2. Mayor

Dr Julia Cornwell McKean is the Mayor of Berrigan Shire

The Mayor is elected to represent the Berrigan Shire Council and has the following responsibilities

- The Mayor is the leader of Council and a leader in the local community.
- The Mayor presides over the council meetings and manages the conduct of participants at council meetings.
- The Mayor presides over regular General Council meetings, where councillors debate and vote on motions, and manages the conduct of participants at these council meetings.
- To advance community cohesion and promote civic awareness.
- To carry out the civic and ceremonial functions of the Mayoral Office.
- To lead performance appraisals of the Chief Executive Officer.
- To ensure the timely development and adoption of the strategic plans, programs, and policies of Council.
- To promote the effective and consistent implementation of the strategic plans, programs, and policies of Council.
- To promote partnership between Council and key stakeholders.
- To advise, consult with and provide strategic direction to the Chief Executive Officer in relation to the implementation of the strategic plans and policies of Council.
- In conjunction with the Chief Executive Officer, to ensure adequate opportunities and mechanisms for engagement between the Council and the local community.



3.1.3 Chief Executive Officer

Karina Ewer is the Chief Executive Officer

The Chief Executive Officer (CEO) of Berrigan Shire Council is the most senior employee (or principal officer) of Council and the only member of staff selected and appointed by Councillors.

The primary responsibility of the CEO is:

- To conduct the day-to-day management of Council in accordance with the strategic plans, programs, strategies, and policies of Council.
- To implement, without undue delay, lawful decisions of Council.
- To advise the Mayor and the governing body on the development and implementation of the strategic plans, programs, strategies and policies of Council.





- To appoint staff in accordance with organization structure determined under this Chapter and the resources approved by Council.
- To implement Council's workforce management strategy.
- To exercise any of the functions of Council that are delegated by Council to the Chief Executive Officer.



3.2. Vision, Values and Principles

3.2.1. Our Vision

Berrigan Shire's Community Strategic Plan is based on the vision for the future identified by our community.

In 2032 we will be recognised as a Shire that builds on and promotes our natural assets and advantages to create employment and economic activity to attract residents, families, and tourists.

3.2.2. Our values

Berrigan Shire Council values are embedded into the Council business that is undertaken each day; they add meaning to the work we do and provide a basis for consistent planning and decision making across the organisation.



TEAMWORK.

A collegiate workforce who are passionate about their community, are approachable to internal and external stakeholders and who are flexible enough to support the service delivery outcomes of Council, regardless of position title.



RELIABILITY.

Trust is generated by a knowledgeable and competent workforce who are willing to help others as necessary and within their skill sets, abilities and delegations.



HONESTY.

A working environment where loyalty and integrity are rewarded and staff are brave enough to question why, allowing everyone space to commit fully to agreed service delivery outcomes.










SERVICE.

Service is the core of our commitment to the community and is well considered and strategic in its delivery.



3.2.3. Our guiding principles

Council applies the following principles in everything it does.

-  **Service** - we treat people as valued customers, provide streamlined systems and services, and actively listen and respond to community needs.
-  **Employees** - we listen to our employees, value their input and recognise the knowledge and experience they bring to the culture of our Council.
-  **Sustainability** - we ensure value for money and sustainable community outcomes are at the centre of our spending decisions.
-  **Stakeholders** - we seek opportunities to work with all stakeholders to achieve the goals of our Community Strategic Plan.
-  **Communication** - our communication is planned, clear, concise and consistent with our vision and values.
-  **Respect** - we respect and apply social justice principles including equity, fair access and participation to our service delivery.
-  **Responsibility** - we take responsibility for our decisions and actions.

3.2.4. Our purpose

The aim of the Berrigan Shire Council is to develop our community and assist where we can, to help it grow and achieve the community's vision. We work alongside our community and use our skills, our staff, and our resources to contribute to the improvement of the entire Shire.

We are one team focused on the one purpose of *"Making an even better Berrigan Shire"*.



3.3. Staffing and structure

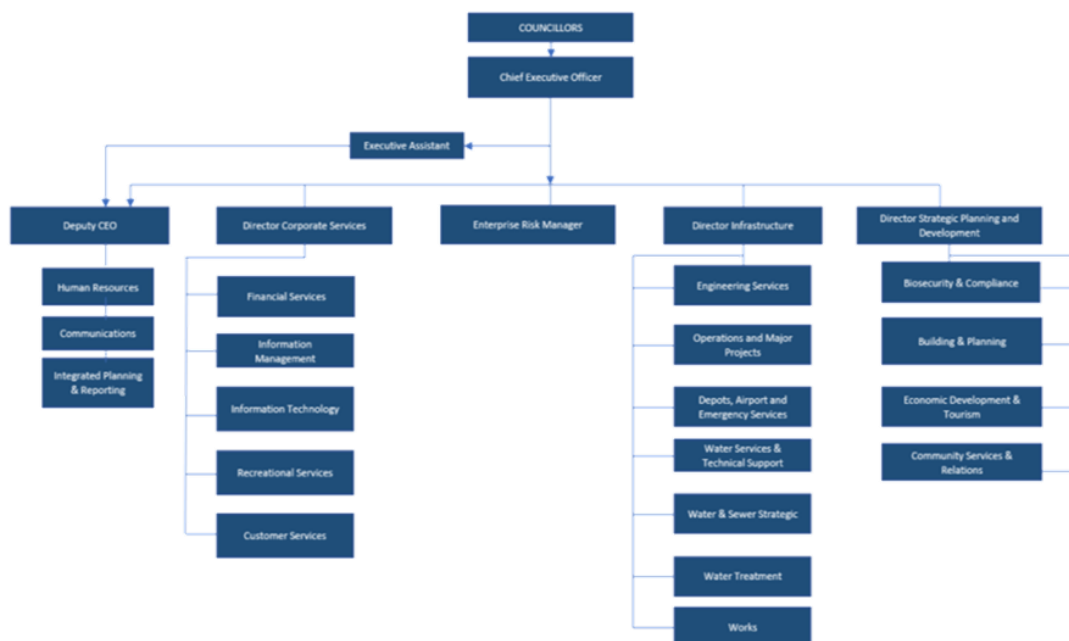
3.3.1. Executive Leadership team

The Chief Executive Officer is assisted in her role by the Executive Leadership Team.

The Executive Leadership Team provide advice and support to the Chief Executive Officer and are responsible for ensuring her directions are carried out.

- **Deputy Chief Executive Officer** – Matthew Hansen
- **Director Infrastructure** – Rohit Srivastava
- **Director Strategic Planning and Development** – Andrew Fletcher
- **Director Corporate Services** – Tahlia Fry
- **Enterprise Risk Manager** – Michelle Koopman

3.3.2. Organisation structure





3.4. Functions

3.4.1. Legal identity

Berrigan Shire Council is constituted and operates under the provisions of the *Local Government Act 1993*. The Council is responsible for providing local government representation and services for the residents of Berrigan Shire.

Along with 134 other Councils, Berrigan Shire was proclaimed by the New South Wales State Government on 6 March 1906. Berrigan Shire Council is one of the few remaining of those initial 134 to still exist within substantially the same boundaries since that date.

3.4.2. Integrated Planning and Reporting

Berrigan Shire's preferred future is established in *Berrigan Shire 2032*, the Shire's Community Strategic Plan. This plan was developed in conjunction with our community under the Integrated Planning and Reporting (IP&R) framework established by the Office of Local Government.

As well as *Berrigan Shire 2032*, the IP&R framework includes a suite of other plans, strategies and reports that are used by the Council to support the provision of a range of services, programs, and initiatives on behalf of residents and others and advances Berrigan Shire as a lifestyle and investment destination of choice.

You can view the Council's suite of plans and strategies under the IP&R framework at the Council Administration Office and on the Council website.

3.4.3. Public Impact

As a service organisation, the majority of the activities of Berrigan Shire Council may have an impact on you. The following is an outline of how the broad functions of the Council may affect you and others.

The Council exercises its functions under the *Local Government Act 1993*.

Section 21 of this Act confers or imposes the following functions on Council:

- Non-regulatory or service functions (Chapter 6)
- Regulatory functions (Chapter 7)
- Ancillary functions (Chapter 8)
- Revenue functions (Chapter 15)
- Administrative functions (Chapters 11, 12 and 13)
- Enforcement functions (Chapters 16 and 17)

Service functions involve the Council providing services and facilities to the public. This includes the provision of public infrastructure such as roads, water supply and sewerage systems, waste collection and recycling services, community infrastructure such as libraries, halls and recreation reserves and human services such as Home and Community Care.

Regulatory functions place restrictions on the use of land and on some other activities in order to mitigate any adverse effect on community amenity and the environment and to protect the life and safety of the public. Members of the public must be aware of, and comply with, such functions.

Ancillary functions include, for example, the resumption of private land and the power for the Council to enter onto a person's land. In general, these activities will only affect the owners of the property.



Revenue functions have a direct effect on the public in that the Council can compel landholders in the Shire to pay rates and charges lawfully made by the Council. The Council's revenue functions have an indirect effect on the public in that revenue raised by the Council is used to fund the services and facilities provided to the community.

Administrative functions do not affect the public directly but the impact of these functions on the efficient and effective provision of services by the Council may affect the public.

Enforcement functions such as impoundment of wandering stock directly affects those members of the public who are in breach of certain legislation. It has an indirect effect on the wider community through the maintenance of community amenity.

Community support functions include such matters such as facilitation of community and business activity within the Shire and advocating for the needs of the community with other levels of government.

3.4.4. Legislative obligations

As well as the Local Government Act, the Council has functions conferred or imposed on it by or under other Acts, which include:

<i>Biodiversity Conservation Act 2016</i>	<i>Environmental Planning and Assessment Act 1979</i>	<i>Modern Slavery Act 2018</i>	<i>State Emergency Service Act 1989</i>
<i>Biosecurity Act 2015</i>	<i>Data Sharing (Government Sector) Act 2015</i>	<i>Native Title (New South Wales) Act 1994</i>	<i>State Records Act 1998</i>
<i>Boarding Houses Act 2012</i>	<i>Dividing Fences Act 1991</i>	<i>Ombudsman Act 1974</i>	<i>Strata Schemes Development Act 2015</i>
<i>Building Professionals Act 2005</i>	<i>Environmental Planning and Assessment Act 1979</i>	<i>Pesticides Act 1999</i>	<i>Strata Schemes Management Act 2015</i>
<i>Child Protection (Working with Children) Act 2012</i>	<i>Fair Work Act 2009 (Cth)</i>	<i>Plumbing and Drainage Act 2011</i>	<i>Surveillance Devices Act 2007</i>
<i>Children and Young Persons (Care and Protection) Act 1998</i>	<i>Fire and Emergency Services Act 2017</i>	<i>Privacy and Personal Information Protection Act 1998</i>	<i>Swimming Pools Act 1992</i>
<i>Children (Education and Care Services National Law Application) Act 2010</i>	<i>Fluoridation of Public Water Supplies Act 1957</i>	<i>Protection of the Environment Operations Act 1997</i>	<i>Transport Administration Act 1988</i>
<i>Children's Guardian Act 2019</i>	<i>Food Act 1989</i>	<i>Public Health Act 1991</i>	<i>Trustee Act 1925</i>



<i>Civil Liability Act 2002</i>	<i>Government Information (Public Access) Act 2009</i>	<i>Public Interest Disclosures Act 1994</i>	<i>Unclaimed Money Act 1995</i>
<i>Coastal Management Act 2016</i>	<i>Graffiti Control Act 2008</i>	<i>Public Works and Procurement Act 1912</i>	<i>Privacy and Personal Information Act 1998</i>
<i>Community Land Development Act 1989</i>	<i>Government Information (Public Access) Act 2009</i>	<i>Radiocommunications Act 1992 (Cth)</i>	<i>Waste Avoidance and Resource Recovery Act 2001</i>
<i>Community Land Management Act 1989</i>	<i>Health Records and Information Privacy Act 2002</i>	<i>Recreation Vehicles Act 1983</i>	<i>Water Act 1912</i>
<i>Companion Animals Act 1998</i>	<i>Heritage Act 1977</i>	<i>Road Transport Act 2013</i>	<i>Water Management Act 2000</i>
<i>Copyright Act 1968</i>	<i>Impounding Act 1993</i>	<i>Roads Act 1993</i>	<i>Workers Compensation Act 1987</i>
<i>Contaminated Land Management Act 1997</i>	<i>Land Development Contribution Management Act 1970</i>	<i>Health Records and Information Protection Act 1998</i>	<i>Work Health and Safety Act 2011</i>
<i>Conveyancing Act 1919</i>	<i>Library Act 1939</i>	<i>Rural Fires Act 1997</i>	<i>Workplace Injury Management and Workers Compensation Act 1998</i>
<i>Crown Land Management Act 2016</i>	<i>Liquor Act 2007</i>	<i>Smoke-free Environment Act 2000</i>	<i>Workplace Surveillance Act 2005</i>
<i>Data Sharing (Government Sector) Act 2015</i>	<i>Local Land Services Act 2013</i>	<i>State Emergency & Rescue Management Act 1989</i>	
<i>Dividing Fences Act 1991</i>	<i>Local Government Act 1993</i>		



4. Participation

4.1. Representation

Local government in New South Wales is based on the principle of representative democracy. This means that eligible voters elect representatives to their local Council to make decisions on their behalf. In New South Wales, elections are held every four years.

Berrigan Shire Council is represented by a publicly elected Council that is responsible for providing leadership in the development and implementation of a program of actions that contribute to the Shire community's vision.

Berrigan Shire Council is represented by eight councillors, headed by a Mayor. Berrigan Shire Council is a unitary body and is not divided into wards. Each Councillor is elected by, and represents, the Shire as a whole.

Councillors serve a four-year term; the current Council was elected in December 2021. Berrigan Shire is not divided into wards and councillors are elected at large. The next election is scheduled for September 2024.

The Mayor is elected by the Councillors from among their number and serves for a 2-year term. The current Mayor was elected in September 2023. The next Mayoral election will be held in September 2024 following the Council election.

4.1.1 Role of Council

The role of the Council is to:

1. Represent the community and advocate its viewpoint.
2. Make considered and well-informed decisions as a member of Council.
3. Formulate policy and strategic direction and make decisions that will benefit the community as a whole.
4. Oversee the implementation of policy and key strategic plans and review the performance of the organisation.
5. Represent the collective interests of residents, ratepayers, and the local community.
6. Facilitate communication between the local community and Council.
7. Set and approve the Council budget.
8. Uphold and represent accurately the policies and decisions of Council, and
9. Make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor.

4.1.2. Representations to Councillors

Residents are able to raise issues with the elected Councillors. The Councillors, if they agree with the issue, may pursue the matter on the behalf of the resident which allows members of the public to influence the development of policy.

Residents may contact Councillors by phone or email via the contact details on Council's website:



4.2. Council meetings

Berrigan Shire Council holds an ordinary meeting of the Council on a monthly basis. This is ordinarily scheduled for the third Wednesday of the month, commencing at 9.15am.

The venue for the meeting is the Berrigan Shire Council Chambers at 56 Chanter Street Berrigan.

The Council may choose to vary the time, date or venue of meetings or hold an extraordinary meeting.

Council meeting times are shown on the Council website and are also advertised in the Southern Riverina News and the Cobram Courier.

Ordinary meetings of the Council are open to the public, except as allowed for in the *Local Government Act 1993*. An audio recording of each Council meeting is also available on the Council website.

4.3. Public participation

Council's Community Engagement Framework (2016) strengthens Council's commitment to supporting the participation of individuals, groups and communities in Council planning and decision making. It guides the development of Council's Community Strategic Planning engagement strategies and consultation on local issues.

Opportunities exist for you and other members of the community to participate in all facets of the governance of the Council. There is participation through the formal decision-making structures and through the many support units and groups that contribute to the Council's affairs.

Outside the formal structures of decision-making, Council has a procedure for receiving and responding to complaints and suggestions from the public about the Council and its functions. You are also encouraged to contact Councillors to put forward your views regarding issues relating to the Council.

Many Council plans, codes and policies are placed on display for public comment before final adoption by the Council. Notification of requests for public comment is made on the Council website (<http://www.berriganshire.nsw.gov.au>) and in the Southern Riverina News and the Cobram Courier.

These draft plans and codes also available on the Council website and the Council administration office. They also are available for perusal at and the Barooga, Berrigan, Finley and Tocumwal branches of the Berrigan Shire Library Service.

You, and other members of the public, are invited to join the various committees of management that operate facilities such as recreation reserves, public halls and parks and gardens. Other committees open to the public include various advisory and support groups on issues such as youth, public libraries, and community assistance.

There are also avenues for members of the public to personally participate in the policy development and the functions of the Council.



4.3.1. Volunteer committees

Several Council Committees comprise or include members of the public.

Some of these volunteer committees or bodies are:

- Australia Day
- Barooga Advancement Group
- Barooga Community Botanical Gardens
- Barooga Recreation Reserve
- Berrigan Conservation Group and Tidy Towns
- Berrigan Sportsground
- Berrigan War Memorial Hall
- Berrigan War Memorial Swimming Pool
- Finley Log Cabin Museum and Mary Lawson Memorial Wayside Rest
- Finley Recreation Reserve
- Finley School of Arts
- Finley Showground Sporting Complex
- Finley War Memorial Hall
- Finley War Memorial Swimming Pool
- Retreat Public Hall
- Tocumwal Foreshore
- Tocumwal Rail Preservation
- Tocumwal Recreation Reserve
- Tocumwal Swimming Pool
- Tocumwal War Memorial Hall.



5. Information and Access to Information

5.1. Documents available to the public

The Government Information Public Access Act 2009 (GIPA Act) and associated regulation provides you with a general right of access to information held by the Council as long as it does not infringe privacy, other laws, or there are public interest considerations against disclosure.

A range of information about the Council and its operations is available on the Council's website and/or the Council administration office in Berrigan.

You are entitled to inspect these documents held by the Council on the Council's website – unless there is an unreasonable additional cost to the Council to publish these documents on the website – or at the offices of the Council during ordinary office hours or at any other place as determined by the Council.

Any current or previous document of this type may be inspected by you free of charge. Copies can be supplied for reasonable copying charges.

The following documents are defined as "Open Access Information" under Section 18 of the GIPA Act and will be released without the need for a Formal Access Application under this Act:

- Council's Agency Information Guide (available on Council's website)
- Information about Council contained in any document tabled in Parliament by or on behalf of Council, other than any document tabled by order of either House of Parliament;
- Council's policy documents (available on Council's website)
- Council's Disclosure Log of Formal Access Applications (available on Council's website);
- Council's Register of Government Contracts (available on Council's website);
- Council's record of the open access information (if any) that it does not make publicly available on the basis of an overriding public interest against disclosure; and
- Such other government information as may be prescribed by the GIPA regulations as open access information.

Schedule 1 of the GIPA Act also stipulates that the following additional documents are to be provided as open access information by Council:

1. Information about Council and Council meetings
 - a. Code of meeting practice
 - b. Agendas, minutes, and business papers for any meeting of the Council or any committee of the Council
 - c. Councillors' expenses and facilities policy
2. Council Administration
 - a. Berrigan Shire Council Code of Conduct
 - b. Annual Report, Financial Statements and Auditor's Report



- c. Equal Employment Opportunity Management Plan
 - d. Land Register
 - e. Investment Register
 - f. Delegations Register
 - g. Register of voting on planning matters
 - h. Register of graffiti removal work
3. Plans and policies.
- a. A range of Council policies are available on the Council's website
 - b. Other Council plans, strategies and reports
4. Development and Planning
- a. Environmental planning instruments and development control plans
 - b. Development Applications and associated documents
5. Other documents
- c. Leases and licences for use of public land classified as community land.
 - d. Register of contracts
 - e. Register of gifts
 - f. Returns of the interests of Councillors, designated persons, and delegates
 - g. Register of current declarations of disclosures of political donations

5.2. Access to information

Under the GIPA Act the Council has an obligation to provide greater accessibility to government information for the public.

Documents available for free can be found on the Council's website or collected in person at the Council's office in Berrigan during office hours.

You may come to the Council's office at 56 Chanter Street, Berrigan, and view the Council's open access information during office hours (8.30am to 4:30pm Monday to Friday excluding public holidays).

5.2.1. Access and amendment to your records

Any person can request to view his/her own personal record and can request the alteration of certain information that is held by the Council in connection with its administrative functions and if the information is, in the person's opinion, incomplete, incorrect, out of date or misleading.



Any records of a legal or accounting nature cannot be altered without proper approval or advice.

The Deputy Chief Executive Officer has been appointed as the Council's Public Officer and Right to Information Officer. Among other duties, the Deputy Chief Executive Officer may deal with requests from the public concerning the Council's affairs and has the responsibility of assisting people to gain access to public documents of the Council. The Deputy Chief Executive Officer is also responsible for determining applications for access to documents or for the amendment of records.

Council has in place a Privacy Management Plan for dealing with private or personal information.

The Council endeavours to make as much information as possible available proactively or upon request unless there is an overriding public interest against disclosure. In some cases, it may be necessary to lodge a formal access application. Access forms are available on the Council's website or by contacting the Council's Public Officer.

Requests for amendment of a document of the Council which you feel is incorrect will require you to make written application to the Deputy Chief Executive Officer in the first instance.

Council's Public Officer is:

Matthew Hansen

Deputy Chief Executive Officer
Berrigan Shire Council 56 Chanter Street
BERRIGAN NSW 2712
Telephone: (03) 5888 5100 Email: mail@berriganshire.nsw.gov.au

Information and Privacy Commission

The Information and Privacy Commission (IPC) has been established to oversee the GIPA Act. The IPC provides information about the right to access information held by NSW government agencies, including Councils

You can contact IPC via:

Level 15, McKell Building
2-24 Rawson Place
Haymarket NSW 2000

T: 1800 472 679
E: ipcinfo@ipc.nsw.gov.au
W: <https://www.ipc.nsw.gov.au/>





MEMORANDUM OF UNDERSTANDING

BERRIGAN SHIRE COUNCIL

MOIRA SHIRE COUNCIL

SPORTIES BAROOGA

Barooga Aquatic and Recreation Centre Indoor Pool
Facility



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Date: xxx 2023

This is a Memorandum of Understanding (MOU) between:

Berrigan Shire Council, ABN 53 900 833 102 of 56 Chanter Street Berrigan NSW 2712 (referred to in this document as BSC),

Moira Shire Council, ABN 20 538 141 700 of 44 Station Street, Cobram (referred to in this document as MSC), and

Sporties Barooga, ABN 96 001 757 491 of Burkinshaw Street, Barooga NSW 3644 (referred to in this document as Sporties)

Duration of the MOU

This is a non-binding MOU between BSC, MSC and Sporties.

The MOU will apply from [Insert Date] and will continue to apply until [Insert Date] or until the termination of the MOU by any party on the giving on six (6) month's written notice to both other parties.

Review of this MOU will commence no later than December 2026.

Scope

BSC, MSC and Sporties are committed to maintaining a positive and co-operative working relationship.

BSC, MSC and Sporties are committed, where practicable to work collaboratively to continue their support of the Barooga Aquatic and Recreation Centre (BARC) Indoor Pool facility. To ensure the relationship has clear framework and outcomes, BSC and MSC agree to:

- identify key mutually beneficial outcomes for the communities of both Berrigan and Moira Shires (with particular focus on the operation and strategic outcomes provided through their investment in the BARC Indoor Pool facility);
- apply for and deliver mutually beneficial government grants and other funding opportunities;
- share data and information that is mutually beneficial to both parties;
- promote and facilitate events and opportunities; and
- develop a collaborative approach to the funding model for the BARC Indoor Pool Facility into the future.

As part of the parties' mutual commitment, BSC, MSC and Sporties will act in accordance with the spirit and intent of this MOU, even though neither party intends that it be legally binding.



Goals and Objectives

For the term of this MOU, BSC, MSC and Sporties agree to work together to achieve the strategic outcomes noted below.

Berrigan Shire Council

Support Council's strategic outcomes particularly those outlined in our:

Community Strategic Plan

In 2032 we will be recognised as a Shire that builds on and promotes our natural assets and advantages to create employment and economic activity to attract residents, families and tourists.

Childrens, Young People and Families Strategy;

Berrigan Shire intends to build communities that are home to more families and young people.

Active Ageing and Disability Inclusion Strategy and Action Plan

The Berrigan Shire Council aims to:

1. recognised the diversity of people irrespective of age, ability or disability;
2. facilitate and respond to this diversity using universal design principles;
3. promote the application by Council of universal access and design principles to the design of new services / assets or facilities and, wherever possible, and it is financially sustainable, the Council will consider the application of these principles when it re-develops and / or upgrades an existing facility or service; and
4. require that these principles, particularly the 'equitable use principle' is grounded in the view that design solutions should normalise assistive technologies such as disable access to the main entrance to a building, wider footpaths etc.

Moir Shire Council

Support Council's strategic outcomes particularly those outlined in our:

Council Plan

A welcoming and inclusive place. Recreation, sports facilities, programs and services respond to our diverse and emerging community needs.

We promote the health and wellbeing of our communities.

Wellbeing for All Ages Strategy

Healthy and Supported Communities – Moira Shire Residents will have the resources, knowledge and support to live healthy, happy lives. Leading an active and healthy lifestyle is a challenge across the municipality. This presents an opportunity for collaborative partnerships to implement new programs and ideas.



Recreation Strategy

Recreation is a key factor in the overall well-being and liveability of the Moira Community. The delivery of recreation across the municipality is resource intense. In an environment of rate capping and limited funding opportunities it is necessary to ensure best value and sustainability.

Aquatic Facilities Strategy

Investigate opportunities to work with partners including the aquatics industry and neighbouring councils to implement innovative solutions to cost sharing.

All Abilities Access and Inclusion Plan

Access places and spaces are fundamental to promoting inclusion throughout all aspects of community life and will enhance the promotion of participation for all.

Developing and fostering participation and inclusion for all members of our community is beneficial to economic growth, social participation, employment opportunities and key to building a cohesive community.

Memorandum of Understanding for collaboration between Berrigan Shire and Moira Shire Councils

Objective to adopt a collaborative and community orientated approach to planning, funding and implementing services, programs and projects in particular for the cross border communities and deliver improved social and economic outcomes for the communities.

Sporties

Constitution

One of the Objects of the Barooga Sports Club as defined in its Constitution is to promote, encourage and support all forms of sporting activities in the Barooga District.

Board Plan 2024-28

Sets the strategic direction for the Club for the next 5 years. The strategic Priority of Active Community Involvement includes the key priorities of 'take a lead role in promoting health and wellness for all, using our facilities and environment to facilitate programs to meet the specific needs of our community', to 'provide top quality facilities and venues that surprise and delight the region' and to 'establish greater partnerships with other community organisations'.



Roles and Responsibilities

BSC, MSC and Sporties agree they will ensure they work openly and honestly with each other to align with the strategic goals and objectives set out above. Alignment will ongoing support of the BARC indoor pool facility, the following roles and responsibilities for each party are set out below.

Berrigan Shire Council

Will provide \$50,000 per year to Sporties for the operation of the BARC indoor pool facility for the years 2024/25, 2025/26 and 2026/27.

Provide branded signage to Sporties to be placed in the pool area acknowledging the funding provided by Council, this may be in conjunction with MSC or separately.

Moira Shire Council

Will provide \$50,000 per year to Sporties for the operation of the BARC indoor pool facility for the years 2024/25, 2025/26 and 2026/27.

Provide branded signage to Sporties to be placed in the pool area acknowledging the funding provided by Council, this may be in conjunction with BSC or separately.

Sporties

1. Display signage noted above in the indoor pool area that acknowledges the funding provided by both Councils.
2. Ensure there is no signage in the indoor pool area related to gambling or promoting poker machines etc.
3. Provide required information to both Councils as set out in the Reporting section below.
4. Provide and operate an indoor pool facility for the benefit of the residents of the Berrigan and Moira Shire Council's
5. Provide a range of programs and activities, such as learn to swim, aqua aerobics and space for lap swimming and use by swimming clubs to facilitate and support the health, wellbeing and liveability of the Berrigan and Moira Shires.

Meetings

Sporties and BSC already hold bi-monthly meetings. It is believed including MSC in these meetings will ensure the ability of both parties to meet regularly with Sporties to ensure a positive relationship is built and maintained.

Reporting

Reporting by Sporties to both Councils is required under relevant Local Government Acts and provides evidence to both communities that the investment provided by both Councils delivers expected outcomes to those communities



1. Provide both Councils usage data by Local Government Area of the BARC indoor pool facility that may be used by each Council in their Annual Report to their communities
2. Provide evidence to each Council annually that the funds provided by Councils to Sporties is used exclusively in the delivery of the BARC indoor pool facility. Financial reports may be replicated in part or in whole in each Council's financial reports depending on the State reporting requirements of each Council.
3. Provide basic quarterly reports to each Council regarding the progress against agreed deliverables.
4. Provide a detailed annual report, including audited financial report relating to the BARC Indoor Pool facility, to each Council outlining the achievement or otherwise of agreed deliverables for publishing in each Council's Annual Report no later than 15 August each calendar year.

Advertising and Announcements

Unless required by law, an announcement, circular or other public disclosure, including promotional materials such as newsletters, brochures, flyers, or marketing material, referring to the contents or subject matter of this MOU, must not be made or permitted by a party without the prior written approval of the other parties.

Confidentiality

The parties acknowledge that information disclosed by one party to the other (the disclosing party) in the course of the subject matter of this MOU, may be confidential and, unless required by law must not be disclosed to a third part, except with the prior written consent of the disclosing party.

Sporties Barooga acknowledges that information provided to the Councils, other than Commercial In Confidence information, will be subject to the provisions of the *Government Information (Public Access) Act 2009* or the Victorian equivalent.

Dispute Resolution

If a dispute or difference arises between the parties out of, or in connection with, this MOU, either party may give the other a written notice specifying the dispute or difference.

Within 7 days of the date of the notice, a person holding a position of senior management of each party, must meet and undertake negotiations in good faith, in line with the Scope of this MOU, and on a without prejudice basis with a view to resolving the dispute or difference.

Variation

The parties may agree to vary any of the requirements of this MOU. Such agreement must be in writing and signed by both parties.



Signatures

Signed for Berrigan Shire Council by its
authorised representative in the presence
of:

Signature of witness

Signature of authorised representative

Name of witness

Name and title of authorised representative

Date:

Signatures

Signed for Moira Shire Council by its
authorised representative in the presence
of:

Signature of witness

Signature of authorised representative

Name of witness

Name and title of authorised representative

Date:

Signed for Sporties Barooga by its
authorised representative in the presence
of:

Signature of witness

Signature of authorised representative

Name of witness

Name and title of authorised representative

Date:



17 May 2022

To whom it may concern,

**Re: The 2022 Bush Bursary/Country Women's Association (NSW)
Scholarship Program**

I am writing to invite you to participate in the Bush Bursary/ CWA (NSW) scholarship Program in 2022.

What are the Bush Bursary and CWA (NSW) Scholarships?

The Bush Bursary and CWA Scholarships provide selected medical students in NSW and the ACT with funding to assist with costs associated with their studies. In return, students spend two weeks on a rural placement in country NSW during their university holidays. Lachlan Shire Council initiated this scholarship in 1996 and the CWA of NSW first funded a student in 1997. Over the past two decades, the program has grown to be a well-respected initiative among those studying to pursue a rural health career.

How do the scholarships work?

The scholarships are offered annually to selected medical students in NSW and the ACT and are financially supported by the rural councils of NSW, the Country Women's Association and NSW Rural Doctors Network (RDN). This year scholarships will continue to be open to nursing students, recognising the important role played by nurses in rural communities. This scholarship will be the only opportunity of its type available to nursing students in NSW. The Council investment is **\$3,000 plus GST**, for one or two students.

Why should your Council be involved?

Over the past two decades, more than 350 students have participated in the Bush Bursary program. Our ability to place students is limited by the number of councils involved and the number of placements sponsored. In 2018, RDN received 125 applications for the program, our **highest number ever** – yet we only had 14 places on offer. With more placements available, there is more opportunity for RDN to expose the next generations of doctors and nurses to rural medical practice and lifestyle.

Please read the attached short information pack for more information about how your council can help promote rural NSW living to a future health professional by investing in a Bush Bursary Scholarship.



I am more than happy to discuss this opportunity with you further if you need more information.

Yours sincerely,

Chris Russell
NSW Rural Doctors Network
Future Workforce Manager
students@nswrdn.com.au
02 8337 8100



Why is the Bush Bursary Scholarship important?

RDN is driven by a fundamental belief that access to quality healthcare is the right of every Australian, no matter where they live. To create a skilled and sustainable health and medical workforce in rural and regional towns, we work with the next generation of practitioners to encourage them to choose a career in country NSW. Our research shows that positive immersion experiences in rural health settings are known contributors to students choosing rural medical and health careers.

RDN and local councils work together to provide a positive Bush Bursary experience and showcase the incredible rural lifestyles available to students.

NSW Rural Doctors Network's role:

- Advertising and promotion of the Bush Bursary Scholarships to eligible students studying at universities in NSW/ACT
- Recruitment and selection of Bush Bursary recipients
- Administration of funds from sponsoring councils to Bush Bursary recipients
- Matching recipients to sponsoring councils
- Organisation of placement for the sponsored Bush Bursary student, including liaising with local medical practitioners and community groups, accommodation and social aspects of the two-week placement.
- Ongoing support and information for recipients and councils throughout the year
- Distribution of research and evaluation about the Bush Bursary to stakeholders and interested parties

Your Councils Role:

- Investment of **\$3,000 (+GST)** for two sponsored students
- Nomination of contact person from within council or associated organisation
- Liaise with RDN and sponsored Bush Bursary student regarding placement arrangements
- Liaise with RDN, Bush Bursary recipients and local media (where appropriate) to promote the placements in your community
- Assist RDN in sourcing accommodation in the community for the students whilst they are on placement

In 2012 RDN completed a longitudinal study of scholarship recipients from 1996–2006 to track their career choice and practice locations. The study found:

- one-quarter of previous scholarship recipients were working in a rural or regional area when surveyed
- 41% of scholarship holders spent their first and second postgraduate years (PGY) in a non-metropolitan hospital
- 35% of PGY3 scholarship holders were in a non-metropolitan hospital.

These figures equate to 140 combined years spent in the rural and regional medical workforce and are significant as they indicate a high proportion of scholarship holders began their careers in a non-metropolitan area, spending two or three years as junior rural doctors.



Bush Bursary Case Study: Crookwell, NSW

Annabelle Carter, a first-year medical student at the University of Wollongong, spent two weeks in Crookwell, NSW in January 2021.



"After this experience, I'm more passionate than ever about working in rural NSW. And I'm advocating for my peers to work there too. Medical students should give it a go."

ANNABELLE CARTER
BUSH BURSARY AND CWA SCHOLARSHIP RECIPIENT
CROOKWELL JANUARY 2021

In her words:

"I had a wonderful time in Crookwell and am so glad I had the opportunity to experience rural lifestyle. I wish all medical students would give it a go - for a glimpse into the life but also to understand the struggles that rural towns go through daily.

I am so pleased to have met wonderful hosts, health care workers and locals in Crookwell. It's not everyday you are welcomed into a beautiful community like this one!"

"I met with a woman from council on my arrival and from then on she took me under her wing and made my social experience awesome! She gave me a tour of the town, showed me restaurants, cafes, a brewery, took me to some incredible farms and introduced me to her friends, family and colleagues. I met with CWA for morning tea which was also a lovely day. They also gifted me a wonderful scrapbook detailing the history of health care delivery in Crookwell with photos and newspaper clippings"

"I think my perspective about rural health care has changed dramatically in that I have an awareness of what rural towns experience with access. There were only 2-3 doctors in the town which meant locums were constantly coming in and out of the town, therefore putting a burden on the town of a lack of continuity of care. I discovered that I have an even stronger desire to practise rural medicine to help communities like Crookwell and I wish to advocate to my peers to do the same"

Annabelle Carter, Bush Bursary Scholarship recipient, January 2021





In the community's words:

"Upper Lachlan Shire enjoyed having Annabelle during her RDN visit. Annabelle emerged herself into the local health groups including Gunning District Health, various teams within Crookwell Hospital and the Thrive Medical Practice in Crookwell, all of which enjoyed her enthusiasm and kind nature. She also was able to enjoy experiences like the Alpaca Farm, a morning with the Country Women's Association and even a visit to our local sock factory – Lindner socks.

The feedback from everyone involved has been very positive and we hope more likeminded students come and visit to explore the social and clinical activities the Upper Lachlan Shire has to offer"

Katie Dewar, Executive Assistant to Mayor and General Manager, Upper Lachlan Shire Council

How to participate:

Please complete the enclosed sponsorship form and **return by June 30th**, via return email. Contact details are included on the form.

Thank you for considering this opportunity to showcase country NSW to a future rural health professional. Your support is greatly appreciated.



Bush Bursaries and Country Women's Association Scholarships Program Rural Council Program Guidelines

2020

NSW Rural Doctors Network
PO Box 1111 Mascot NSW 1460

Supporting rural health in New South Wales



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1. Background

NSW Rural Doctors Network (RDN) Bush Bursaries and Country Women's Association of NSW (CWA of NSW) Scholarships provide selected medical, midwifery and nursing students in NSW/ACT with \$1,500 each to assist with costs associated with their studies. Recipients also spend two weeks on a rural placement in country NSW during their university holidays. The placement combines the enjoyable aspects of country life and rural medicine.

The Bush Bursaries are funded by individual NSW rural councils and scholarships are funded by the CWA of NSW. They are administered by RDN.

Placements are coordinated by the rural councils. Placement locations may differ each year due to the involvement of different councils.

The two-week placements are usually undertaken in December or January but can be at different times of the year.

Applicants must demonstrate:

- an interest in rural practice and lifestyle;
- an understanding of the realities of rural medical practice; and
- the motivation to undertake a placement in a rural area as part of the scheme.

Students not honouring their commitment to undertake a rural placement are required to pay back all money granted to them.

Note: Travel and accommodation costs incurred by undertaking placements must be covered by the scholarship payment.



2. Role of Council

Rural councils and council-assigned community contacts are encouraged to work collaboratively with RDN to facilitate placement programs. This may include:

- working with RDN and students to work out an appropriate time to undertake the placement, including confirming exact dates
- linking with health care providers and services within their shire/community to engage in the Bush Bursary Program
- collaborating with RDN and respective health services to develop a 14-day schedule for the placement
- linking with social and community groups to engage in the Bush Bursary Program and arrange time for students to meet respective groups and individuals to increase their social and community engagement
- organising accommodation for students while in the town. If payment is required, students are to pay for up to \$150 of their accommodation using their scholarship money. If non-council and non-health service accommodation is required, RDN is to pay the difference.
- ensuring the services, groups, accommodation and social/community engagement the student is engaged with are safe
- providing on the ground support and be the point of call within the community in unforeseen circumstances, for example, a student locking themselves out of their accommodation.



3. Role of healthcare facilities

Healthcare facilities and health care providers are encouraged to engage with the Bush Bursary students by:

- sharing his/her knowledge, skills, attitudes and experiences, and assist in the learning career development of the student.

Objectives and responsibilities to ensure this happens may include the following:

3.1 Objectives

- Providing clinical experience during placement that is appropriate to the student's levels of knowledge and competency.
- Creating opportunities for the student to interact with other health providers in the community.
- Providing information, guidance and constructive comments.
- Monitoring progress and providing feedback.

3.2 Responsibilities

- Clear communication regarding mentor availability and placement expectations.
- Maintaining confidentiality.
- Being accessible.
- Listening actively to your student.
- Promoting responsible decision making.
- Motivating and supporting your student to achieve their goals.
- Ensuring a professional relationship.
- Acting as a positive role model.

To ensure students receive an enriching and holistic experience, we encourage students to engage with a variety of clinicians, healthcare professionals and healthcare services within the town and wider community.



4. Role of RDN

RDN facilitates the Bush Bursary Program. This is achieved by overseeing student, council, legal and mentoring obligations to ensure the Program runs effectively.

RDN's role includes the following in relation to students and council/community contacts:

4.1 Students

- Interviewing and selecting students who show an interest in rural health and embody the qualities required to undertake a placement in a rural and remote location.
- Allocate students to specific rural locations and partner students who will undertake the placement simultaneously.
- Mentor and provide advice to students in the lead up to and during their clinical placement.
- Ensure all students are compliant and safe to walk into all healthcare services and facilities in an observational role.

4.2 Council

- Liaise with and support councils in allocating a council/community contact to arrange placement logistics on the ground in respective locations.
- Provide support in connecting council/community contact with a range of health services if required.
- Connect council/community contact with student/s.
- Ensure all parties involved are communicated with and aware of arrangements. including placement plan, accommodation, travel requirements and social/community activities.
- Assist with any concerns regarding placement logistics the students or council/community contact may have.



5. Placement details

5.1 Placement allocation

Students will be allocated to their placement location by RDN.

Students will engage with a diverse and wide range of rural clinical and social settings. Student preference regarding social and clinical interest will be considered, however cannot be assured, as rural health services and providers are often limited and unique to the specific needs and services provided to respective communities.

5.2 Nomination of contacts

Rural councils are contacted by RDN to engage with, and financially support the Bush Bursary Program. Councils willing to engage will assign their own council/community contact who will liaise with RDN to organise the Program.

The council/community contact will link students with health services and providers and create a placement program in collaboration with RDN. RDN oversees and supports the work of the council/community contact, providing support and advice in organising an immersive, diverse, engaging and safe placement program.

5.3 Length of placement

The Bush Bursary Program is a two-week placement.

5.4 Travel

Travel must be organised by the student.

It is recommended students drive to their placements to enable them to have transportation and be accessible to a wide range of social, community and clinical experiences that may be offered. Public transport services in many rural and remote settings are limited, therefore individual transport is beneficial.

Students will pay for their travel to and from their locations using their scholarship money.

5.5 Accommodation

Accommodation will be arranged by the council or community contact. Accommodation types may vary depending on location. If accommodation is not appropriate or in adequate conditions, students must contact RDN as soon as possible for other arrangements to be made.

Accommodation costs are to be covered by the scholarship money.

Types of accommodation:

- Host families and alternative accommodation.
- Hospital staff accommodation.
- Other council accommodation.
- Additional placement attendees.



- If you have family or friends visiting, you must inform RDN and other students who may be attending the placement with you.

5.6 Insurance

No student will be permitted to undertake their placement unless they have arranged medical indemnity insurance for the period of their placement. Students must provide a copy of the cover note of their medical indemnity policy specifically noting the dates of their placement. This must be attached to their submission on the self-service portal or the request will not be processed.

Students should also take a copy with them on placement as local health facilities may request it prior to facility entry.



6. During the placement

6.1 Clinical experiences

Students will engage with a diverse range of clinical services within the community. The Bush Bursary Program aims to enable students to engage with a variety of clinical settings within the multidisciplinary team. Experiences may be clinical and non-clinical. Students must note that they may be working in areas other than their own area of study or interest in order to see and experience the full realm of services working within a rural health setting.

6.2 Social and community engagement

The council/community contact, along with the students, will organise and engage with a range of social and community events within the community while the student is on placement. Social and community engagement may be formally arranged through an organisation or group whereby students may deliver a presentation or talk of their experience as a student health professional and their interest and future aspirations, for example, at a local council meeting.

Similarly, other social and community engagements may be more informal and involve the students being connected with various community members to attend events or opportunities while in the community. Informal engagement may include an invitation for a farm drive, a day at a sheep/cattle sale and/or other activities specific to the community. Students are expected to be proactive in seeking out and taking advantage of opportunities presented to them while on placement.

RDN aims to showcase, through formal and informal social and community engagement, what rural life is really like if a health care professional chooses to undertake a rural health career. Aside from clinical practice, the lifestyle aspects of rural life present positive indicators as to why healthcare professionals wish to work rurally.

6.3 Dress code

Smart casual professional attire. Students must wear appropriate footwear with closed in toes.

6.4 Student expectations

All students are expected to represent RDN in a proud, mature and engaging manner.

Students are encouraged to:

- engage with and ask questions of clinical mentors and health professionals regarding their clinical placement, their knowledge and experience, the rural community and scope of practise working as a rural health clinician/practitioner
- engage opportunities provided to interact with other health providers in the community
- uphold professionalism while on placement including punctuality, appropriate communication, professional dress and confidentiality
- embrace clinical and non-clinical opportunities with grace and enthusiasm
- be proactive in seeking out clinical, social and community involvement
- be receptive of information, guidance and constructive comments
- keep a diary while on placement
- respect all individuals and community groups in which they engage with.



Enquiries about this report can be directed to Phillipa Kensit, Program Lead, Future Workforce.

NSW Rural Doctors Network
PO Box 1111
Mascot NSW 1460

t 02 8337 8110
e pkensit@nswrdn.com.au
w nswrdn.com.au



Policy

14

INVESTMENT POLICY

Strategic Outcome:	Good government	
Policy type	Administrative	
Date of Adoption:	15 November 2023	Minute Number:
Date for Review:	13 November 2024	
Responsible Officer:	Finance Manager	
Document Control:	Replaces and revokes the Investment Policy adopted 16 November 2022	
Delivery Program Link:	2.1.3.1 <i>Coordinate Council investments, financial management, financial operations and processing.</i>	

1. POLICY STATEMENT

In order to meet future financial commitments, Berrigan Shire Council retains cash that it has no plans to spend in the immediate future. To make better use of this cash and to retain its future value, the Council will invest these spare funds – in line with legislation and other legal requirements.

This policy is made under section 625 of the *Local Government Act 1993* (the Act) and in accordance with the Ministerial Investment Order published in the Government Gazette of 12 February 2011 and Office of Local Government Circular 17-29.

2. PURPOSE

The purpose of this policy is to provide a framework for the investing of Council's funds at the most favourable rate of interest available to it at the time whilst having due consideration of risk and security for that investment type and ensuring that its liquidity requirements are being met.

While exercising the power to invest, consideration is to be given to the preservation of capital, liquidity, and the return of investment.

The Council's Financial Strategy 2022 commits the Council to the following action:



Policy

Look to improve investment returns while managing investment risk through a diverse and secure investment portfolio.

Council's 2022 Risk Appetite Statement states:

*Council prefers safer options and is **Resistant** to taking, retaining or accepting risk. Council maintains a desire to only take on small amounts of adverse exposure, when necessary. Council is, however, cognisant of the fact that in certain circumstances it will be prudent to **Accept** risk exposures so long as there is a reasonable degree of protection*

While preservation of capital is the principal objective of the investment portfolio, Council will look to improve its returns inside its statutory and prudential obligations

Investments are to be placed in a manner that seeks to ensure security and safeguarding the investment portfolio. This includes managing credit, interest rate and reinvestment risk within identified thresholds and parameters.

Investments should be allocated to ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, without incurring the risk of significant costs due to the unanticipated sale of an investment. Council will also identify funds that are not required for an extended period and invest these for longer terms if advantageous.

Investments are expected to achieve a market average rate of return in line with the Council's risk tolerance.

3. SCOPE

This policy applies to all Council officers with responsibility for the investment of Council's funds in financial instruments.

4. DEFINITIONS

Credit risk	the risk that an institution or a product the Council has invested in fails to pay the interest and/or repay the principal of an investment
Market risk	the risk that the fair value or future cash flows of an investment will fluctuate due to changes in market prices
Liquidity risk	the risk the Council is unable to redeem the investment at a fair price within a timely period



Policy

Maturity risk	the risk relating to the length of term to maturity of the investment – the longer the term, the greater the length of exposure and risk to market volatilities
Reinvestment risk	the risk that future cash flows—either interest or the final return of principal—will need to be reinvested in lower-yielding investments
Preservation of Capital	the requirement for preventing losses in an investment portfolio's total value (considering the time value of money)
Diversification	setting limits to the amounts invested with a particular financial institution or government authority to reduce credit risk
Liquidity	ensuring that funds are available in a timely manner to meet the Council's cash flow requirements without the unanticipated, and potentially disadvantageous, sale of investment products
Financial instrument	any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity

5. POLICY IMPLEMENTATION

5.1 Delegation of authority

Authority for implementation of the Investment Policy is delegated by Council to the Chief Executive Officer in accordance with the *Local Government Act 1993*.

The Chief Executive Officer may in turn delegate the day-to-day management of Council's investments to the Responsible Accounting Officer, or to other Officers. This is subject to regular review.

Officers' delegated authority to manage Council's investments shall be recorded in line with the Council's standard procedures regarding delegations.

Officers with delegated authority under this policy will be required to acknowledge they have received a copy of this policy and understand their obligations in this role.

5.2 Prudent person standard

The investment will be managed with the care, diligence and skill that a prudent person would exercise. As trustees of public monies, officers are to manage Council's investment portfolios



Policy

to safeguard the portfolio in accordance with the spirit of this Investment Policy, and not for speculative purposes.

5.3 Ethics and conflicts of interest

Officers shall refrain from personal activities that would conflict with the proper execution and management of Council's investment portfolio.

Councillors and Officers are obliged to act in accordance with the Council's Code of Conduct and comply with the Council's procedures for declaring gifts and actual or perceived conflicts of interest.

Independent advisors are also required to declare that they have no actual or perceived conflicts of interest. Dealings between the Council and an independent advisor will be in line with the Council's Statement of Business Ethics.

5.4 Approved investments

Investments are limited to those allowed by the most current Ministerial Investment Order that has been issued by the NSW Minister for Local Government.

5.5 Prohibited investments

In accordance with the Ministerial Investment Order, this investment policy prohibits but is not limited to any investment carried out for speculative purposes including:

- Derivative based instruments;
- Collateralised Debt Obligations (CDOs);
- Principal only investments or securities that provide potentially nil or negative cash flow; and
- Stand-alone securities issued that have underlying futures, options, forwards contracts and swaps of any kind.

This policy also prohibits the use of leveraging (borrowing to invest).

5.6 Risk management

In accordance with the Council's Risk Management Policy and Framework, the Council should minimise risks and encourage and promote transparency and good governance.



Policy

Risks will be assessed with resultant investment decisions authorised by the Chief Executive Officer, or in accordance with Delegated Authority.

Controls will be integrated into investment management strategies which recognise these risks:

- Credit risk
- Market risk
- Liquidity risk
- Maturity risk
- Reinvestment risk

When addressing these risks, the Council and its officers will consider the following key principles:

- Preservation of Capital
- Diversification
- Liquidity

In addition to employing controls to reduce counterparty risk, management and operational controls for corruption prevention will be employed, which include:

- Fraud Control measures as identified in the Council's Fraud Control Policy and associated plans.
- Compliance with the Council's Code of Conduct
- The use of the Council's Gift and Conflict of Interest Disclosure procedures
- Reference to the Internal Reporting Policy.
- Monthly reporting to the Council
- External Auditing

5.7 Investment advice

The Council may, from time to time, appoint a consultant to provide independent advice on the Council's investment strategy or on individual investment products. Independent advisors must be licenced by the Australian Securities and Investment Commission and must be appointed by resolution of the Council.

The advisor must be an independent person who has no actual or potential conflict of interest in relation to investment products being recommended and is free to choose the most



Policy

appropriate product within the terms and conditions of the investment policy. This specifically excludes the appointment of advisors that receive commissions from providers of investment products likely to be reviewed or recommended.

The independent advisor is required to provide written confirmation that they do not have any actual or potential conflicts of interest in relation to the investments they are recommending or reviewing, including that they are not receiving any commissions or other benefits in relation to the investments being recommended or reviewed.

5.8 Measurement

The Council will measure and report on its investments to the Council on a market value basis. The market value is to be assessed at least once a month to coincide with the monthly Investment Report.

For the purpose of the annual financial statements, investments will be valued in line with Australian Accounting Standards and the Local Government Code of Accounting Practice and Financial Reporting.

5.9 Benchmarking

The Council will measure and report on its investments to the Council on a market value basis. The market value is to be assessed at least once a month to coincide with the monthly Investment Report.

For the purpose of the annual financial statements, investments will be valued in line with Australian Accounting Standards and the Local Government Code of Accounting Practice and Financial Reporting

5.10 Reporting and reviewing investments

Documentary evidence must be held for each investment and details thereof maintained in an Investment Register.

The documentary evidence must provide Council legal title to the investment.

Certificates must be obtained from the financial institutions confirming the amounts of investments held on the Council's behalf as at 30 June each year and reconciled to the Investment Register.



Policy

All investments are to be appropriately recorded in Council's financial records and reconciled at least on a monthly basis.

A monthly report will be provided to Council. The report will detail the investment portfolio in terms of performance, percentage exposure of total portfolio, maturity date and changes in market value.

6. RELATED LEGISLATION, POLICIES AND STRATEGIES

6.1 Compliance

- [Local Government Act 1993](#)
- Local Government (General) Regulation 2021
- Ministerial Investment Order
- Local Government Code of Accounting Practice and Financial Reporting
- Australian Accounting Standards
- Office of Local Government Circulars

6.2 Relevant Council documents

- Long Term Financial Plan
- Financial Strategy 2022
- Fraud Control Policy
- Fraud Control Plan
- Risk Management Policy and Framework
- Code of Conduct
- Internal Reporting Policy
- Statement of Business Ethics

7. RECORDS MANAGEMENT

All Records must be kept in accordance with Council's Records Management Policy (currently under development) and destroyed as per the General Retention and Disposal Authority: Local Government Records (GA39).

8. REVIEW AND EVALUATION

This Investment Policy will be reviewed by the Council no less than annually. It will also be reviewed as required in the event of legislative changes.



Policy

The Investment Policy may also be amended as a result of other events that provide the Council with opportunities that are to the advantage of the Council and in the spirit of this policy.

Any amendment to the Investment Policy must be by way of Council resolution

9. DOCUMENT AVAILABILITY

This policy will be available for inspection at Council's principal office during ordinary business hours as per the requirements of section 18(c) of the *Government Information (Public Access) Act 2009* and section 167 of the *Local Government Act 1993*.

Access to the policy in digital format is free and is available on Council's website <https://www.berriganshire.nsw.gov.au/>

Printed copies of the document are available at Council's principal office (address noted below) and are subject to Council's Fees and Charges.

Berrigan Shire Council
56 Chanter Street
Berrigan NSW 2712

Ph: 03 5888 5100

Email: mail@berriganshire.nsw.gov.au

10. VERSION CONTROL

Version Number	Date	Summary	Responsible Officer
11.0	16-11-2022	Annual Review	Finance Manager
12.0	15-11-2023	Annual Review	Finance Manager



Berrigan Shire Council

Investment Guidelines

Issued November 2023



Background

The purpose of these investment guidelines is to provide guidance to Council staff regarding the management of the Council's investments.

It is designed to guide staff in their implementation of the principles contained in the Council's Investment Policy – in particular:

- Preservation of Capital;
- Diversification;
- Liquidity;
- Local Economic Benefit;
- Yield.

These guidelines must be considered in conjunction with the Council's Investment Policy and the Council's legal obligations under s625 of the *Local Government Act* 1993 and the Ministerial Investment Order.

Staff responsibility

Under the Council's adopted Investment Policy, authority for implementation of the Investment Policy is delegated by Council to the Chief Executive Officer in accordance with the *Local Government Act* 1993. The Chief Executive Officer has in turn, delegated this authority to the **Finance Manager**.

The Finance Manager is responsible for the day-to-day operations of the Council's investment function. The Finance Manager must approve every new investment and every renewal of investment. If the Finance Manager is not available, then investments must be authorised by the Director Corporate Services or the Chief Executive Officer.

The Finance Manager may, in turn, ask a staff member – generally the Accountant – to handle the interactions between financial institutions and the Council. This is to be done only on the instruction of the Finance Manager.

Approved investment products

The only approved investment products under the current Ministerial Investment Order are:

- Commonwealth / State / Territory Government securities e.g. bonds;
- Interest bearing deposits (including cash accounts) or senior securities issued by an eligible Authorised Deposit-Taking Institution (ADI) regulated by the Australian Prudential Regulation Authority (APRA);
- Bills of Exchange (< 200 days duration) guaranteed by an ADI;
- Debentures issued by a NSW Council under Local Government Act (1993); and
- Deposits with T-Corp &/or Investments in T-CorpIM Funds



The Finance Manager will review each investment to ensure the investment complies with the Council's Investment Policy and the Ministerial Investment Order.

Preservation of Capital

While preservation of capital is the principal objective of the investment portfolio, Council will look to improve its returns inside its statutory and prudential obligations.

Investments are to be placed in a manner that seeks to ensure security and safeguarding the investment portfolio. This includes managing credit, interest rate and reinvestment risks within identified thresholds and parameters.

Before placing an investment with an institution with which it has not previously invested, the Finance Manager will perform due diligence to establish the bona-fides of the institution and satisfy herself/himself of the security of the investment.

Diversity

In order to manage the Council's exposure to financial risk, the Council will ensure that its investment portfolio is spread across a range of institutions.

To this end, the Finance Manager will ensure that:

- The Council will look to diversify its investments with numerous financial institutions at all times that fit within the parameters of this Investment Policy

Credit Quality Limits

The portfolio credit guidelines to be adopted will reference the Standard & Poor's (S&P) ratings system criteria and format - however, references in the previous Minister's Orders also recognised Moody's and Fitch Ratings and any of the three ratings may be used where available.

However, the primary control of credit quality is the prudential supervision and government support and explicit guarantees of the Approved Deposit Institution (ADI) sector, not ratings.

The maximum holding limit in each rating category for Council's portfolio shall be:

S&P Long Term Ratings Range (or Moody's / Fitch Equivalent)	Maximum Holding
AAA Category	100%
AA Category or Major Bank*	100%
A Category	80%
BBB Category	60%
Unrated ADIs	25%

*For the purpose of this Policy, "Major Banks" are currently defined as:



The ADI deposits or senior guaranteed principal and interest ADI securities issued by the major Australian banking groups:

- Australia and New Zealand Banking Group Limited (ANZ)
- Commonwealth Bank of Australia (CBA)
- National Australia Bank Limited (NAB)
- Westpac Banking Corporation (WBC)

including ADI subsidiaries whether or not explicitly guaranteed, and brands (such as St George).

Council may ratify an alternative definition from time to time.

Standard & Poor's ratings attributed to each individual institution will be used to determine maximum holdings.

In the event of disagreement between agencies as to the rating band ("split ratings") Council shall use the higher in assessing compliance with portfolio Policy limits, but for conservatism shall apply the lower in assessing new purchases.

Counterparty Limits

Exposure to individual counterparties/financial institutions will be restricted by their rating so that single entity exposure is limited, as detailed in the table below.

Limits do not apply to Federal or NSW-guaranteed investments, which are uncapped. It should be noted that the NSW government does not guarantee the capital value or unit price of the TCorpIM Funds.

Individual Institution or Counterparty Limits	
S&P Long Term Ratings Range (or Moody's / Fitch Equivalent)	Maximum Holding
Council's cash at-call provider	50%
AAA Category	40%
AA Category or Major Bank*	35%
A Category	30%
BBB Category	25%
Unrated ADIs Category	10%

Maturity Limits

Council's investment portfolio shall be structured around the time horizon of investment to ensure that liquidity and income requirements are met.



“Horizon” represents the intended minimum term of the investment; it is open for the Investment Strategy to define a target date for sale of a liquid investment.

Once the primary aim of liquidity is met, Council will ordinarily diversify its maturity profile as this will ordinarily be a low-risk method of obtaining additional return as well as reducing the risks to Council’s income. However, Council always retains the flexibility to invest as short as required by cashflow requirements or the economic outlook.

The factors and/or information used by Council to determine minimum allocations to the shorter durations include:

- Council’s liquidity requirements to cover both regular payments as well as sufficient buffer to cover reasonably foreseeable contingencies;
- Medium term financial plans and major capital expenditure forecasts;
- Known grants, asset sales or similar one-off inflows;
- Seasonal patterns to Council’s surplus funds.

Description	Horizon	Min. Allocation	Max. Allocation
Working Capital	0 – 2 months	Higher of 15% of portfolio or \$6m	100%
Short-Term Funds	2 – 12 months	0%	100%
Short-Medium Term Funds	1 – 2 years	0%	70%
Medium-Term Funds	2 – 5 years	0%	50%
Long-Term Funds	+5 years	0%	25%

Within these broad ranges, the Finance Manager relies upon assumptions of expected investment returns and market conditions that have been examined with its investment advisor.

Local Economic Benefit

The Council’s Investment Policy requires that the Council “give consideration to investment products from institutions that provide a direct economic benefit to the Berrigan Shire community”

For the purposes of these guidelines, these institutions are defined as:

- Institutions with branches/agencies in the Shire:
 - Bendigo Bank
 - Commonwealth Bank Of Australia
 - National Australia Bank
- Local Building Societies and Credit Unions:
 - Central Murray Credit Union
 - Goulburn Murray Credit Union



- WAW Credit Union
- Hume Building Society

To comply with this requirement of the Investment Policy, The Finance Manager will ensure that:

- At least \$1m is invested with Local Building Societies and Credit Unions.
- A 25 basis point (0.25%) allowance is provided to both groups of institutions listed above when comparing yield rates.

Yield

After consideration of the points listed above, the Council will endeavour to place its investments in products that return the highest yield. Yield is only to be considered after the Council has considered points relating to its Preservation of Capital, Diversification, Liquidity and Local Economic Benefit.

To this end, the Finance Manager will:

- Seek quotes from three (3) independent financial institutions for investment products that comply with the Investment Guidelines listed above.
- After giving due consideration to the points listed above, place the investment with the institution that returns the largest yield to the Council.



Cultural Review and Compliance Audit Continuous Improvement Plan



Priority 1

No.	Improvement opportunity	Priority	Requirement	Responsible ELT*	When	Status
2	Include details in the Annual Report of any and all actions undertaken to educate, inform and remind Council's employees of their obligations and protections under PID legislation.	High	Inclusion in Annual Report Roll out e-Learning training	DCEO	Oct 2023	Complete. More work to be done for 2023/24 annual report
10	Review Council's obligations under the GIPA Act and GIPA Regulation and ensure that all Open Access Information listed in Schedule of the GIPA Regulation is updated and published to Council's website.	High	Review of Open Access Information with EA and IRO Provide information to CO to upload to website.	DCEO	Oct 2023	
25	Ensure Council's audited Financial Statements are publicly available and published to its website.	High	Standard practice	DCS	Oct 2023	Complete



No.	Improvement opportunity	Priority	Requirement	Responsible ELT*	When	Status
28	Review and confirm that all Written Returns of Interest for designated persons have been published to Council's website.	High	DCEO/IRO to review and redact returns from 30 September 2023. CO to upload redacted returns to the website.	DCEO	Oct 2023	Complete
29	Ensure that the full nature of conflicts of interest disclosed at Council meetings are being correctly recorded in meeting minutes, as required under the Code of Meeting Practice.	High	Additional training for Councillors on how to disclose a conflict is required. DCEO and EA to work on procedure for recording disclosures.	DCEO	Oct 2023	Noted by management. Council to be provided with formal advice prior to next Council meeting
4	Review Council's Employee Induction Program to incorporate training on the Customer Requests Policy and Customer Experience Charter, ensuring that all employees familiarise themselves with the documents upon commencement of employment.	High	Inclusion in Induction Program Requires review of policy and charter	DCEO	Nov 2023	Staffing constraints have delayed this project. Council has employed a temporary casual to assist with this.
16	Publish the Mayor's delegations to Council's website.	High	Investigate with Pulse publication as a frame	DCEO	Nov 2023	Complete Based on delegations made at May 2022 Council meeting



No.	Improvement opportunity	Priority	Requirement	Responsible ELT*	When	Status
17	Publish the CEO's delegations to Council's website.	High	Investigate with Pulse publication as a frame	DCEO	Nov 2023	Complete Based on delegations made at May 2022 Council meeting
18	Publish the Delegations Register to Council's website.	High	Investigate with Pulse publication as a frame	DCEO	Nov 2023	Investigations under way
26	Ensure Council's Annual Reports are publicly available and published to its website.	High	DCEO to coordinate with CO to upload to website	DCEO	Nov 2023	Complete
3	Review all outstanding employee complaints and ensure that they have been appropriately closed out, with complainants formally notified of the outcome of how their complaints have been managed and resolved.	High	DCEO and HRM to review staff investigations	DCEO	Dec 2023	Yet to start
5	Review the service standards set out in the Customer Experience Charter to ensure they are realistic and achievable and avoid creating a situation whereby Council is setting itself up for failure.	High	DCS and CAC to review charter in partnership with other directorates.	DCS	Dec 2023	This is being done in line with the CRM. Meetings are currently being held with all Council staff to understand Council's needs.



No.	Improvement opportunity	Priority	Requirement	Responsible ELT*	When	Status
27	Confirm that Council has formally identified the “designated persons” within its organisation structure.	High	DCEO to prepare report for Council	DCEO	Dec 2023	Complete Adopted at October Council meeting
32	Review and update the Privacy Management Plan.	High	DCEO/IRO to undertake review.	DCEO	Dec 2023	
36	Update the Community Engagement Plan and Community Participation Policy to become a Community Engagement Strategy that addresses the requirements detailed in the IP&R Guidelines.	High	To be undertaken as part of the development of the new Community Strategic Plan.	DCEO	Dec 2023	To be done as part of the development of the new Community Strategic Plan
14	Review Council’s Community Engagement Plan and Community Participation Policy to comply with the IP&R Guidelines and clearly identify the relevant stakeholder groups within the Berrigan Shire community and outline the methods that will be used to engage each group, incorporating an appropriate range of <i>Involve</i> and <i>Collaborate</i> methods in addition to <i>Inform</i> and <i>Consult</i> methods.	High	To be undertaken as part of the development of the new Community Strategic Plan.	DCEO	Mar 2024	To be done as part of the development of the new Community Strategic Plan



No.	Improvement opportunity	Priority	Requirement	Responsible ELT*	When	Status
8	Investigate the purchase and implementation of a fit-for-purpose CRM solution that will enable Council to record, monitor and report against customer enquiries, complaints and requests in a timely manner and evaluate its performance against agreed service levels set out in the Customer Experience Charter.	High	DCS to review alternative CRM models in parallel with the review of Council's general business management software suite	DCS	March 2024	Staff had a demonstration of a market-leading CRM system. Have requested demonstrations from other providers
9	Following purchase and implementation of a fit-for-purpose CRM solution, introduce regular reporting to Management on the status of customer enquiries, complaints and requests, as well as key performance and satisfaction metrics.	High	DCS to review existing AssetFinda system to improve its use by staff. DCS and CAC to generate suitable reports	DCS	Jun 2024	No progress – no CRM implemented.
22	Publish the Audit, Risk and Improvement Committee Terms of Reference to Council's website.	High	CO to post to website	DCEO	Dec 2024	COMPLETE



Priority 2

No.	Improvement opportunity	Priority	Requirement	Responsible ELT	When	Status
31	Following review of the Contracts Register, update the version of the document on Council's website.	Med	CO/IRO to update the Contracts Register on the website. Investigate software to maintain register and automatically post to website.	DCEO	Nov 2023	Staffing constraints have delayed this process. The date may need adjusting
30	Review the Contracts Register for currency, to ensure that any and all Class 1, Class 2 and Class 3 entered into by Council since 30 June 2021 are appropriately recorded and disclosed.	Med	DCS and AO-DP to review and update the register	DCS	Dec 2023	These are reported in the annual report. The Depot and Procurement Officer updates the contract register annually going forward this will be done quarterly.
21	Update Council's website to feature content on its Audit, Risk and Improvement Committee, including its role, responsibilities and membership arrangements.	Med	DCEO and CO to prepare information on ARIC CO to post to website	DCEO	Mar 2024	COMPLETE



No.	Improvement opportunity	Priority	Requirement	Responsible ELT	When	Status
24	Develop and adopt a Councillor Access to Information Policy and publish to Council's website following adoption.	Med	DCEO to prepare a policy for adoption.	DCEO	Mar 2024	To be incorporated into the Staff and Councillors Interaction Policy
7	Convene regular Customer Experience Coordination Meetings with all Directors and key personnel to review customer performance including outcomes data, identify and action priority initiatives, and provide input on how to continuously improve customer service operations.	Med	DCS and CAC to arrange meetings.	DCS	Jan 2024	Will begin to arrange meetings after the Christmas Break.
1	Ensure all employees who interact with Council, or are able to access customer information and records, receive information, training and/or education in GIPA and privacy management.	Med	Inclusion in Induction Program. E-Learning via https://www.ipc.nsw.gov.au/about-us/ipc-e-learning	DCEO	June 2024	No progress made
12	Explore the feasibility of implementing reward, recognition and training initiatives that could support employee retention in Council's Customer Experience team and enhance the appeal of pursuing a career in Customer Experience at Council.	Med	Customer Experience to be specifically included as a priority item in the new Workforce Development Plan.	DCS/DCEO	Jun 2024	No progress made.



No.	Improvement opportunity	Priority	Requirement	Responsible ELT	When	Status
13	Consider including services reviews of (a) Customer Experience and (b) Planning and Development Assessment in Council's Service Review Program.	Med	Reassess the priority of these reviews in Council's Service Delivery Plan and undertake reviews as appropriate	DCS/DSPD	Jun 2024	No progress made.
15	Develop and adopt an EEO Management Plan and publish to Council's website following adoption.	Med	EEO developed but not on website	DCEO	Jun 2024	Complete Existing version published on website.
19	Develop and implement procedure to ensure Council's Delegations Register is being regularly reviewed and currency is maintained.	Med	DCEO and AO-G to develop review process	DCEO	Jun 2024	No progress made.
23	Develop and adopt a Gifts and Benefits Policy and publish to Council's website following adoption.	Med	DCEO to prepare a policy for adoption.	DCEO	Jun 2024	Complete Adopted at October 2023 Council meeting
37	Develop and adopt a Complaint Handling Policy, utilising the Model Policy produced by the NSW Ombudsman as a template.	Med	DCS and CAC to prepare the policy with DCEO advice as needed.	DCEO/DCS	Jun 2024	No progress made.



No.	Improvement opportunity	Priority	Requirement	Responsible ELT	When	Status
6	Following procurement of a fit-for-purpose CRM software solution (refer Recommendation 8 below), consider introduction of performance reporting to Council's Audit, Risk and Improvement Committee.	Med	DCS to review existing AssetFinda system to improve its use by staff. DCS ask Council and ARIC if they wish a report of this nature presented to ARIC.	DCS	Dec 2024	To be considered once CRM implemented.
11	Develop a knowledge base to support FAQ and common enquiries to support Council's Customer Experience team and publish FAQ on Council's website.	Med	DCS and CAC to prepare document in consultation with other directorates and teams	DCS	Dec 2024	FAQ already created and shared internally with Customer Experience Team. Customer Experience Coordinator will refine, share with Directors and then look into posting on website.



Priority 3

No.	Improvement opportunity	Priority	Requirement	Responsible ELT	When	Status
35	Ensure the location and venue of each scheduled Council meeting is clearly listed on Council's website.	Low	EA/CO to ensure Council meeting location is clearly marked on the website	DCEO	Dec 2023	Website updated Complete.
34	Develop and adopt an Internal Audit Charter and publish to Council's website following adoption.	Low	DCEO to work with ARIC and Council on charter. CO to post to website following adoption	ERM	Jun 2024	Work commenced
38	Following development and implementation of Complaint Handling Framework, instigate regular reporting of complaints to Management.	Low	DCS and CAC to design and issue a report	DCS	Oct 2024	No progress made
39	Publish content to Council's website clearly outlining how Council receives, manages and resolves complaints, including avenues to appeal or seek review of complaint outcomes.	Low	DCS and CAC to prepare content DCEO and CO to update website.	DCS/DCEO	Oct 2024	This is already included in the customer experience charter.
20	Schedule a comprehensive review of all delegations within 12 months of the next Local Government ordinary election.	Low	CEO and DCEO to coordinate review	DCEO	Sept 2025	To start in September 2024
33	Review the Councillor Expenses and Facilities Policy by September 2025.	Low	DCEO to review with incoming Council based on OLG template	DCEO	Sep 2025	To start in September 2024



*Note: Responsible ELT positions

- CEO – Chief Executive Officer
- DCEO – Deputy Chief Executive Officer
- DI – Director Infrastructure
- DSPD – Director Strategic Planning and Development
- DCS – Director Corporate Services
- ERM – Enterprise Risk Manager



**Edward
River**
COUNCIL

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General Manager, PO Box 270
Deniliquin NSW 2710

6 October 2023

Cr Julia Cornwell McKean
Mayor
Berrigan Shire Council
56 Chanter Street
BERRIGAN. NSW. 2712
Via email: mail@berriganshire.nsw.gov.au

Dear Julia,

Congratulations on your recent appointment as Mayor of Berrigan Shire Council for the next twelve months.

We indeed have a busy time ahead of us and I look forward to working with you in areas of common interest.

I am confident that the Berrigan Shire Council will work towards making a difference to the community.

Yours sincerely,

Cr Peta Betts
MAYOR



From: [Brett Stonestreet](#)
To: [Karina Ewer - MBA, MCDR, MAHRI, GAICD](#)
Cc: [Julia Cornwell McKean](#)
Subject: RE: Thank you from Berrigan Shire Council
Date: Monday, 16 October 2023 5:17:27 PM
Attachments: [image002.png](#)
[image003.png](#)
[ATT00001.png](#)
[ATT00002.png](#)

Hi Karina (and Mayor Julia),

Thank you for your letter. It was a pleasure to meet with your team from Berrigan to have a discussion regarding opportunities and challenges for our respective LGAs. The tour was a bit rushed but appreciate you all needed to make tracks for home.

All the best and kind regards.

Brett

Brett Stonestreet PSM
General Manager
p 02 6962 8112 | m 0418 772 023



Griffith City Council
a 1 Benerambah Street Griffith NSW 2680
p PO Box 485 Griffith NSW 2680
w griffith.nsw.gov.au

Griffith City Council acknowledges and respects the Wiradjuri people as the traditional custodians and ancestors of the land and waters where we work.

OUR CORE VALUES



From: Karina Ewer - MBA, MCDR, MAHRI, GAICD <KarinaE@berriganshire.nsw.gov.au>
Sent: Monday, 16 October 2023 1:00 PM
To: Brett Stonestreet <Brett.Stonestreet@griffith.nsw.gov.au>
Cc: Julia Cornwell McKean <julia.cornwellmckean@berriganshire.nsw.gov.au>
Subject: Thank you from Berrigan Shire Council

Brett

Please find attached a letter from me thanking you for your time last week to host our team and elected body.



Karina Ewer - MBA, MCDR, MAHRI, GAICD
Chief Executive Officer

Berrigan Shire Council | 56 Chanter Street, Berrigan NSW 2712
P: 03 5888 5100 M: 0456 802 006
E: KarinaE@berriganshire.nsw.gov.au
W: www.berriganshire.nsw.gov.au



TEAMWORK • RELIABILITY • HONESTY • SERVICE



Thank you again for your letter and I look forward to an ongoing, collaborative approach to ensure the best possible water management outcomes for NSW's regional and rural communities.

Yours sincerely

Rose Jackson MLC

Minister for Water, Minister for Housing, Minister for Homelessness,
Minister for Mental Health, Minister for Youth, Minister for the North Coast

Thank Mayor McKean -
this issue is an important
one and I encourage
your engagement with the
Parliamentary Inquiry.
R.

Date: 16.10.23



The Hon Steve Whan MP
Minister for Skills, TAFE and Tertiary Education



Ref: RML23/3264

Ms Karina Ewer, MPA, MCDR, MAHRI, GAICD
Chief Executive Officer
Berrigan Shire Council
56 Chanter Street
BERRIGAN NSW 2712

Email: KarinaE@berriganshire.nsw.gov.au

Dear Ms Ewer

I write in response to your correspondence of 18 September 2023, to the Hon Prue Car MP, Deputy Premier of NSW and Minister for Education and Early Learning, regarding the Berrigan Shire Council's Country Universities Centre (CUC) Southern Riverina Project. The Deputy Premier has referred your correspondence to me as the matter raised falls within my portfolio responsibilities.

The goal of communities in Finley, Deniliquin, Moama and Hay to establish CUC facilities in the Southern Riverina region, is a credit to your ambition for the development of your local communities and students. CUCs play an important role in providing equitable access and support to regional higher education students by supporting them to remain living and working in their communities while they complete their studies.

The NSW Government has been a strong supporter of the CUC program since 2017 and has invested in the expansion of the network from one to 11 centres across the State.

At present there is no funding available to the NSW Government for the expansion of the CUC program.

I note the Commonwealth Government recently announced the expansion of its Regional University Study Hubs program (formerly the Regional University Centres program), and that applications for funding to establish new Regional University Study Hubs are now open. Information on this funding round can be found on the Australian Government Department of Education at <https://www.education.gov.au/regional-university-study-hubs-2023-applications>.

I wish you well for the future and commend you for your efforts to support your respective communities.

Sincerely

Steve Whan MP
Minister for Skills, TAFE and Tertiary Education

23 October 2023



The Hon Rose Jackson MLC

Minister for Water, Minister for Housing, Minister for Homelessness,
Minister for Mental Health, Minister for Youth, Minister for the North Coast



Ref:M23/5091

Dr Julia Cornwell McKean
Mayor
Berrigan Shire Council
karinae@berriganshire.nsw.gov.au

Funding for mental health initiatives (your ref: KE:2324/32)

Dear Mayor

Thank you for writing about permanent funding opportunities for mental health services in the Berrigan Shire.

I acknowledge Council's continued advocacy for mental health initiatives in your region and can appreciate the need for greater accessibility to health supports for young people across your shire.

Murrumbidgee Local Health District provides specialist community-based mental health and drug and alcohol services for rural communities, including Finley, Berrigan and Tocumwal. The community mental health service provides interventions for children, adolescents, adults and older people that is close to home, accessible, personalised, evidence-based and recovery focused. There are no waiting lists for these NSW Health-funded services. I do understand that this does not always present as the most accessible, physically or socially, service for young people however.

The District partners with various agencies to provide a coordinated, collaborative response to people and their families who are experiencing mental health distress. The Murrumbidgee Mental Health and Drug and Alcohol Alliance also provides a forum for key stakeholders from the health, community and social sectors to develop a strategic approach to meet the mental health and drug and alcohol needs and expectations of consumers.

The southern Riverina well-being collective look to be doing some really meaningful work for their community and I thank them for this. I look forward to receiving your feedback regarding the outcomes of the Well-being collective though as an immediate step I would encourage the Council to explore grant opportunities on The Grants Hub at www.thegrantshub.com.au/blog/articles/mental-health-grants. The Hub identified mental health specific grants currently open for submission.

I encourage Council to continue to work in collaboration with the District on the development of health services that meet the needs of the community.

Thank you again for writing. For more information, please contact Alison Thorne, Manager, Community Mental Health, Murrumbidgee Local Health District, at alison.thorne@health.nsw.gov.au or on 0400 401 877.

Yours sincerely

52 Martin Place Sydney NSW 2000
GPO Box 5341 Sydney NSW 2001

02 7225 6190
nsw.gov.au/ministerjackson

1



Rose Jackson MLC

Minister for Water, Minister for Housing, Minister for Homelessness,

Minister for Mental Health, Minister for Youth, Minister for the North Coast

me - I hope this information
is useful. Always been to chat
about what we can
do to better
support regional
mental health.
R.



From: [Cr Doug Curran](#)
To: [Karina Ewer - MBA, MCDR, MAHRI, GAICD](#)
Cc: [Julia Cornwell McKean](#); [Brett Stonestreet](#)
Subject: Re: Letter of Thanks from Mayor Julia Cornwell McKean
Date: Tuesday, 17 October 2023 5:40:48 PM
Attachments: [image002.png](#)
[image003.png](#)
[ATT00001.png](#)
[image002.png](#)
[image003.png](#)
[06 Griffith City Council Thank You.pdf](#)

Karina,

Thank you so much for passing on Julia's letter.

I know Brett has already responded but I too wanted to thank you both as well as your entire teams. I think what you are doing with these planning events is sensational and really shows with the positive and progressive Council you are all running.

Thank you for choosing Griffith and I hope you were well looked after and may in fact return some time in the future. We may even try to bring some of our own Councillors or staff along to further advance our relationship.

Julia,

The absolute best of luck with your term as Mayor, I hope you have many more and please reach out if I or Brett can assist you in anyway whatsoever.

Local Government is stronger when we work together and learn from each other.

Thank you all and see you soon.

Doug Curran
Mayor
m 0477 669 804



Griffith City Council
a 1 Benerembah Street Griffith NSW 2680
p PO Box 485 Griffith NSW 2680
w griffith.nsw.gov.au

Griffith City Council pays respect to Aboriginal and Torres Strait Islander Elders, past, present and future, and acknowledges they are the custodians of this land. Council is committed to building our future together.

On 16 Oct 2023, at 13:00, Karina Ewer - MBA, MCDR, MAHRI, GAICD
<KarinaE@berriganshire.nsw.gov.au> wrote:

Dear Doug

Please find attached a letter of thanks from Mayor Julia Cornwell McKean for the hospitality shown our Councillors and staff last week.

Karina Ewer - MBA, MCDR, MAHRI, GAICD
Chief Executive Officer



From: [OLG Office of Local Government Mailbox](#)
To: [Karina Ewer - MBA, MCDR, MAHRI, GAICD](#)
Subject: Correspondence from the Office of Local Government (Our Ref: A877737- NC)
Date: Tuesday, 17 October 2023 10:07:47 AM

Doc ID: A877737
Contact: Council Governance
Phone: 02 44284100

Ms Karina Ewer
General Manager,
Berrigan Shire Council
KarinaE@berriganshire.nsw.gov.au

Dear Ms Ewer,

Thank you for your email of 26 September 2023 to the Office of Local Government's (OLG's) Council Engagement Manager, Cameron Templeton, enquiring whether amendments proposed by Berrigan Shire Council's Mayor to the model *Procedures for the Administration of the Model Code of Conduct* (the Model Procedures) are appropriate.

Section 440AA(3) of the *Local Government Act 1993* (the Act), allows a council to include additional provisions in its adopted Procedure that supplement the Model Procedures. However, section 440AA(4) of the Act provides that a council's adopted Procedure has no effect to the extent that it is inconsistent with the Model Procedures.

The additional provisions suggested by the Mayor provide that the Mayor is to decide on the course of action to be taken in relation to code of conduct complaints about other councillors. This suggested provision is not appropriate as it is inconsistent with clauses 5.20-5.26 of the Model Procedures, which expressly provide that code of conduct complaints about councillors are to be managed by the general manager.

For these reasons, OLG advises that Council should not pursue these additional provisions as they are inconsistent with the Model Procedures and would be of no effect under sections 440AA(4) and (5) of the Act.

I trust this information is of assistance and thank you for raising this important matter with OLG.

Your sincerely,

Melissa Gibbs
Director, Policy and Sector Development

Office of Local Government | Department of Planning and Environment
T 02 4428 4100 | [E olg@olg.nsw.gov.au](mailto:olg@olg.nsw.gov.au)
5 O'Keeffe Ave, NOWRA NSW 2541
www.olg.nsw.gov.au



The Hon Rose Jackson MLC
Minister for Water, Minister for Housing,
Minister for Homelessness
Minister for Mental Health, Minister for Youth
Minister for the North Coast



Our Ref: MF23/2800
Your Ref: KE:2324/32

Dr Julia Cornwell McKean
Mayor
Berrigan Shire Council
56 Chanter Street
BERRIGAN NSW 2172

By email: KeelanM@berriganshire.nsw.gov.au

Dear Dr McKean

Thank you for your letter of 25 September 2023 recommending constitutional protection against future privatisation for local water utilities. Please also accept my heartfelt congratulations on your election as Mayor of Berrigan Shire.

As Minister for Water, one of my key priorities is ensuring safe, secure and sustainable water supplies for NSW communities. I can't emphasise strongly enough how much I appreciate and value the role played by local government in achieving these outcomes.

The Joint Select Committee on Protecting Local Water Utilities from Privatisation has now been formally established and its Terms of Reference agreed. The Hon Stephen Lawrence MLC has been appointed as Chair of the Committee. The Committee is examining, and will report on, how the Government can prevent and stop privatisation of local water utilities with particular reference to:

- a) how local water utilities and their assets can be best protected against privatisation, forced amalgamations and sell-offs;
- b) reviewing governance and other legislation relating to the potential privatisation of local water utilities; and
- c) any other related matters.

The Committee is accepting submissions until 29 October 2023, and I encourage Berrigan Shire Council to make a submission. Submissions can be lodged through the Committee's submission portal on the NSW Parliament website.

I respect local water utilities' rights to their infrastructure, and we aim to ensure those rights are protected in the future. The aim of this Inquiry is to find out what further protections are needed if those that already exist are insufficient.



The Hon Jenny Aitchison MP
Minister for Regional Transport and Roads



Ref: 01802628
Your Ref: KE:23/187

Councillor Julia Cornwell McKean
Mayor
Berrigan Shire Council
56 Chanter Street
Berrigan NSW 2712

cc. matthew.hannan@berriganshire.nsw.gov.au

Dear Julia,

Thank you for your Berrigan Shire Council's message of congratulations regarding my appointment as Minister for Regional Transport and Roads. It was very kind of Cr Matthew Hannan to reach out. I am genuinely honoured to have the rare opportunity to work in a portfolio I have been passionate about for nearly 20 years as a former tour and transport operator, prior to entering Parliament. I apologise for the delay in responding.

I was delighted to meet you, Deputy Mayor Cr Carly Marriot and your Chief Executive Ms Karina Ewer on my recent Berrigan visit.

It is certainly an exciting time for NSW, now that we have a fresh start with a newly formed Labor Government. As you are aware, having a well-functioning road network and public transport in regional NSW is vital to ensuring our local communities thrive. I firmly believe public transport and roads in regional, remote and rural areas are social determinants of health, education, opportunity and jobs.

I note your comments on funding for local bridges in the Murray Irrigation area. The NSW Government is committed to ensuring that the roads used by regional communities daily are reliable and safe so people can travel to work, visit family and friends and keep our supply chains moving.

As an elected representative of a regional community, I understand and feel the challenges faced by our people after the repeated natural disasters of the past few years. We must make our network more resilient in the face of natural disasters and build back better when we can.

During previous natural disasters, I have been a strong advocate for impacted communities, individuals and businesses, particularly local farmers, tourism operators and other small business owners. Residents in my own community of Maitland have faced isolation for over a week at a time twice in the past 10 years.

52 Martin Place Sydney NSW 2000
GPO Box 5341 Sydney NSW 2001

02 7225 6060
nsw.gov.au/ministers



- 2 -

01802628

I understand there are complex funding models for Local Government to improve the local roads people use every day. I will be working closely with my Ministerial colleagues to ensure these funding opportunities are clearer, simpler and available across all NSW regional councils.

Having met with many regional Mayors, Councillors and Local Government representatives while in Opposition, I am very aware of the frustration over the former government's failed and unfunded Regional Road Transfer and Reclassification election commitment. I also want to address the funding disparity under the Regional and Local Roads Repair Program (RLRRP) that saw metropolitan councils receive five times the funding per kilometre compared to regional councils.

I am very pleased to announce that the new NSW Government will provide an additional \$390 million as part of our new Regional Emergency Road Repair Fund (RERRF). This commitment is an increase on the former government's RLRRP, of which \$280 million went to regional councils. It will accelerate the vital work of repairing our regional roads. This brings the total funding to \$670 million for emergency road repair in regional, rural and remote communities and towns and includes an allocation of \$3,509,259 to Berrigan Shire Council for the repair of the 1,373 kilometres of Regional and Local roads under Council's management.

Additionally, the recently announced State Budget also included funding for a range of regional transport programs, with \$333.9 million to replace ageing timber bridges through the Fixing Country Bridges program, providing improvements to regional bus services, and supporting councils through the Fixing Local Roads program.

Information on funding options offered by the NSW Government to assist councils to manage and develop their road network is available at <https://www.transport.nsw.gov.au/operations/roads-and-waterways/business-and-industry/partners-and-suppliers/local-government/grant>.

I invite you to meet with me to discuss any issues of concern. My office can be contacted by phone on (02) 7225 6220 or via the NSW Government Ministerial portal (located here).

Yours sincerely,

27/10/2023

The Hon Jenny Aitchison MP
Minister for Regional Transport and Roads

52 Martin Place Sydney NSW 2000
GPO Box 5341 Sydney NSW 2001

02 7225 6060
nsw.gov.au/ministers



The Hon Paul Scully MP
Minister for Planning and Public Spaces



Ref: MDPE23/3451

Clr Matthew Hannan
Mayor
56 Chanter Street
Berrigan NSW 2712
via: matthew.hannan@berriganshire.nsw.gov.au

Dear Clr Hannan ,

I write to you regarding the need to allow for more housing in our low and medium density zones across New South Wales to help increase supply and diversity of homes we are delivering in our suburbs.

New South Wales is in a housing crisis. Through the National Housing Accord, councils and the NSW Government are committed to working together to look at every opportunity to address this crisis.

Our shared task is to approve and encourage the necessary investment and commencements for 377,000 homes by 2029.

The land use planning and assessment functions of councils and the Department will need to quickly adjust towards approaches that lead to more homes in well-located areas.

As a way to increase our housing numbers in NSW, the NSW Government has identified a number of limitations across the residential zones constraining our ability to deliver this diverse housing in our low and medium density areas. In Greater Sydney these include:

- Terraces, townhouses and 2 storey residential flat buildings (i.e. manor houses) are only permitted in the R2 low density residential zone in 2 of 35 Local Environmental Plans (LEPs) in Greater Sydney – just six per cent. This is despite 77 per cent of residential land being zoned R2. Even though the R3 medium density zones do allow terraces, they only make up 13% of residential land; and
- Residential flat buildings (RFBs) are only permitted in the R3 medium density zone in 47% of LEPs. Even though the R4 high density residential zones do allow RFBs, they only make up 3% of residential land.

The story is more mixed outside of our major cities but there are still opportunities available for the planning system to priorities low and mid-rise housing types in our main residential zones.

We are asking councils to review their local policy settings and approaches in the interests of housing supply. I ask you to identify existing well-located areas where terraces, small unit blocks or well-designed mid-rise apartments can be permitted.

52 Martin Place Sydney NSW 2000
GPO Box 5341 Sydney NSW 2001

02 7225 6080
nsw.gov.au/ministerscully



Research consistently shows that there is unmet demand for additional small apartment and low-rise multi-dwelling housing options as well as purpose-built rental and affordable and social housing.

With this in mind, the Department will be realigning its resources to support councils in these initiatives and is developing a tool kit to help councils and state agencies deliver the outcomes we need. Councils shouldn't wait for this work to happen, rather I am asking you to begin work identifying locations and permitting more low and mid-rise homes immediately.

This urgency for all of us to play our part to approve and deliver housing in all parts of New South Wales brings me to my final point. The upcoming 2024 NSW local government elections are scheduled to be held on Saturday 14 September 2024. The caretaker period will begin 4 weeks before on 16 August 2024.

The NSW local government elections may have an impact on some policy and program timeframes and exhibition dates and may impact on planning assessment timeframe targets.

All planning assessments and other council responsibilities and operations should continue as normal until the start of the caretaker period. It is my express view that councils should continue to undertake their legal responsibilities under local government and planning legislation to make sure that we keep up the momentum on delivering the approvals for housing developments across New South Wales.

I would also request that this letter be tabled at your next council meeting so that councillors are clear about the State government's intentions on behalf of the people of NSW to deliver more low and mid-rise homes, while reminding them of their duty during election periods.

We all have a part to play in delivering on the National Housing Accord and a role in helping the next generation into home ownership or long-term rental. I urge you to look at your policy settings with the aim of expanding the number of homes in your LGA.

Should you have any questions regarding the housing reform work or to caretaker conventions for local government elections, please contact the Department at stakeholder.engagement@dpie.nsw.gov.au.

Yours sincerely

Paul Scully MP
Minister for Planning and Public Spaces

20/10/24



Ref: KE:2324: 62

1 November 2023

Mr Neil Bull
Project and Policy Manager
Ricegrowers' Association of Australia

Via email: nbull@rga.org.au

Dear Neil

Letter of Support – Ricegrowers' Association – Land Co-ordinator Employment

The Berrigan Shire Council supports the Ricegrowers' Association of Australia's (RGA) application to the Landcare Enabling Program 2023-2027.

Over the last eight years the RGA hosted Local Landcare Co-ordinator role has supported numerous activities and initiatives across the Edward River Council local government area (LGA). The RGA now has the opportunity to extend coverage by applying for an additional 0.6 FTE Local Landcare Co-ordinator under 2023-2027 Landcare Enabling Program.

The RGA has informed the Berrigan Shire Council that if it is successful in their application to the Landcare Enabling Program 2023-2027, it intends to extend the Local Landcare Co-ordinator engagement to landholders and community members in the Berrigan Shire LGA.

The council endorses the RGA application and if successful looks forward to an ongoing relationship with Landcare in our region.

Yours faithfully

Karina Ewer MBA, MCDR, MAHRI, GAICD
CHIEF EXECUTIVE OFFICER

Berrigan Shire Council

📍 56 Chanter Street, Berrigan NSW 2172
📞 (03) 5888 5100 🌐 www.berriganshire.nsw.gov.au



From: waterutilities@parliament.nsw.gov.au
To: [Karina Ewer - MBA, MCDR, MAHRI, GAICD](#)
Subject: Acknowledgement of receipt of submission for Inquiry into Joint Select Committee on Protecting Local Water Utilities from Privatisation
Date: Thursday, 2 November 2023 6:11:43 PM

You don't often get email from waterutilities@parliament.nsw.gov.au. [Learn why this is important](#)

Thank you for making a submission to this inquiry and for bringing the issues raised in your submission to the Committee's attention.

The Committee's usual practice is to accept and publish submissions. The Committee will make the final decision on whether your submission will be accepted and published. It may decide to publish the whole submission, or to publish only part of it.

Please note that the Committee doesn't publish contact information (phone numbers, emails, or personal addresses). If this information is included in your submission, it will be redacted before any part of it is published.

Requesting that your submission is kept confidential or anonymous

If you have already made a request that all or part of your submission be treated as confidential or partially confidential (when you lodged it), committee staff have noted this request.

The request will be provided to the Committee, who will make the final decision, although they usually agree to such requests.

Committee members read all submissions (including confidential ones), but please be aware of the following:

- Confidential submissions aren't published on the committee's webpage, and they can't be referenced in the committee's report.
- If only part of the submission is confidential, that part is redacted from the rest of the submission, and that part can't be referenced in the committee's report.

If you didn't indicate that you would like all or part of your submission to be treated as confidential, or that you'd like to withhold your name, please reply to this email as soon as possible.

Do not publish your submission elsewhere

In the meantime, please do not publish or disclose your submission without the Committee's authorisation. Any submission republished in another form, for example on your own website, or without the committee's express authorisation, is not protected by parliamentary privilege. If you want to share your submission, you should direct people to the submission published on the committee's webpage.

If you have any other questions, please contact committee staff. The Legislative Assembly



also has a [brochure](#) with more information about making submissions.

The Committee's webpage (<https://www.parliament.nsw.gov.au/committees/listofcommittees/Pages/committee-details.aspx?pk=321>) will be updated with information as the inquiry progresses. This will include the publication of submissions, details of any public hearings, and the release of the Committee's report.

Thank you again for your participation in the inquiry.

Yours sincerely,

Patrick Glynn
Committee Manager (8), Joint Select Committee on Protecting Local Water Utilities from Privatisation

9230 2074



From: [Helen Dalton MP](#)
To: office@park.minister.nsw.gov.au
Cc: [Karina Ewer - MBA, MCDR, MAHRI, GAICD](#); [Julia Cornwell McKean](#)
Subject: FW: Berrigan Shire Council - Follow Up Letter to Minister Park (Case Ref: HD8822)
Date: Friday, 3 November 2023 2:01:20 PM
Attachments: [image002.png](#)
[image003.png](#)
[34 Minister Park - Follow up Letter - 26.09.2023.pdf](#)

Good afternoon,

Please find attached a letter from Berrigan Shire Council, dated the 26th of September 2023, that they are yet to receive a response on.

If you could review this letter as matter of urgency, it would be much appreciated.

Kind regards,

Frank

Frank Schofield
Electorate Officer
OFFICE OF HELEN DALTON MP, MEMBER FOR MURRAY
P 03 5881 7034
E Frank.Schofield@parliament.nsw.gov.au
228 Cressy Street Deniliquin NSW 2710 Australia
www.parliament.nsw.gov.au

We pay our respects to the Traditional Owners of the lands where we work as well as across the lands we travel through. We also acknowledge our Elders past, present and emerging.

This email is solely for the named addressee and may be confidential. You should only read, disclose, transmit, copy, distribute, act in reliance on or commercialise the contents if you are authorised to do so. If you are not the intended recipient of this email, please notify the sender by e-mail immediately and then destroy any copy of this message. Except where otherwise specifically stated, views expressed in this e-mail are those of the individual sender. The Parliament of New South Wales does not guarantee that this communication is free of errors, virus, interception or interference. • **Please consider the environment before printing this email.**

From: Karina Ewer - MBA, MCDR, MAHRI, GAICD
Sent: 24 October 2023 08:15
To: [ElectorateOffice Murray](#)
Cc: [Julia Cornwell McKean](#) , [Carly Marriott](#)
Subject: Berrigan Shire Council - Follow Up Letter to Minister Park

Helen

Thank you for your attendance at last night's meeting in Tocumwal. It was very well received and much appreciated.

As per the conversation, please find attached the letter Mayor Julia sent to Minister Park to follow up our meeting. We have not had response.

Please let me know if you need anything further.

Karina Ewer - MBA, MCDR, MAHRI, GAICD
Chief Executive Officer

Berrigan Shire Council | 56 Chanter Street, Berrigan NSW 2712
P: 03 5888 5100 M: 0456 802 006
E: KarinaE@berriganshire.nsw.gov.au
W: www.berriganshire.nsw.gov.au



6 November 2023

Our Ref: HD8783

The Hon Jason Clare MP
Minister for Education
House of Representatives
PO Box 6022
Parliament House
CANBERRA ACT 2600

Via email: minister.clare@education.gov.au

Dear Minister,

I write this letter in support of the application for funding being put forward by Berrigan Shire Council on behalf of the newly formed Country Universities Centres (CUC) Southern Riverina partnership for the Regional University Centres Funding program.

If successful, this money will be used to fund the development of the CUC Southern Riverina projects.

This project will offer educational opportunities that currently don't exist in isolated regional centres. The approach being taken will involve a single skills-based board to deliver to all centres providing an opportunity to share resourcing and services as it is always difficult to recruit suitably qualified professionals. There is significant awareness and support of the project in the four local government areas with business and the community indicating their willingness to provide support through scholarships, placements and employment opportunities for those attending each proposed campuses.

The CUC Riverina has closely considered this model and feel that this combined structure provides not only considerable savings in operational costs but savings in human resources and construction by following this shared service model.

I have no doubt that this project will reap many benefits for our region of Murray and strengthen this regions' educational opportunities. Therefore, I am pleased to support Berrigan Shire Council in its application for funding under the Regional University Centres Funding program on behalf of CUC Southern Riverina.

Yours sincerely,

Helen Dalton MP
Member for Murray

Griffith 02 6962 6644 | Deniliquin 03 5881 7034 | Buronga 0475 683 288
murray@parliament.nsw.gov.au | [f](#) [t](#) [i](#) [@](#) Helen Dalton MP | helendalton.com.au



Office of the Mayor

Ref: JMC: 2324: 05

9 October 2023

Cr Peta Betts
Mayor
Edward River Council
180 Cressy Street
Deniliquin NSW 2710

Via email: council@edwardriver.nsw.gov.au

Dear Peta

Thank you for your letter of 6 October 2023. I appreciate your thoughts.

I look forward to working with my peers across the region to provide better outcomes for our communities. I particularly look forward to working with those close to our Shire boundaries as I believe we can work together collaboratively to achieve common objectives.

I look forward to meeting you in person at the next RAMJO Board meeting.

Yours faithfully

Dr Julia Cornwell McKean GAICD
MAYOR

Berrigan Shire Council

📍 56 Chanter Street, Berrigan NSW 2172
☎ (03) 5888 5100 🌐 www.berriganshire.nsw.gov.au



Office of the Mayor

Ref: JMC: 2324: 03

9 October 2023

Mr James McTavish
NSW Cross Border Commissioner

Via email: james.mctavish@regional.nsw.gov.au

Dear James

Support of Victorian Ambulance Union Proposal to Manage Ambulance Calls

As you are aware, Berrigan Shire Council has been advocating strongly for an ambulance station in Tocumwal. We read with concern the issues facing Victorian and NSW Ambulance dispatchers and the delays in managing 000 calls under current cross border agreements as reported by the ABC and the Victorian Ambulance Union.

Not only do we feel this situation adds to the case for an ambulance in Tocumwal, so that NSW dispatchers are able to access closer response for our communities, but the development of a new memorandum of understanding (MoU) will provide this area with greater options and certainty that their calls for help will be actioned with speed. Given the intention is to have the closest available service respond to incidents, an updated MoU that better enables ambulances to attend expeditiously from either side of the river will only serve to increase the health and safety of our communities.

As the new Mayor for Berrigan Shire Council, I would be grateful if you could find time to meet with me on this matter.

Please contact our CEO, Karina Ewer on 03 5888 1000 or email karinae@berriganshire.nsw.gov.au should you require further information or to book a meeting.

Yours faithfully

Dr Julia Cornwell McKean GAICD
MAYOR

Berrigan Shire Council

📍 56 Chanter Street, Berrigan NSW 2172
☎ (03) 5888 5100 🌐 www.berriganshire.nsw.gov.au



Office of the Mayor

Ref: JMC: 2324: 04

9 October 2023

Mr Luke Wilson
VIC Cross Border Commissioner

Via email: luke.wilson@crossborder.vic.gov.au

Dear Luke

Support of Victorian Ambulance Union Proposal to Manage Ambulance Calls

As you are aware, Berrigan Shire Council has been advocating strongly for an ambulance station in Tocumwal. We read with concern the issues facing Victorian and NSW Ambulance dispatchers and the delays in managing 000 calls under current cross border agreements as reported by the ABC and the Victorian Ambulance Union.

Not only do we feel this situation adds to the case for an ambulance in Tocumwal, so that NSW dispatchers are able to access closer response for our communities, but the development of a new memorandum of understanding (MoU) will provide this area with greater options and certainty that their calls for help will be actioned with speed. Given the intention is to have the closest available service respond to incidents, an updated MoU that better enables ambulances to attend expeditiously from either side of the river will only serve to increase the health and safety of our communities.

As the new Mayor for Berrigan Shire Council, I would be grateful if you could find time to meet with me on this matter.

Please contact our CEO, Karina Ewer on 03 5888 1000 or email karinae@berriganshire.nsw.gov.au should you require further information or to book a meeting.

Yours faithfully

Dr Julia Cornwell McKean GAICD
MAYOR

Berrigan Shire Council

📍 56 Chanter Street, Berrigan NSW 2172
☎ (03) 5888 5100 🌐 www.berriganshire.nsw.gov.au



Office of the Mayor

Ref: JMC: 2324: 06

16 October 2023

Mr Doug Curran
Mayor
Griffith City Council
PO Box 485
Griffith NSW 2680

Via email: dcurran@griffith.com.au

Dear Doug

I write to thank you for the hospitality show to Berrigan Shire Council elected members and staff on Thursday 12 October 2023.

Your insights and conversation were much appreciated and understanding your perspective on a range of matters will be very helpful to our Council into the future.

I would like to personally thank Brett Stonestreet for his tour of the major projects your Council is undertaking. I appreciate this took him away from his normal duties but personally found the information provided invaluable in the context of the greater region.

I look forward to creating a strong connection with all Councils across the RAMJO footprint. I again thank you for the time and effort to make our Council and I feel welcome.

Yours faithfully

Dr Julia Cornwell McKean GAICD
MAYOR

Berrigan Shire Council

📍 56 Chanter Street, Berrigan NSW 2172
☎ (03) 5888 5100 🌐 www.berriganshire.nsw.gov.au



Ref: KE:2324: 50

16 October 2023

Mr Brett Stonestreet
General Manager
Griffith City Council
PO Box 485
Griffith NSW 2680

Via email: Brett.Stonestreet@griffith.nsw.gov.au

Dear Brett

Thank you

I write to thank you for the hospitality show to Berrigan Shire Council elected members and staff on Thursday 12 October 2023.

I would like to personally thank you for your tour of the major projects your Council is undertaking. I appreciate this took you away from your normal duties but personally found the information provided invaluable in the context of the greater region.

I look forward to continuing to work with you. I again thank you for the time and effort to make our Council and I feel welcome.

Yours faithfully,

Karina Ewer MBA, MCDR, MAHRI, GAICD
CHIEF EXECUTIVE OFFICER

Berrigan Shire Council

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Subject: Feedback - Smart Regional Spaces
Date: Tuesday, 7 November 2023 3:28:00 PM
Attachments: [image002.png](#)

Dear All

I would like to provide some feedback about diorama sent out to launch Smart Regional Spaces.

I feel this is an horrific waste of public money. In the rural and remote areas this has been sent, many of our communities do not have, or cannot get, adequate connectivity to deliver the types of things you are suggesting.

I would think the money wasted on the pop up box, might have better been spent actually delivering outcomes for those communities being left behind because people in urban areas simply do not come further west than the Dividing Range, and consider those areas "regional".

Whilst some of the resources presented will be of use to some Councils where connectivity is less problematic, they do not address the lack of connectivity and how those are inequitably affecting our communities. The things we are concerned about are things like the withdrawal of the 3G network which will deliver less coverage for our rural and remote areas. How can we have a "smarter, more connected future for our regions" when we often cannot actually connect?



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2022 Local Government Workforce Skills and Capability Survey

New South Wales Report

Prepared for the Australian Local Government Association

With funding from the Federal Department of Infrastructure, Transport,
Regional Development, Communications and the Arts

November 2022





Independent
insight.



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Offices in Canberra, Hobart, Melbourne, and Sydney on the Country of the Ngambri/Ngunnawal/Ngarigo, muwinina, Wurundjeri, and Gadigal Peoples.



Acknowledgement of Country

SGS Planning and Economics acknowledges the First Nations Peoples of Australia and on whose Country we live and work.

SGS Planning and Economics acknowledges that the Aboriginal and Torres Strait Islander peoples of Australia are one of the oldest continuing living cultures on Earth, have one of the oldest continuing land tenure systems in the World, and have one of the oldest continuing land use planning and management systems in the World.

We pay our respects to the First Nations Peoples, past and present, and acknowledge their stewardship of Country over thousands of years.



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Executive Summary

The 2022 Australian Local Government Workforce Skills and Capability Survey offers valuable insights into the sector's existing workforce and future capability requirements.

The Australian Local Government Association (ALGA) commissioned SGS Economics and Planning to undertake the 2022 Local Government Workforce Skills and Capability Survey to gather contemporary insights into the national workforce profile of Australia's local government sector and to determine current and future workforce needs and priorities. This work was funded by the Australian Government.

The 2022 Local Government Workforce Skills and Capability Survey captures rich insights into the Australian local government workforce, its skilling needs, and priorities at a time when Australian communities are undergoing rapid change.

The survey also confirms longstanding constraints that continue to impede progress on workforce development. At a time when the social and economic environment is rapidly changing, now is a critical juncture for the sector to renew – and potentially reset – how it addresses key skills shortages and builds capacity for greater resilience in the longer term.

This New South Wales report is intended as a resource to inform policy and decision-makers working in and with local governments, and complements the separate National report on the profile of the local government workforce nationally. The findings in this report are drawn from research commissioned by ALGA, conducted between December 2021 and March 2022. All Australian local governments were provided the opportunity to participate, with follow-ups conducted by SGS in partnership with ALGA and the State and Northern Territory Local Government Associations. Nationally, 210 local governments participated in the survey in 2022.

Local governments are not typically front of mind in Commonwealth, State and Territory policy development. Despite these preconceptions, the reality is that we all live our lives in local places. The standard and efficiency of our local services – clean streets, parkland, libraries, and sporting facilities – are no less important in determining our quality of life than the macro policy settings determined by other spheres of government.

The period between 2012 and 2021 was hugely demanding of Australia's public sector. Amongst rich nations, Australia has historically experienced strong population growth, (AIHW, 2022), generating pressures for rapid expansion of all manner of government services. In early 2020, the COVID-19 pandemic hit, further boosting demands on government spending and resources. Over the nine years from 2012 to 2020, Commonwealth spending grew from \$17,200 per capita to \$26,000 per capita, an increase of more than 50%. State government outlays grew from \$11,300 per capita to \$14,900 per capita, an increase of 32%. By comparison, local government, whose services are highly exposed to population growth (and, indeed, COVID-19) related spending requirements, saw only a 23% increase in total outlays per capita across the nation. This suggests that councils were fairly effective in getting value from the resources available to them, compared to other spheres of government.

Looking at the number of employees by level of government provides another perspective on the issue. Between 2012 and 2021, total employment numbers in local government barely changed at around



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190,000. On a per capita basis, employment in local government actually fell by 11% – yet services to the community were maintained at a seemingly reasonable standard. By comparison, total employment across state governments kept pace with population growth, increasing by 213,000 workers over the nine years in question, ultimately reaching 1.66 million by 2021. For its part, the Commonwealth saw total employment fall marginally from 250,000 to 248,000. Nevertheless, these figures indicate a significant productivity gain by local government.

The key findings of this research show that:

- Local government is a major national employer with over 190,800 workers in almost 400 occupations. It plays an important role as an anchor organisation and in increasing productivity through utilising endogenous talent and innovation.
- Local governments continue to experience skills shortages in multiple occupations, exacerbated by the impacts of the COVID-19 pandemic, the impacts of climate change and the accelerated take-up of technology and digitisation of services.
- Local governments are grappling with significant challenges in relation to recruitment and retention of skilled staff and accessing training opportunities to enhance workforce skills and capability. Employee attrition and an ageing workforce are ongoing and an escalating difficulty.
- Local governments are having difficulties in securing the right quantum and mix of skills to support local service provision which is affecting not only local government's productivity, but also the productivity of host localities and regions.
- Barriers to effective workforce planning and management include a shortage of resources within local government, a lack of skilled workers and the loss of corporate knowledge as employees retire or resign.

Some of these findings are not unique to the local government sector. They are also affecting other sectors of the economy, especially in regional areas away from our major capital cities.

The impacts of recent natural disasters have coincided with the ongoing social and economic impacts of the COVID-19 pandemic, and have fundamentally shifted the composition of our communities, as well as the ways in which local communities interact with governments and with each other.¹ Therefore, the operating context of local governments is changing considerably, having to contend directly or indirectly with the frontline challenges of balancing public health, economic and social impacts.

Notwithstanding these impacts, it is also clear from the 2022 survey that, at least from the perspective of some local governments, **there are longstanding issues of resourcing, organisational capacity, supply constraints and cultural barriers** that continue to impede meaningful thought leadership and progress.

The findings in this report are drawn from a rich dataset, but they tell only part of the story. There is a strategic need to build a future workforce that has the skills, capacity and productivity to handle Australia's 'big picture' needs, including the agility to handle disruptions arising from pandemics, climate change (through both emissions reduction and, increasingly, adaptation), and technological advances supporting necessary economic change, including regional development and better managing metropolitan growth. As the most recent State of the Environment Report concluded, '*our environment*

¹ Cortis, N & Blaxland, M (2020): Australia's community sector and COVID-19: Supporting communities through the crisis. Sydney: ACOSS



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holds the key to our survival and wellbeing'.² And local governments are key managers of our local environments and places.

In interpreting the Survey results, this report acknowledges a wide range of factors impacting on local government's workforce skills, its resilience and abilities to cope with rapid change, while noting that several factors lie beyond local government's direct sphere of influence. Some dimensions of quality of place such as housing supply and associated social infrastructure are significant constraints to economic development. Without housing, prospective employees are unable or reluctant to move into regional areas, and without critical mass in the local labour force, businesses may be reluctant to establish or relocate, which would otherwise stimulate regional investment. These issues are not unique to rural and regional areas, even though they may manifest in different forms. Nevertheless, the survey findings provide a rich evidence base for decision-makers, starting with a better understanding of what can be achieved with investment in the sector's current skills base and with a stronger focus on models of regional cooperation and alliance.

Insights gleaned from several focus groups show some local governments are making progress by adapting existing organisational structures and changing conventional work processes in response to their changing social, economic and environmental context. These include, for example, testing needs-based recruitment approaches and exploring non-traditional salary remuneration structures. However, greater effort is required if local government as a major employment sector is to cope with the longer-term changes that are occurring in the workforce more generally. For example, there is value in considering **a systems approach to regional learning and educational planning**. A dual focus on opportunities for learning, which local governments already focus on as part of internal strategies to meet skilling needs, as well as the *structure* of the learning ecosystem would elevate impact. Under a Regional Learning Systems approach,³ local governments are positioned among a broader network of local authorities, businesses, educational institutions and training providers to establish cooperative partnerships, not just for training purposes but for job stimulus and regeneration.

Our review of international thought leadership, contained in **Appendices G and H**, highlights the need for a more holistic approach to re- and upskilling to capture those with weaker attachments to labour markets, such as low-skilled workers, those on non-standard contracts and the long-term unemployed. While it may be some time before the benefits of such initiatives filter through to the local government sector's workforce, the time to lay the foundations for an adequately skilled future workforce is now.

² Cresswell ID, Janke T & Johnston EL (2021). *Australia state of the environment 2021: overview*, independent report to the Australian Government Minister for the Environment, Commonwealth of Australia, Canberra. DOI: 10.26194/f1rh-7r05. <https://soe.dcceew.gov.au/about-soe/downloads>

³ Regional Australia Institute (2022), *Rebalancing the Nation Regionalisation* Consultation Paper, <https://regionalaustralia.org.au/common/Uploaded%20files/Files/Regionalisation-Consultation-Paper-DIGITAL.pdf>



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NSW Survey Results: Headline Statistics

This section reports on survey results from participating local governments in NSW.

Workforce profile of the NSW local government sector

- The sector's workforce is spatially distributed across 57 Rural, 37 Urban Regional and 34 Urban and Urban Fringe local governments.
- Employment size: An analysis of employment size across all local governments shows that the NSW LG sector is dominated by mid-size local governments between 100-500 FTEs, which account for 59% of all local governments. Relative to this state distribution, the 2022 LG survey collected more responses from larger local governments (> 500 FTEs), with 32% respondents falling into this category.
- Gender equity: Among the local governments who responded to the 2022 Survey, the gender breakdown of their workforce was 51% male and 49% female. Part-time and Casual positions are predominantly female, while full-time, apprentice and traineeship positions are majority male.
- Turnover: 54 local governments (96% of survey respondents) experienced between 1-27% unplanned turnover as a proportion of total FTE. The areas experiencing the greatest staff turnover included: water operations⁴ (affecting 25.6% local governments), plant operators (9%), and aged, disability and childcare services (9%).
- Length of service: 40% of the workforce had been employed for 1-5 years, followed by 16% for 6-10 years and 13% for less than a year. 12% of the workforce has 20 years or more of service.
- Workplace diversity: 21 local governments reported at least one employee who identifies as Culturally and Linguistically Diverse (CALD), while 24 local governments said that employees living with a disability represented between 1-6 % of their 2021 FTE. 47 local governments said they employed at least one individual who identified as being of Aboriginal and Torres Strait Islander origin.
- Age profile: Among urban local governments, the highest proportion of the workforce is in the 30-44 year age group. Rural local governments had the highest proportion of their workforce in the 55-64 year age group.
- Aboriginal and Torres Strait Islander workforce: 84% of respondent local governments have Aboriginal and Torres Strait Islander employees in their workforce. However, the overall proportion of Aboriginal and Torres Strait Islander workforce among responding local governments is low, at 2.1%.
- Based on the 2022 survey results, the highest proportion of Aboriginal and Torres Strait Islander participation is in the 15-19 year age group in Professional and Administrative

⁴ The shortage of water operators is calculated from responses of rural and regional local governments only, as metropolitan local governments are serviced by State Government water authorities.



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positions, followed by the 15-19 year age group in Operational and Trade positions. The lowest proportion is among the 55-64 year age group in Professional and Administrative positions.

- 36.7% of respondent local governments said they have at least one Aboriginal or Torres Strait Islander trainee or apprentice.
- 8% of trainees in NSW local government currently identify as being of Aboriginal or Torres Strait Islander origin, compared to 12% nationally.
- 8.7% of respondent local governments said they have at least one Aboriginal or Torres Strait Islander cadet among their employees, compared to 3.6% nationally.

Skills shortages in the NSW local government sector

- Almost all respondent local governments (over 91%) reported that they were experiencing skills shortages in 2021-22, compared to the 86% of responding local governments in 2018.
- 66% of respondent local governments said that project delivery has been impacted or delayed by vacancies, skills shortages, skills gaps or training needs.
- The most cited skill shortages that local governments are experiencing are engineers (as noted by 60% of 2022 survey respondents), urban and town planners (52%), building surveyors (48%), project managers (40%), and labourers (38%).
- As a result of these skills shortages, local governments said that they resorted to recruiting less skilled applicants for building surveyors, engineers, and water treatment operators.
- Several occupational skill shortages are becoming critical, including computing and ICT professionals, engineers, urban and town planners, building surveyors, and mechanical tradespersons. The proportion of local governments experiencing critical shortages in these occupational areas has also increased since 2018 from a range of approximately 7-45% of responding local governments to approximately 26-65% of respondents in 2022.
- The most common drivers of skills shortages are an inability to compete with market remuneration, a market shortage of suitable skilled candidates, followed by a regional or rural location.
- Hardest to fill occupations included engineers (16 local governments cited this), followed by building surveyors (14) and town planning (13). In 2021-22, local governments also experienced recruitment challenges for nurses, plumbers, water network operators, and road safety officers, among other occupational areas.
- Key drivers of critical skills gaps by occupational area include a range of factors including, for example, complex legislative changes and/or requirements, insurance costs and challenges in recruiting for regulatory roles, and a lack of regional housing availability and/or affordability. Many of these factors are beyond local government's influence or control.
- The most successful methods for filling vacancies included advertising, social media, word-of-mouth and personal networks of staff, taking on more trainees or apprentices, trialling people through work experience or practicum placements, resource sharing across the council, and redesigning job roles. Contingent workers and graduate employment pipelines were less successful methods for filling skills shortages.



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- Local Governments also used a variety of strategies to address skills gaps and shortages, including providing opportunities to act up and/or across other roles, providing informal, on-job training, and targeted training.
- 75% of respondent local governments said they had engaged with state or federal education, training or other initiatives to support workforce retention and attraction.
- 39% of local governments who completed the 2022 survey said they were engagement in workforce planning by analysing and forecasting future roles and requirements, compared to 31% in 2018.
- 79% of local governments said they provided flexible training to meet future workforce skills needs, while 16% indicated that they shared resources or services with other local governments.

Training needs and challenges in the NSW local government sector

- There has been an increase in the percentage of local governments reporting unmet training needs, from 36% of respondents in the 2018 survey to 70% of the responding local governments in the 2022 survey (almost double).
- 66% of respondent local governments identified COVID-19 pandemic as the most common disruptor of training needs in 2021 to 2022, followed by difficulties sourcing quality training programs locally (39%) and balancing training needs with employees' time constraints (30%).
- For expenditure on learning and development, 27 (48%) respondent local governments confirmed that it had remained the same, 15 said it had decreased, and 10 reported an increase.
- Factors impacting future skilling needs included ageing workforce (82%), major infrastructure projects (71%), increasing levels of governance and compliance (59%), technological change (57%), changes in government funding levels (52%).
- The most significant impacts on workforce attraction and retention included COVID-19, housing pressures, uncertainty of long-term funding and changing local/regional economy.
- 44, or 79% of, respondent local governments said they use flexible training and development was the most common strategy for meeting future skilling needs, followed by targeted training and development programs (70%). 66% of local governments improved access to educational opportunities as part of their strategy. To a lesser extent, local governments engaged in regional staff sharing and industry partnerships; overall, the uptake of some of these strategies is considered low.



1. Introduction

This chapter provides the background and context for the 2022 Local Government Workforce Skills and Capability Survey, the methods used to conduct the survey and garner additional qualitative information, definitions for terms used in this report, the scope and structure of this report, and some comparative data about the respondents to the 2018 and 2022 surveys.

1.1 Background and Context

Collectively, Australia's 537 local governments are one of the country's largest employers, with a diverse, multi-disciplinary and multi-skilled workforce of nearly 200,000 people in almost 400 occupations. At the heart of this research is a goal to better understand the workforce and skills needs, gaps and challenges of local governments across Australia and to use the evidence to make better investment decisions – at national, state/territory, and local community levels – to support local governments' continued delivery of vital services and infrastructure in their local communities; to enhance individual and community wellbeing; and to contribute to key national agendas such as improving productivity, promoting regional development and addressing climate change.

In recent years, skills and workforce issues have been a growing concern for the sector with the compounding impacts of natural disasters, ongoing structural changes (including increasing automation and digitisation), and the continuing effects of the COVID-19 pandemic, exposing vulnerabilities in organisational capacity and capabilities. A suitably skilled workforce is not only essential to fulfilling core operations, but also in a strategic sense to enable capacity building into the future.

Systemic workforce vulnerabilities impede recovery from, and resilience to, social and economic shocks. Staff turnover, imbalances in workforce age structure, declining apprenticeship and traineeship engagement, and increasing competition from other sectors for talent and labour are just some of the challenges faced by local governments nationally. When other factors such as remoteness and a population's socio-demographic profile are overlaid, it becomes clear that different skill sets are required in order to continue performing effectively as competent local governing bodies.

The 2022 survey results report on workforce skills and capability issues currently being faced by the sector. These results:

1. Provide first-hand evidence of the breadth of workforce skills gaps and issues across the country and differences between regions. The evidence may be symptomatic of underlying inequities, thereby assisting policymakers to pinpoint and potentially disrupt root causes; and
2. Clarify how organisational capacity is perceived by the sector and by individual local governments.

In reporting these results, the influence of many local-level drivers of workforce dynamics – communities in social and economic transition, housing pressures, skilled migration trends and funding uncertainty – is recognised. These are discussed to the extent that they relate to workforce skills and



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capability issues for the local government sector. A more detailed consideration of these issues is beyond the scope of this report.

This analysis centres on the 2022 Local Government survey results and on what has changed (or not changed) since the inaugural 2018 survey. It discusses potential opportunities for local and central (state/territory and sometimes federal) governments, referencing national and international case studies. Similar to the 2018 survey, these findings will provide an evidence base on which future policies and proposals for meeting local government's future workforce skills and capabilities might be based.⁵

1.2 Survey Methods

The project was conducted in four phases:

1. **Pilot phase** (survey to 25 local governments): December 2021.
2. **Main Round**: survey live from mid-December 2021 to 28 February 2022 (inclusive of two extensions).
3. **Focus groups and interviews**: between December 2021 to March 2022.
4. **Response analysis and reporting**: April to August 2022.

The survey was hosted on SurveyMonkey, an online survey software. All Australian local governments were provided the opportunity to participate, with follow-ups conducted as part of a communications and engagement strategy developed by SGS, in partnership with the ALGA and the State/Northern Territory Associations.

The project was managed with the oversight of the Australian Government, ALGA, and the Local Government Workforce Development Group (LGWDG), whose membership comprises State and Territory local government associations. The LGWDG provided input to the 2022 survey questionnaire, supported communications about the survey through newsletter, social media and other channels, and, in some jurisdictions, facilitated survey correspondence and follow-up.

56 local governments in NSW responded, representing a 43% response rate. We have been clear in the document to discern between data that reflects the sector and is drawn from other sources and data that is specific to the respondents of the survey. The list of responding local governments by Australian Classification of Local Governments (ACLG) is provided in **Appendix A**. A copy of the survey is provided in **Appendix B**.

The 2022 survey form is largely based on the *2018 Local Government Skills Shortage Survey* to enable longitudinal comparison. However, several new questions were included to gauge the impacts of recent events on workforce attraction and retention (e.g. Qs 61, 62) and to understand how this is shaping local governments' current actions (Q 63) and future skills needs (Q 64).

The survey also included new questions relating to the sector's Aboriginal and Torres Strait Islander workforce, as well as local governments' joint training and development with Aboriginal Community

⁵ In order to achieve national coverage, SGS also invited the ACT Government to participate in the survey, but they declined on the basis that it would have been too difficult to disaggregate data between Territory and what would otherwise be local government functions in the ACT.



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Controlled Organisations (ACCOs) (Q 55), to gather insights for Key Action Priority Reform 2.3 of ALGA's *Closing the Gap Implementation Plan*.⁶ The additional questions pertaining to Aboriginal and Torres Strait Islander people in the local government workforce included the following:

- How many employees identify as being of Aboriginal and Torres Strait Islander origin? (Q4)
- How many Trainees & Apprentices identify as being of Aboriginal and Torres Strait Islander origin? (Q10)
- How many staff employed under a cadetship arrangement identify as being of Aboriginal and Torres Strait Islander origin? (Q15)
- Please indicate the total number of employees of Aboriginal and Torres Strait Islander origin in each age group for Professional & Administrative Officers? (Q18)
- Please indicate the total number of employees of Aboriginal and Torres Strait Islander origin in each age group for Operational & Trade Employees? (Q20)
- Have you undertaken joint training and development with Aboriginal Community Controlled Organisations (ACCOs)? If so, please provide the details of the ACCO and whether the exercise was beneficial to Council. (Q55)

The responses to these questions are discussed in **Chapters 2 and 5**.

The survey also included a new question about whether local governments had undertaken joint training and development opportunities with Aboriginal Community Controlled Organisations. Several respondent local governments provided additional details about those arrangements, and that is included in **Appendix C**. Additional data on the Australian local government workforce from the 2021 ABS Census of Population and Housing is included in **Appendix D**.

Web survey responses were cleaned for analysis, including de-duplication of responses, review of data quality and the creation of derived variables where necessary (e.g. for free text responses).

There were several challenges to achieving a higher response rate during the 2021 and 2022 survey. These factors were beyond the control of the project team and ranged from survey timing to survey fatigue, and instances where the information is not currently held by council. These learnings may inform future survey formats and/or their harmonisation with other workforce-related Censuses conducted in some states.

A list of the stakeholder groups and organisations that were interviewed or participated in focus groups as part of this research is provided in **Appendix E**.

In addition to the survey, SGS undertook additional qualitative research to complement the survey's quantitative findings, especially in relation to skills and workforce drivers, workforce development initiatives. The scope of the additional research included a focus group of selected key organisations at the national level to scope local government workforce and capability issues and challenges, a series of focus groups with State and Northern Territory Local Government Associations and a small number of local governments in each jurisdiction, a focus group on Aboriginal and Torres Strait Islander workforce in local government, and a scan of workforce development ideas and initiatives in Australia and

⁶ Australian Local Government Association (2021), *Closing the Gap Implementation Plan*, <https://alga.com.au/app/uploads/ALGA-Closing-the-Gap-Implementation-Plan-4.pdf>



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internationally. Some of the raw material we gathered is included in **Appendices F, G and H**. A list of further readings is provided in **Appendix I**.

1.3 Definitions

For consistency and clarity in interpreting the survey results, the following definitions have been adopted in this report:

- **Australian Classification of Local Government (ACLG)** broad category: there are 22 classes of local governments defined in the Australian Classification of Local Government. For the purposes of analysis, they are regrouped into three segments in this report: Rural, Urban and Urban Fringe, and Urban Regional. **Figure 2** is a map showing LGA by ACLG broad category.
- **Cadetship**: the employment of a tertiary level student or graduate under a structured program or for a fixed duration as part of their studies. It excludes unpaid work experience.
- **FTEs**: full time equivalents.
- **Local governments in preference to local Councils in this report**: In the Australian context, the term 'local council' refers to the elected arm of government, whereas the term 'local government' refers to the administrative and management arm of government.
- **Skill gap**: the gap between the skill level of the employee and the skills needed to perform their role description, as intended by their employer.
- **Skills shortage**: a labour shortage that requires the recruitment of more people into the workforce.

1.4 Report Scope

The scope of this report is to present the findings of the 2022 Local Government Workforce Skills and Capability Survey in New South Wales and additional qualitative evidence gathered from focus groups, interviews with key stakeholders and secondary research into international and local best practice policy for workforce and skills/capability development in the local government sector.

This report:

- Presents the self-reported organisational capacity in relation to headcount and other human resource (HR) metrics, skills gaps and future needs of the 56 New South Wales' local governments who responded to the survey.
- Describes the 2021-22 workforce profile in terms of employment trends, skills shortages, unmet training needs and employment outlook, and potential implications for the future.
- Provides an analysis of the 2022 survey results, benchmarking the data against other sources of employment information, including the 2018 national survey results and state/territory specific workforce Censuses (where available).
- Summarises the challenges local government faces in maintaining a skilled and competent workforce into the future to inform national and state/territory policy development over the coming decade.



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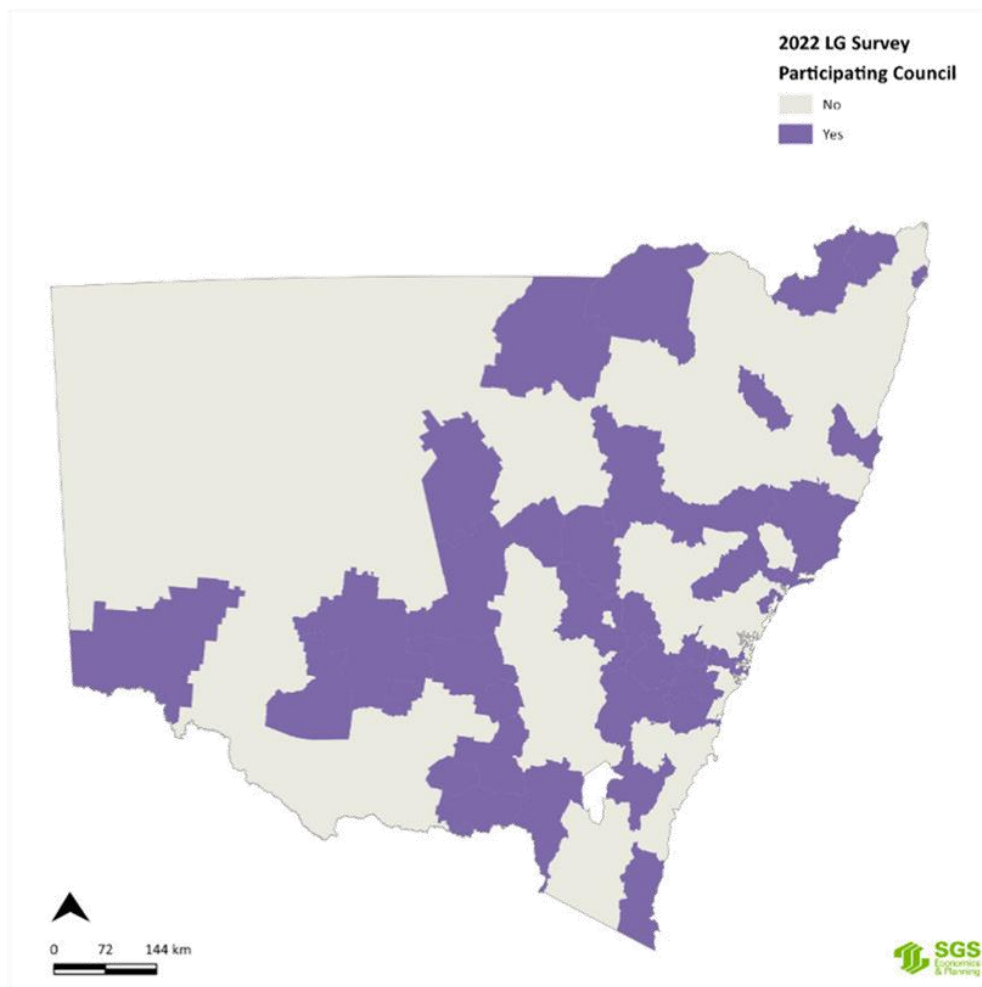
This report also incorporates NSW data from the Australian Bureau of Statistics' 2021 Census of Population and Housing, released in October 2022, at **Appendix D**.

1.5 Comparative Data about Respondents to the 2018 and 2022 Surveys

The following information provides some comparative data about NSW respondents to the 2018 and 2022 Local Government Workforce Skills and Capability Surveys.

56 (43%) local governments in New South Wales responded to the 2022 survey, of which 31 also responded in the 2018 survey. In 2018, a total of 52 local governments participated. Based on a breakdown by ACLG broad category, NSW survey respondents included 23 Rural, 17 Urban and Urban Fringe, and 16 Urban Regional local governments (**Figure 1**). A list of 2022 respondents can be found in **Appendix A** of this report.

FIGURE 1: COVERAGE OF 2022 PARTICIPATING LOCAL GOVERNMENTS, NEW SOUTH WALES





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Source: SGS (2022)

1.6 Report Structure

This report combines a detailed analysis of the 2022 survey results with qualitative evidence gathered from focus groups, interviews and secondary research into international and local best practice policy for workforce and skills/capability development in the local government sector.

The report is structured as follows:

- **Chapter 2** sets out the New South Wales local government's status and characteristics as a major employer.
- **Chapter 3** presents the results on skills shortages in New South Wales local government's workforce.
- **Chapter 4** presents the results on training needs and challenges in New South Wales' local government workforce.
- **Chapter 5** summarises key insights from the focus groups held to complement the survey.
- **Chapter 6** sets out strategies for enhanced workforce skills and productivity over the next decade.

In addition, there are several Appendices, as discussed above.



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2. NSW Survey Results: Local Government as a Major Employer

This chapter provides contextual material and key statistics from the 2022 Survey on the New South Wales local government's characteristics as a major employer and the current nature of its workforce.

2.1 Industry context

Local Government in New South Wales comprises 128 local governments. The sector's workforce is spatially distributed across 57 Rural, 37 Urban Regional and 34 Urban and Urban Fringe local governments (ACLG, 2020-21) and provides a range of services including, but not limited to infrastructure and property, recreation and culture, health services (such as water and food inspection), community services, planning and development approval, water and sewerage services.⁷ A map of NSW's local governments by broad ACLG category is shown in **Figure 2**.

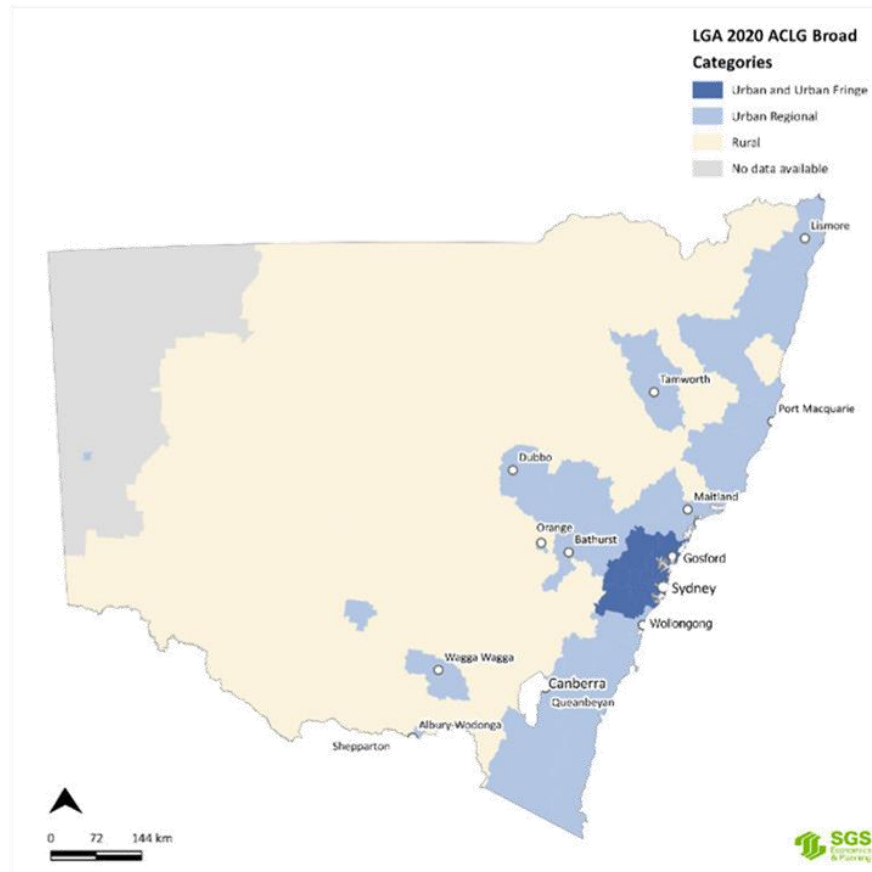
Local governments in Australia perform crucial roles and functions in the public interest to advance community wellbeing, economic and social development, and sound environmental management. These include, under delegation from State/Northern Territory governments:

- Being a democratic, representative, informed and responsible decision-maker in the interests of local and regional communities,
- Providing and coordinating a wide and growing range of services and facilities that benefit both residents and visitors,
- Managing and expanding its activities and resources in a socially just and sustainable manner,
- Providing for the welfare, wellbeing and interests of individuals and groups within its community,
- Representing the interests of its community to the wider community and other tiers of government,
- Planning at the local and regional level for measured development and to protect and conserve the environment, and
- Participating in public policy development and planning and investment activities with state, territory and federal government in order to address key regional and national agendas; the other spheres of government.

⁷ 2018 Local Government Workforce and Future Skills Report – NSW.

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FIGURE 2: LGA BY ACLG BROAD CATEGORY, NEW SOUTH WALES



Source: SGS (2022)

2.2 Employment numbers

The NSW local government sector employed 48,828 FTEs at 30 June 2020; a 1% increase over the previous 12 months (48,108 FTEs at 30 June 2019) and a 7% increase since 2017.⁸ In 2019-20, employment size varied significantly across NSW local governments, ranging from 47 FTEs at Central Darling Shire Council to 2,585 FTEs at Central Coast Council (**Figure 3**).

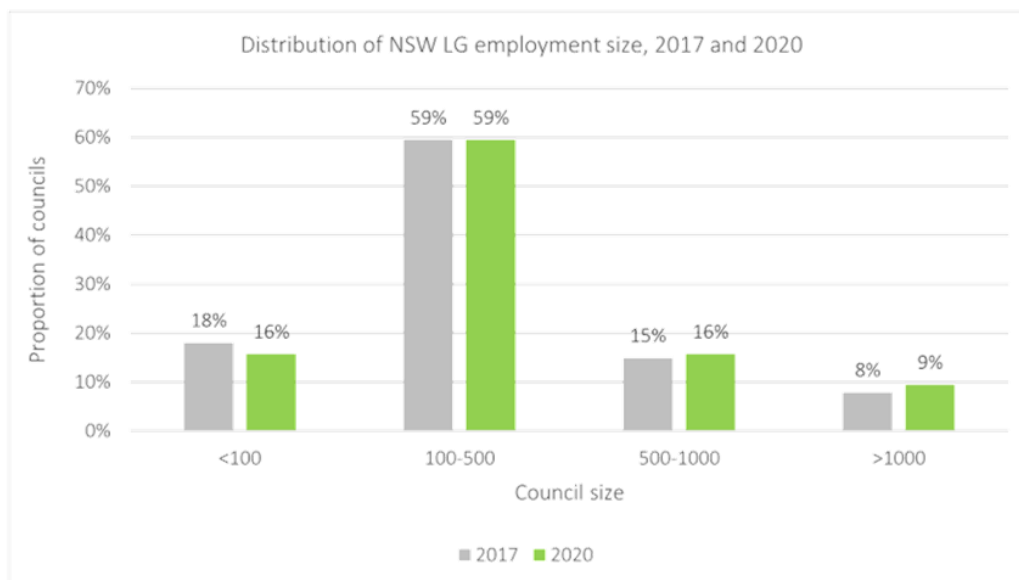
An analysis of employment size across all local governments shows that the NSW LG sector is dominated by mid-size local governments of between 100-500 FTEs, which account for 59% of all local governments. Compared to 2017, there is a slightly lower proportion of small local governments (16% in 2020 compared to 18% in 2017) and a slightly higher proportion of larger local governments whose workforce exceeds 500 FTEs, suggesting overall growth in the LG sector workforce.

⁸ NSW Office of Local Government (2020), *Time Series Data*, <https://www.olg.nsw.gov.au/public/about-councils/comparative-council-information/your-council-report/>



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FIGURE 3: DISTRIBUTION OF EMPLOYMENT SIZE, NSW LG 2017 AND 2020



Source: NSW OLG Time Series Data, 2016/17, 2019/20

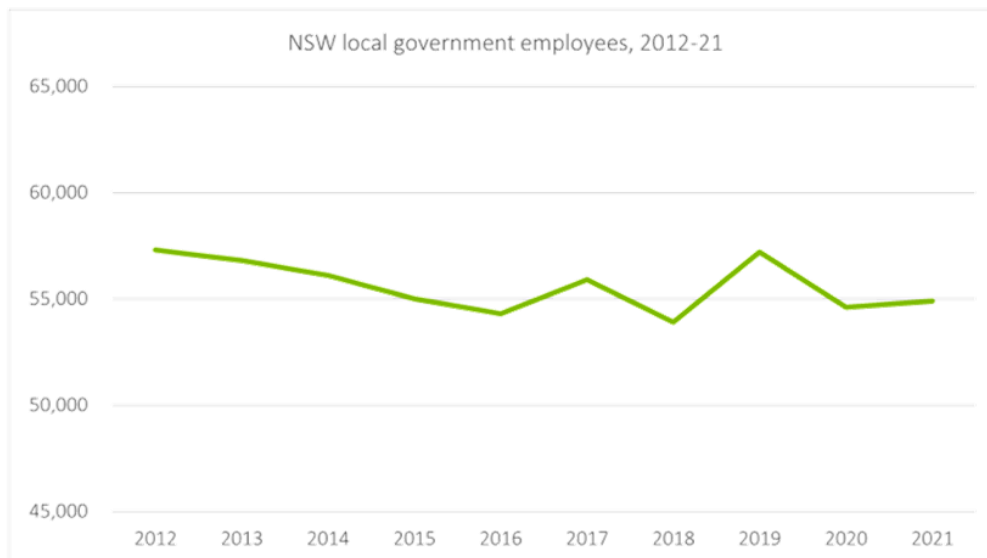
The above distribution of employment size roughly reflects the distribution represented by the 56 respondents to the 2022 LG survey. However, relative to the state distribution, the 2022 LG survey collected responses from more large local governments > 500 FTEs (32% respondents fell within this category, compared to 25% state based on state wide data). There was also lower representation of mid-sized local governments (100-500 FTEs) in the 2022 survey (52% of respondents, compared to 59% across the state).

The number of local government employees in NSW has been relatively stable over the last 10 years, staying within approximately +/- 3% of the average employee count for the period (**Figure 4**).



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FIGURE 4: LOCAL GOVERNMENT EMPLOYMENT IN NSW, 2012-21



Source: ABS Employment and Earnings, Public Sector, 2012-21

In October 2020, increases in headcount were reported by 30.4% of NSW local governments due to expansion in services, projects, LGA size and shifts in organisational structure, while 12.5% reported a headcount decrease due to retirements and pandemic-related impacts.⁹ 57.1% of local governments reported that their headcount had remained the same in the 12 months to October 2020.

26 participating local governments (46%) believe that by June 2022, the size of their workforce would increase, while 24 (43%) believe it would stay the same. 3 local governments believe that it would decrease while 2 local governments were unsure.

2.3 Employment categories

The 2022 LG survey results show that in 2021, 68% of the NSW LG workforce are full-time employees, 11% are part-time, 19% are casual and 2% are apprentices or trainees. Compared to the 2018 survey results, these figures represent a slight decrease in the full-time and part-time workforce, and a slight increase in the casual workforce.¹⁰

When analysed by broad ACLG category (Rural, Urban and Urban Fringe, and Urban Regional), the data shows that Rural local governments in NSW employ the highest proportions of full-time and workers and apprentices/trainees. Urban and Urban Fringe local governments employ the highest proportion of casual workers, while the proportion of part-time workers is stable across ACLG categories at 11%. These figures are benchmarked against the NSW all of sector split in **Figure 5**.

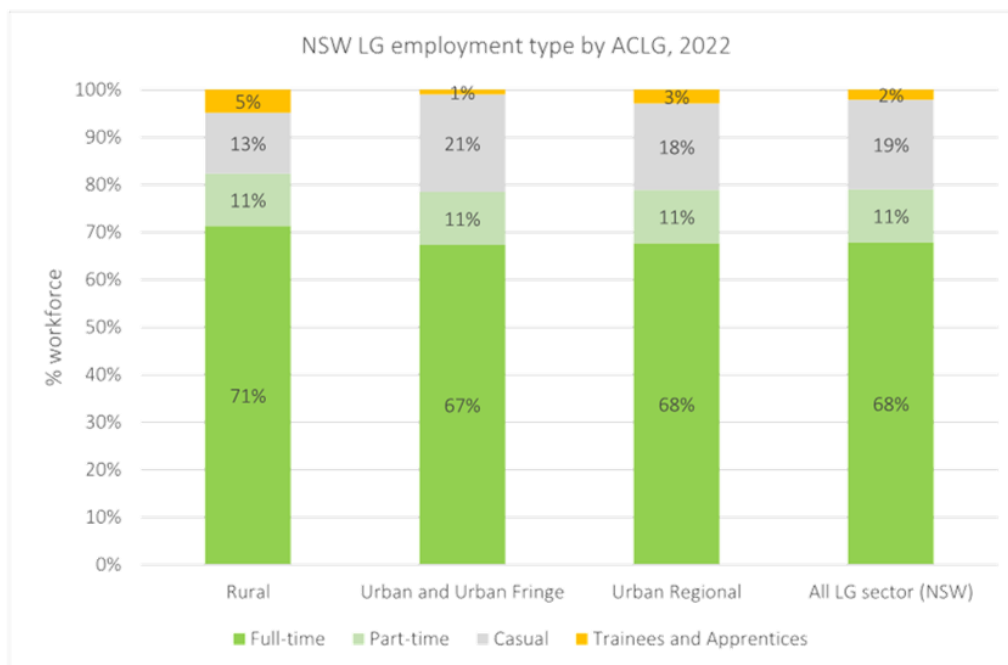
⁹ Unpublished report on skills shortages in NSW Local Government.

¹⁰ LGNSW (2018), *Local government workforce and future skills report – NSW*.



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FIGURE 5: NSW LG EMPLOYMENT TYPE BY ACLG, 2022



Source: 2022 LG Survey

2.4 Employment gender profile

Among the 56 local governments who participated in the 2022 LG survey, the gender breakdown of their workforce was 51% male and 49% female. These figures suggest improved progress toward gender equality in the NSW LG workplace, compared to the (statewide) 2016 split of 58.7% male and 41.3% female (Figure 6).¹¹

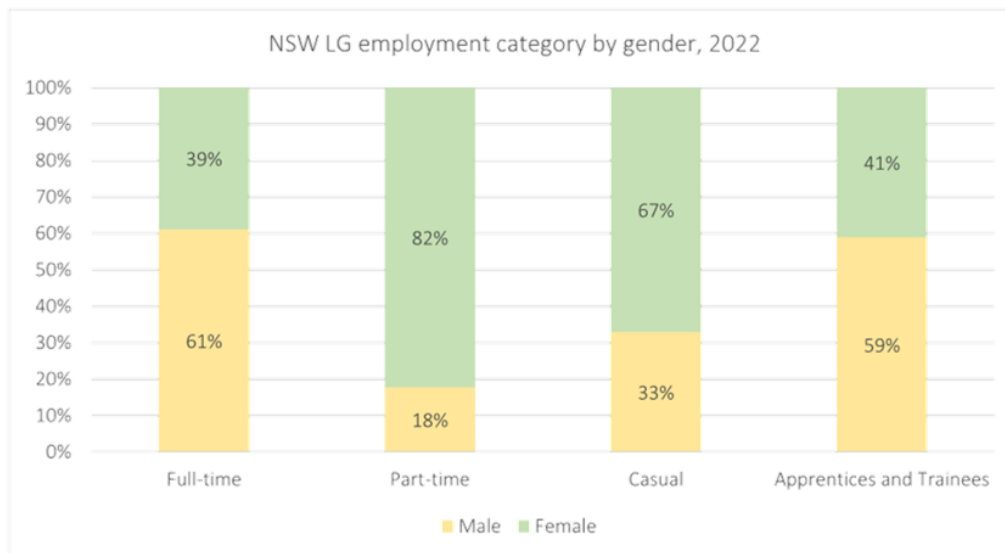
An analysis of employment type by gender reveals that there remains significant variation in the proportion of males and females employed in a full-time, part-time and casual capacity (Figure 6). Similar to the 2018 survey trend, there is a much higher proportion of women employed in part-time and casual roles across the NSW LG sector. Conversely, there is greater male participation in apprenticeship and traineeship arrangements in the sector.

¹¹ LGNSW (2018), *Local government workforce and future skills report – NSW*.



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FIGURE 6: NSW LG EMPLOYMENT CATEGORY BY GENDER, 2022



Source: 2022 Survey

2.5 Employment turnover

Based on the 2022 survey data, 54 local governments (96%) experienced a higher proportion of 'unplanned' turnover¹² (ranging from 1-27% of total FTE) compared to the proportion of retiring employees (1-4% total FTE for all local governments with the exception of one that experienced 19% of their workforce retiring) in the 12 months to 30 June 2021. The areas experiencing the greatest staff turnover included: water operations¹³ (affecting 25.6% local governments), plant operators (9%), and aged, disability and childcare services (9%).

Over the same period, local governments reported between 1 and 590 new entrants to their respective workforces. There were 12 local governments whose total number of employees leaving in the year to 30 June 2021 (retiring and unplanned) exceeded the number of new entrants to their workforce. 9 of these local governments are classified as Urban and Urban Fringe or Urban Regional local governments. Local governments were not asked to specify reasons for their workforce decline between 2020-21, which could be due to the combined impacts of changes to organisational structure, difficulties in attracting staff replacements, and other factors.

2.6 Employee length of service

46 local governments reported their employee's length of service in the 2022 survey. 40% of their combined workforce had been employed for 1-5 years, followed by 16% for 6-10 years and 13% for less

¹² This category excludes casual, limited tenure, redundant and retiring employees.

¹³ The shortage of water operators is calculated from responses of rural and regional local governments only, as metropolitan local governments are serviced by State Government water authorities.

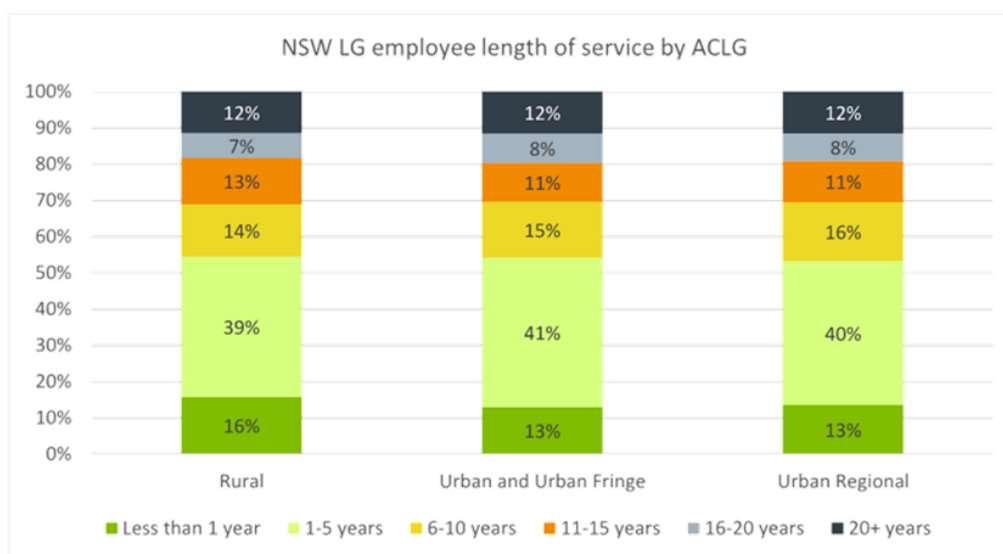


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than a year. 12% of the combined workforce had been at their local government for 20 or more years (Figure 7).

Further analysis to understand the length of service by ACLG broad category is shown in Figure 7. Overall, the distribution of employees' length of service is similar across the classifications. The 1-5 year tenure group is the largest cohort (comprising between 39-41% of the workforce), followed by the employees who have been at their local government between 6-10 years.

FIGURE 7: NSW LG EMPLOYEE LENGTH OF SERVICE BY ACLG BROAD CATEGORY, 2022



Source: 2022 LG Survey

2.7 Workplace diversity

47 local governments provided data on the number of employees identifying as being of Aboriginal and Torres Strait Islander origin. The five local governments with the highest rates of Aboriginal and Torres Strait Islander workforce participation, ranging from 11-20% of FTEs in 2021-22, were: Warrumbungle Shire, Moree Plains, Dubbo Regional, Lachlan and Narromine. This figure may be higher for several reasons, including that some local governments do not currently track this information and because employee identification of Aboriginal and Torres Strait Islander status is voluntary.

9 local governments responded that they were either unsure of, or did not record, the number of employees identifying as being of Aboriginal and Torres Strait Islander origin.

21 local governments provided information on employees who identified as Culturally and Linguistically Diverse. As a percentage of 2021 FTEs, the local governments with the highest proportion of CALD employees were Fairfield City Council (51%), Inner West Council (41%), and City of Ryde (36%). These are all Urban and Urban Fringe local governments per the 2020-21 ACLG. 24 local governments provided information on employees with a disability, ranging from <1 to 6% of 2021 FTEs.



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2.8 Workforce age profile

Figure 8 shows the proportional age profile of the Professional and Administrative (indoor) and Operational and Trade (outdoor) workforce. For both categories, there is a lower proportion of younger (15-19 years) and older (65+ years) workforce, which reflects the trend from the 2018 survey. Certain trends have continued since 2018, such as the higher proportion of Professional and Administrative workers in the 30-44 year age group, and the higher proportion of Operational and Trade employees in the 55-64 age group.

FIGURE 8: AGE PROFILE OF THE LG INDOOR, OUTSIDE WORKFORCE, NSW 2022



Source: 2022 LG Survey

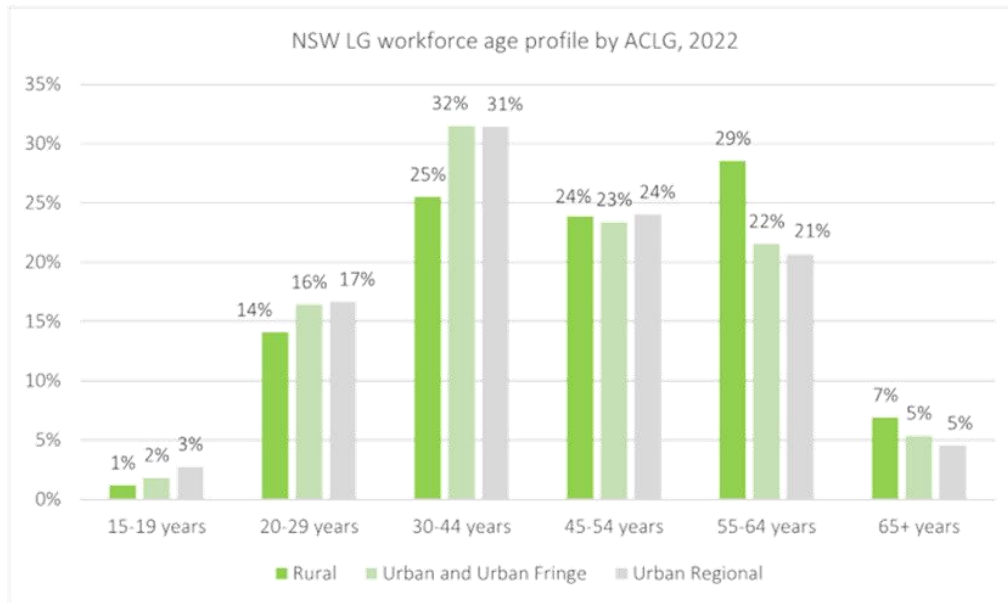
The age breakdown of NSW's LG workforce by ACLG shows that Rural local governments have a higher proportion of older workers, particularly in the 55-64 year age group (**Figure 9**). In comparison, Urban local governments have a higher proportion of employees aged between 20-44 years. When compared to the 2018 survey data,¹⁴ there are no discernible shifts in the age distribution of employees across the ACLG categories.

¹⁴ 2018 Local Government Workforce and Future Skills Report – NSW, p. 21.



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FIGURE 9: NSW LG WORKFORCE AGE PROFILE BY ACLG, 2022



Source: 2022 LG Survey

2.9 Aboriginal and Torres Strait Islander Workforce in Local Government

2.9.1 Aboriginal and Torres Strait Islander employment participation levels in local government

The participation levels of employees who identified as being Aboriginal and Torres Strait Islander origin varied across local governments. The total number of Aboriginal and Torres Strait Islander employees as a percentage of New South Wales' local government workforce is shown in **Table 1** below, compared to the national figures. Note that these figures may be under-reported as not all local governments collect this information, and it is also voluntarily provided by employees.

TABLE 1: ABORIGINAL AND TORRES STRAIT ISLANDER EMPLOYMENT IN NSW LG, 2022

Jurisdiction	# responding local governments with Aboriginal and Torres Strait Islander employees	% responding local governments with Aboriginal and Torres Strait Islander employees	% of total local government employees who identify as Aboriginal and Torres Strait Islander
New South Wales	47	83.9%	2.5%
Australia	132	62.9%	8.2%

Source: 2022 LG Survey



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Table 2 shows the number of local government employees in respondent local governments in New South Wales who identify as being of Aboriginal and Torres Strait Islander origin, compared to the national figure that is based on 210 respondent local governments.

TABLE 2: TOTAL ABORIGINAL AND TORRES STRAIT ISLANDER EMPLOYEES IN RESPONDING NSW LOCAL GOVERNMENTS, 2022

Jurisdiction	# total employees with Aboriginal and Torres Strait Islander origin in responding local governments	# total employees in responding local governments	% of total employees who identify as Aboriginal and Torres Strait Islander origin in responding local governments
New South Wales	590	28,060	2.1%
Australia	2,927	93,024	3.1%

Source: 2022 LG Survey

2.9.2 Aboriginal and Torres Strait Islander age profile in local government

The proportion of Professional and Administrative and Operational and Trade employees identifying as of Aboriginal and Torres Strait Islander origin is shown in **Table 3**. The 15-19 year age group contains the highest proportion of Aboriginal and Torres Strait Islander participation in the workforce, across both Professional & Administrative and Operational & Trade workforce categories.

TABLE 3: ABORIGINAL AND TORRES STRAIT ISLANDER PARTICIPATION IN THE NSW LG INDOOR, OUTDOOR WORKFORCE, 2022

Workforce category	15-19 years	20-29 years	30-44 years	45-54 years	55-64 years	65+ years
Professional & Administrative	4.6%	2.1%	1.2%	0.7%	0.6%	0.8%
Operational & Trade	4.0%	3.1%	3.0%	2.1%	1.5%	2.0%

Source: 2022 LG Survey

2.9.3 Aboriginal and Torres Strait Islander trainees and apprentices in local government

Table 4 shows the number of local governments in New South Wales that have Aboriginal and Torres Strait Islander trainees and apprentices. Compared the national sample of 210 respondent local governments, a higher proportion of New South Wales respondents said they employed Aboriginal and Torres Strait Islander trainees and apprentices.



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TABLE 4: NSW LOCAL GOVERNMENTS WITH ABORIGINAL AND TORRES STRAIT ISLANDER TRAINEES AND APPRENTICES, 2022

Jurisdiction	# responding local governments with at least 1 Aboriginal and Torres Strait Islander trainee and apprentice	# local governments who answered this question	% responding local governments who answered this question, with Aboriginal and Torres Strait Islander trainees and apprentices
New South Wales	18	49	36.7%
Australia	55	179	30.7%

Source: 2022 LG Survey

The number of trainees and apprentices in New South Wales that have identified as Aboriginal and Torres Strait Islander is shown in **Table 5**. Compared to the national sample of 210 respondent local governments, New South Wales local governments have a lower proportion of Aboriginal and Torres Strait Islander trainees and apprentices.

TABLE 5: TOTAL ABORIGINAL AND TORRES STRAIT ISLANDER TRAINEES AND APPRENTICES IN NSW LG, 2022

Jurisdiction	# total trainees and apprentices with Aboriginal and Torres Strait Islander background in responding local governments	# total trainees and apprentices in responding local governments	% of total trainees and apprentices who identify as Aboriginal and Torres Strait Islander in responding local governments
New South Wales	50	594	8.4%
Australia	165	1,353	12.2%

Source: 2022 LG Survey

2.9.4 Aboriginal and Torres Strait Islander cadets in local government

Table 6 shows the number of local governments in New South Wales that have Aboriginal and Torres Strait Islander cadets, and the number of cadets of Aboriginal or Torres Strait Islander origin. Compared to the national sample of 210 respondent local governments, a higher proportion of New South Wales respondents said they employed Aboriginal and Torres Strait Islander cadets. **Table 7** presents the number of cadets in New South Wales who identified as being of Aboriginal and Torres Strait Islander origin. The proportion of total cadets who identify as Aboriginal and Torres Strait Islander is comparable to the national figure, based on a sample of 210 respondent local governments.



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TABLE 6: RESPONDING NSW LOCAL GOVERNMENTS WITH ABORIGINAL AND TORRES STRAIT ISLANDER CADETS, 2022

Jurisdiction	# responding local governments with at least 1 Aboriginal and Torres Strait Islander cadet	# local governments who answered this question	% responding local governments with Aboriginal and Torres Strait Islander cadets who answered this question
New South Wales	4	46	8.7%
Australia	6	169	3.6%

Source: 2022 LG Survey

TABLE 7: TOTAL ABORIGINAL AND TORRES STRAIT ISLANDER CADETS IN NSW LG, 2022

Jurisdiction	# total cadets of Aboriginal and Torres Strait Islander origin in responding local governments	# total cadets in responding local governments	% of total cadets who identify as Aboriginal and Torres Strait Islander origin
New South Wales	5	136	3.7%
Australia	7	229	3.1%

Source: 2022 LG Survey

2.10 Capability and Productivity

The depth and breadth of skills within a workforce is a key determinant of organisational capability and capacity and are closely linked to productivity. Organisational capability and capacity do not just improve performance, but they help achieve it in the first place. How dynamic that organizational capability and capacity is will also be something that is relevant to outcomes but, as a primary focus, local governments must be enabled organisationally to perform for its local area. Building workforce capability, also termed 'human resource development', is therefore fundamental to improving the performance of any institution, including local government.

Recent research undertaken by SGS Economics and Planning for the Australian Local Government Association on local government's productivity found that local government plays an important role in the productivity of the wider economy through regulation, service delivery, infrastructure provision, climate change adaptation/mitigation and emergency management and recovery.¹⁵ The research also found that local government's productivity as a service provider is impeded by financial insecurity, difficulties in securing skilled workers and challenges in digital transformations. The survey results discussed in the following chapters, sheds some light on these challenges.

¹⁵ ALGA (2022), Submissions to Productivity Commission, <https://alga.com.au/submission-to-productivity-commission/>



3. NSW Survey Results: Skills Shortages

This chapter presents the results on skills shortages in the Local Government workforce in New South Wales.

3.1 Occupational skills shortages

51 of the 56 participating local governments (91%) reported that they were experiencing skills shortages in 2021-22, compared to 85.5% of respondents in 2018 (2018 Survey).

The following tables, **Table 8**, **Table 9** and **Table 10**, summarise the most common occupational skills shortages experienced during 2020-21, whether local governments had to recruit less skilled applicants, and whether they believe that these occupational skills shortages will be a critical issue in the future. They have been further broken down by ACLG category (Rural, Urban and Urban Fringe, and Urban Regional).

Since 2018, engineers, urban and town planners, building surveyors and project managers have remained the top four professional skill shortage occupations; listed by 40-60% of participating local governments (**Table 8**). Since 2018, accountants have emerged as the fifth most common professional skill shortage, despite not being listed in the top ten in 2018.

Labourers, supervisors and team leaders, and tradespersons were the most common shortages among trade occupations, listed by 28-38% of local governments. Waste water and sewerage operators is an emerging skills shortage area, listed by 30% of participating local governments in the 2022 survey compared to 11% of local governments in 2018.



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TABLE 8: NSW LG OCCUPATIONAL SKILL SHORTAGES IN 2020-21

Category	Occupation	# responding local governments	% responding local governments
Professional and Technical	Engineers	30	60%
	Urban & Town Planners	26	52%
	Building Surveyors	24	48%
	Project Managers	20	40%
	Accountants	17	34%
	Computing/ICT Professionals	15	30%
	Building Surveying Technicians	12	24%
	Asset and Facilities Managers	11	22%
	Engineering Technicians	11	22%
	Community development & engagement officers	10	20%
	Computing/ICT technicians	10	20%
	Environmental health officers	10	20%
	Governance/Risk managers	10	20%
	Human resource professionals	10	20%
	WH&S professionals	10	20%
Operational and Trade	Labourers	19	38%
	Supervisors/team leaders	18	36%
	Water treatment operator ¹⁶	14	36%
	Waste water/sewerage operator ¹⁷	15	30%
	Tradespersons - Automotive	14	28%
	Tradespersons - Mechanical	14	28%
	Tradespersons - Plumber	11	22%
	Truck drivers	11	22%
	Tradespersons - Horticultural	10	20%
	Care persons (aged, disability)	9	18%
	Customer service workers	9	18%
	IT/ICT technicians	9	18%

Source: 2022 LG Survey

3.1.1 Occupational skill shortages by ACLG

The following tables, **Tables 8A, 8B and 8C** are of the current occupational skill shortages in the New South Wales local government by ACLG category, which are respectively: Rural, Urban and Urban

¹⁶ As above.

¹⁷ The shortage of water operators is calculated from responses of rural and regional local governments only, as metropolitan local governments are serviced by State Government water authorities.



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Fringe, and Urban Regional. The top occupations with skill shortages are similar in the three ACLG categories.

Rural, Urban and Urban Fringe and Urban Regional local governments have all reported engineers, urban and town planners, and building surveyors as the top occupations with skill shortages. Shortages of asset and facilities managers appear to be less of an issue in Urban and Urban Fringe local governments compared to the other two ACLG categories. The three types of local governments have also commonly recognised supervisors/team leaders and labourers to be the top Operational and Trade occupations with shortages.

TABLE 8A: OCCUPATIONAL SKILL SHORTAGES IN NSW RURAL LOCAL GOVERNMENTS IN 2020-21

Category	Occupation	# responding local governments	% responding local governments
Professional and Technical	Engineers	9	39%
	Urban & town planners	9	39%
	Accountants	8	35%
	Project managers	7	30%
	Building surveyors	5	22%
	Asset and facilities managers	5	22%
	WH&S professionals	5	22%
	Environmental health officers	4	17%
	Engineering technicians	4	17%
	Human resource professionals	4	17%
	Computing/ICT technicians	4	17%
	Governance/risk managers	4	17%
Operational and Trade	Labourers	10	43%
	Waste water/sewerage operator	9	39%
	Supervisors/team leaders	7	30%
	Care persons (aged, disability)	7	30%
	Truck drivers	7	30%
	Customer service workers	6	26%
	Water treatment operator	6	26%
	Tradespersons - Mechanical	5	22%
	Tradespersons - Automotive	5	22%
	Tradespersons - Plumber	4	17%
	Store persons	4	17%
	Tradespersons - Horticultural	4	17%

Source: 2022 LG Survey



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TABLE 8B: OCCUPATIONAL SKILL SHORTAGES IN NSW URBAN AND URBAN FRINGE LOCAL GOVERNMENTS IN 2020-21

Category	Occupation	# responding local governments	% responding local governments
Professional and Technical	Engineers	7	41%
	Urban & town planners	7	41%
	Building surveyors	7	41%
	Computing/ICT professionals	6	35%
	Building surveying technicians	5	29%
	Environmental health officers	4	24%
	Community development & engagement officers (includes youth, sport & rec, arts & events officers)	3	18%
	Supervisors/team leaders	3	18%
Operational and Trade	Tradespersons - Horticultural	1	6%
	Tradespersons - Construction	1	6%
	Tradespersons - Electrical	1	6%

Source: 2022 LG Survey



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TABLE 8C: OCCUPATIONAL SKILL SHORTAGES IN NSW URBAN REGIONAL LOCAL GOVERNMENTS IN 2020-21

Category	Occupation	# responding local governments	% responding local governments
Professional and Technical	Engineers	13	81%
	Building surveyors	12	75%
	Urban & town planners	10	63%
	Project managers	10	63%
	Accountants	6	38%
	Computing/ICT professionals	5	31%
	Engineering technicians	5	31%
	Asset and facilities managers	5	31%
	Governance/risk managers	5	31%
	Procurement managers/officers	5	31%
	Building surveying technicians	4	25%
	Community development & engagement officers (includes youth, sport & rec, arts & events officers)	4	25%
	Computing/ICT technicians	4	25%
	Librarians	4	25%
Operational and Trade	Supervisors/team leaders	8	50%
	Water treatment operator	8	50%
	Labourers	7	44%
	Tradespersons - Mechanical	7	44%
	Tradespersons - Automotive	7	44%
	Tradespersons - Plumber	6	38%
	Waste water/sewerage operator	5	31%
	Tradespersons - Horticultural	5	31%
	Tradespersons - Fabrication	5	31%
	Tradespersons - Electrical	4	25%
	Truck drivers	4	25%

Source: 2022 LG Survey

3.2 Recruitment of less skilled applicants

Local governments also said they resorted to the recruitment of less skilled applicants to mitigate shortages of building surveyors, engineers, urban and urban town planners, and project managers, among others (**Table 9**).



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TABLE 9: NSW LG RECRUITMENT OF LESS SKILLED APPLICANTS, 2022

Category	Occupation	# responding local governments	% responding local governments
Professional and Technical	Building surveyors	20	35%
	Engineers	19	33%
	Urban & town planners	15	26%
	Project managers	13	23%
	Governance/risk managers	10	18%
	Community development & engagement officers (includes youth, sport & rec, arts & events officers)	9	16%
	Computing/ICT professionals	9	16%
	Accountants	8	14%
	Asset and facilities managers	8	14%
	WH&S professionals	8	14%
Operational and Trade	Water treatment operators ¹⁸	13	33%
	Supervisors/team leaders ¹⁹	14	25%
	Waste water/sewerage operator	11	19%
	Labourers	10	18%
	Care persons (aged, disability)	7	12%
	Tradespersons - Automotive	7	12%
	Tradespersons - Plumber	7	12%
	Customer service workers	6	11%
	Tradespersons - Horticultural	6	11%
	Tradespersons - Mechanical	6	11%

Source: 2022 LG Survey

3.2.1 Recruitment of less skilled applicants by ACLG

Tables 9A, 9B and 9C provide a breakdown of the overall survey results for recruitment of less skilled applicants by ACLG Category respectively: Rural, Urban and Urban Fringe, and Urban Regional.

The occupations where local governments have employed less skilled applicants mostly align with the occupations they experienced skills shortages in. The top occupations are similar across the ACLG categories. Rural, Urban and Urban Fringe and Urban Regional local governments have identified engineers, building surveyors, urban and town planners, supervisors/team leaders and labourers as areas where they have recruited less skilled applicants.

¹⁸ As above.

¹⁹ The shortage of water operators is calculated from responses of rural and regional local governments only, as metropolitan local governments are serviced by State Government water authorities.



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TABLE 9A: RECRUITMENT OF LESS SKILLED APPLICANTS IN NSW RURAL LOCAL GOVERNMENTS, 2022

Category	Occupation	# responding local governments	% responding local governments
Professional and Technical	Engineers	7	30%
	Community development & engagement officers (includes youth, sport & rec, arts & events officers)	6	26%
	Governance/risk managers	6	26%
	Asset and facilities managers	5	22%
	WH&S professionals	5	22%
	Building surveyors	4	17%
	Accountants	4	17%
	Environmental health officers	4	17%
	Project managers	4	17%
	Computing/ICT professionals	4	17%
	Computing/ICT technicians	4	17%
	Urban & town planners	4	17%
Operational and Trade	Waste water/sewerage operator	7	30%
	Water treatment operator	7	30%
	Labourers	6	26%
	Care persons (aged, disability)	6	26%
	Supervisors/team leaders	5	22%
	Customer service workers	4	17%
	Truck drivers	4	17%
	Tradespersons - Plumber	3	13%
	Waste management / Recycling operator	3	13%
	Plumbing inspectors	3	13%

Source: 2022 LG Survey



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TABLE 9B: RECRUITMENT OF LESS SKILLED APPLICANTS IN NSW URBAN AND URBAN FRINGE LOCAL GOVERNMENTS, 2022

Category	Occupation	# responding local governments	% responding local governments
Professional and Technical	Engineers	4	24%
	Building surveyors	4	24%
	Urban & town planners	3	18%
	WH&S professionals	2	12%
	Environmental health officers	2	12%
	Project managers	2	12%
	Computing/ICT professionals	2	12%
	Engineering technicians	2	12%
	Human resource professionals	2	12%
	Building surveying technicians	2	12%
Operational and Trade	Supervisors/team leaders	2	12%
	Tradespersons - Plumber	2	12%
	Labourers	1	6%
	Care persons (aged, disability)	1	6%
	Waste management / Recycling operator	1	6%
	Tradespersons - Mechanical	1	6%
	Tradespersons - Horticultural	1	6%
	Tradespersons - Automotive	1	6%

Source: 2022 LG Survey



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TABLE 9C: RECRUITMENT OF LESS SKILLED APPLICANTS IN NSW URBAN REGIONAL LOCAL GOVERNMENTS, 2022

Category	Occupation	# responding local governments	% responding local governments
Professional and Technical	Building surveyors	12	75%
	Urban & town planners	8	50%
	Engineers	7	44%
	Project managers	6	38%
	Building surveying technicians	4	25%
	Computing/ICT professionals	3	19%
	Governance/risk managers	3	19%
	Librarians	3	19%
	Surveyors	3	19%
	Asset and facilities managers	3	19%
	Procurement managers/officers	3	19%
Operational and Trade	Supervisors/team leaders	7	44%
	Water treatment operator	6	38%
	Tradespersons - Automotive	4	25%
	Waste water/sewerage operator	4	25%
	Labourers	3	19%
	Tradespersons - Mechanical	3	19%
	Tradespersons - Horticultural	3	19%
	Tradespersons - Construction	3	19%
	Tradespersons - Plumber	2	13%
	Customer service workers	2	13%
	Accounts/pay roll clerk	2	13%
	Tradespersons - Fabrication	2	13%

Source: 2022 LG Survey

3.3 Critical Occupational Skill Shortages

The surveyed local governments also indicated that the most common occupational skill shortages in 2021 would be critical in the future (**Table 10**). Many of the most critical occupational skill shortages in both the Professional and Trade categories were also ranked highly by local governments who participated in the 2018 survey. However, a closer comparison to the 2018 survey results suggests that



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shortages of accountants, computing and ICT professionals, mechanical tradespersons, and waste water and sewerage operators²⁰ have become more critical in the last few years.²¹

TABLE 10: NSW LG CRITICAL OCCUPATIONAL SKILL SHORTAGES IN THE FUTURE, 2022

Category	Occupation	# responding local governments	% responding local governments
Professional and Technical	Engineers	36	63%
	Building surveyors	35	61%
	Urban and town planners	31	54%
	Project managers	23	40%
	Accountants	22	39%
	Computing/ICT professionals	21	37%
	Human resource professionals	17	30%
	Asset and facilities managers	16	28%
	Building surveying technicians	14	25%
	Environmental health officers	14	25%
Operational and Trade	Water treatment operator ²²	17	44%
	Tradespersons – Mechanical	20	35%
	Waste water/Sewerage operator ²³	19	33%
	Labourers	17	30%
	Supervisors/team leaders	17	30%
	Accounts/Payroll clerk	13	23%
	Tradespersons – Automotive	13	23%
	IT/ICT technicians	12	21%
	Truck drivers	12	21%
	Customer service workers	11	19%
	Tradespersons – Construction	11	19%
	Tradespersons – Plumber	11	19%

Source: 2022 LG Survey

²⁰ Shortages in water and wastewater occupations relate only to regional and rural local governments in NSW. In metropolitan areas, state-owned enterprises oversee water services.

²¹ LGNSW (2018), *Local Government Workforce and Future Skills Report New South Wales*.

²² The shortage of water operators is calculated from responses of rural and regional local governments only, as metropolitan local governments are serviced by State Government water authorities.

²³ As above.



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3.3.1 Critical occupational skill shortages by ACLG

Tables 10A, 10B and 10C provide a breakdown of the overall survey results for future critical occupational skill shortages by ACLG Category respectively: Rural, Urban and Urban Fringe, and Urban Regional.

The top future critical shortages in Professional and Technical occupations identified in Rural, Urban and Urban Fringe and Urban Regional local governments in NSW are more similar than those that are Operational and Trade.

TABLE 10A: CRITICAL OCCUPATIONAL SKILL SHORTAGES IN NSW RURAL LOCAL GOVERNMENTS IN THE FUTURE, 2022

Category	Occupation	# responding local governments	% responding local governments
Professional and Technical	Engineers	15	65%
	Building surveyors	15	65%
	Urban & town planners	14	61%
	Accountants	11	48%
	Project managers	11	48%
	Environmental health officers	10	43%
	Human resource professionals	8	35%
	Asset and facilities managers	8	35%
	Building surveying technicians	7	30%
	WH&S professionals	7	30%
	Contract managers / officers	6	26%
	Computing/ICT professionals	6	26%
Operational and Trade	Waste water/Sewerage operator	13	57%
	Water treatment operator	10	43%
	Tradespersons - Mechanical	8	35%
	Supervisors/team leaders	8	35%
	Labourers	8	35%
	Truck drivers	7	30%
	Care persons (aged, disability)	7	30%
	Customer service workers	6	26%
	Accounts/pay roll clerk	6	26%
	Tradespersons - Automotive	6	26%

Source: 2022 LG Survey



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TABLE 10B: CRITICAL OCCUPATIONAL SKILL SHORTAGES IN NSW URBAN AND URBAN FRINGE LOCAL GOVERNMENTS IN THE FUTURE, 2022

Category	Occupation	# responding local governments	% responding local governments
Professional and Technical	Computing/ICT professionals	7	41%
	Engineers	6	35%
	Urban & town planners	6	35%
	Building surveyors	5	29%
	Accountants	4	24%
	Human resource professionals	4	24%
	Project managers	3	18%
	Environmental health officers	3	18%
	Building surveying technicians	3	18%
	Community development & engagement officers (includes youth, sport & rec, arts & events officers)	3	18%
	Governance/risk managers	3	18%
Operational and Trade	Tradespersons - Mechanical	5	29%
	Supervisors/team leaders	3	18%
	IT/ICT technicians	3	18%
	Youth support worker	3	18%
	Truck drivers	2	12%
	Accounts/pay roll clerk	2	12%
	Tradespersons - Plumber	2	12%
	Tradespersons - Construction	2	12%
	Tradespersons - Electrical	2	12%
	Labourers	1	6%
	Customer service workers	1	6%
	Tradespersons - Automotive	1	6%
	Waste management / Recycling operator	1	6%
	Tradespersons - Horticultural	1	6%
	Tradespersons - Fabrication	1	6%

Source: 2022 LG Survey



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TABLE 10C: CRITICAL OCCUPATIONAL SKILL SHORTAGES IN NSW URBAN REGIONAL LOCAL GOVERNMENTS IN THE FUTURE, 2022

Category	Occupation	# responding local governments	% responding local governments
Professional and Technical	Building surveyors	15	94%
	Engineers	14	88%
	Urban & town planners	11	69%
	Project managers	8	50%
	Computing/ICT professionals	7	44%
	Accountants	7	44%
	Asset and facilities managers	7	44%
	Procurement managers/officers	6	38%
	Human resource professionals	4	25%
	Building surveying technicians	4	25%
	Governance/risk managers	4	25%
	Librarians	4	25%
	Engineering technicians	4	25%
	Computing/ICT technicians	4	25%
Operational and Trade	Labourers	8	50%
	Tradespersons - Mechanical	7	44%
	Water treatment operator	7	44%
	Supervisors/team leaders	6	38%
	Tradespersons - Automotive	6	38%
	Tradespersons - Horticultural	6	38%
	Waste water/Sewerage operator	6	38%
	Accounts/pay roll clerk	5	31%
	Tradespersons - Construction	5	31%
	Tradespersons - Electrical	5	31%
	Tradespersons - Fabrication	5	31%

Source: 2022 LG Survey

3.4 Drivers of skill shortages

The key drivers of skills shortages varied considerably. 20 of the 44 local governments who responded to this question said an inability to compete with market remuneration, particularly in the mining industry, was a primary driver of skills shortages. A lack of suitably qualified applicants was the second most common driver, followed by regional or rural location.

Some Urban Fringe local governments noted the construction boom in the Sydney metropolitan area that made it difficult to compete for labour. Other local governments also cited real estate shortages,



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housing affordability, local government's brand identity and demand for flexible working arrangements as contributing factors to the skills shortages.

3.5 Time to fill vacancies

43 local governments (76%) said they were running under staff complement, representing a range of 1-242 vacancies at the local government level. This is equivalent to between 1-22% of the local governments' FTEs. There were 14 local governments who reported vacancies of 10-22% of their 2021 FTEs; these were mid-sized (100-500 FTEs) to larger local governments (> 500 FTEs) representing a mix of Rural (6 local governments) and Urban Regional (5 local governments) and Urban and Urban Fringe local governments (3).

Generally, it takes 1-3 months to fill staff vacancies for Professional and Administrative as well as Operational and Trade positions (41 local governments reported this timeframe for each employment category). This is a similar lead time to filling vacancies based on the 2018 survey. There were 4 local governments who reported taking 6-12 months or more to fill vacancies in Professional and Administrative roles, compared to 2 local governments for Operational and Trade roles.

The most common reason behind the length of time to fill vacancies was difficulty in attracting staff with the right skills and experience (37 local governments), followed by 11 local governments who report a lack of priority given by managers to filling vacancies and 11 who said the pandemic had impacted local government's ability to attract out-of-region staff. Some local governments also noted that perceptions of regional living were sometimes a barrier to attracting staff, as were cost of living challenges where country pay did not match city house prices.

Local governments were asked to select the most successful strategies for filling vacancies in skill shortage occupations. 41 local governments (73%) said they used advertising and social media platforms, followed by 35 (63%) who reskilled and upskilled their employees and 22 (39%) who looked to graduate employment pathways. One local government said they were paying above market rates to secure talent, while another suggested a combination of generous relocation assistances and Memoranda of Understanding were useful for enabling employees to work across local governments. One Rural local government said that no strategies had been successful to date, and anticipated deepening skills shortages and unfilled vacancies.

One local government said they employed two staff on the Temporary Skills Shortage Visa to work in finance and engineering roles, while another local government said it previously had staff under this visa arrangement.

3.6 Hardest to fill occupations

16 local governments identified Engineers as the hardest to fill occupation, followed by 14 local governments who said that Building Surveyor positions were the hardest to fill. Town Planning was named by 13 local governments as the second hardest to fill occupation.

Local governments were also asked to note other occupational areas in which they experienced recruitment challenges. In 2021-22, they included: nursing, plumbers, water network operators, road safety officers, mechanics, asset managers, ICT staff for data management and technology project managers, accountants, and human resources professionals.



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3.7 Skills gaps and additional skills required

42 local governments (75%) indicated that they were experiencing skills gaps across occupations ranging from engineers to arborists, librarians, civil designers, professional, corporate and finance areas.

Local governments were asked what new or additional skills would be required to mitigate these critical skills gaps. 25 local governments said that a combination of skilling initiatives, tertiary or trade qualifications, and on the job experience were needed to bridge skills gaps. Some local governments also specified the need for soft skills, such as emotional intelligence, people management, ideation (design thinking), reasoning and problem solving.

3.8 Drivers of skills gaps

Local governments identified the following key drivers of critical skills gaps by occupational area:

- Engineers – market competitiveness and remuneration, limited talent pool to draw from;
- Building surveyors – legislative changes, insurance costs and challenges in recruiting for regulatory roles, inability to attract qualified staff to regional or rural locations;
- Plant operations – inability to compete with private sector remuneration; and
- Administrative and professional services – limited staff with local government experience, scarcity of workers with finance and corporate experience.

Many of the key drivers were also identified from the 2018 survey.²⁴

3.9 Current approaches to addressing skills gaps and shortages

37 local governments (66%) indicated that vacancies, skills shortages, skills gaps or training needs have impacted or delayed project delivery. Among the NSW local governments who participated in the 2022 survey, the most popular approach for addressing skills gaps and shortages was to provide opportunities to act up and/or across in other roles (33 local governments). 31 local governments said they provided informal on-job training, followed by 29 local governments who offered targeted training and 29 who provided coaching and mentoring. 14 local governments said they facilitated secondments or exchanges to other workplaces.

Local governments who provided additional comment said they:

- Offered an extensive range of online learning with comprehensive development plans, support for external education and leadership opportunities;
- Were working to understand the needs for workforces to professionalise;
- Did not have sufficient internal skills to mentor and coach their workforce. This was exacerbated by the COVID-19 pandemic and its impacts on staff development;
- Had plans to review salary structures and implement a market component policy; and

²⁴ 2018 Local Government Workforce and Future Skills Report – New South Wales, p. 37.



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- Used apprenticeship, trainee and cadetship programs to grow their workforce.

25 local governments (44.6%) said they undertook service and/or resource sharing with other local governments. In terms of staff resourcing, share arrangements relate to rangers, waste collection functions, road safety officers and road crew, finance, HR and technology personnel. In relation to service sharing, some local governments shared training opportunities and the travel costs for training facilitators, as well as audit committee services.

Over the last 3 years, 42 local governments (75%) had engaged with state or federal education, training or other initiatives such as:

- The NSW Government's Smart and Skilled funding, which entitles eligible students to government-subsidised training and/or government funding for courses in priority areas;²⁵
- NSW TAFE digital literacy programs;
- VERTO's wage subsidy program. VERTO is a training and employment services provider that supports apprentices and employers across NSW, ACT and Victoria;²⁶
- Various forms of traineeships, including horticultural traineeships, partnering with UNSW for trainee engineers; and
- The Boosting Apprenticeship Commencements wage subsidy, which supports businesses and Group Training Organisations to build the skilled worker pipeline.²⁷

²⁵ NSW Government (2017), *Smart and skilled*, <https://smartandskilled.nsw.gov.au/about>

²⁶ VERTO (2022), *Skill to transform*, <https://www.verto.org.au/>

²⁷ Australian Government Department of Education, Skills and Employment (2021), *Boosting Apprenticeship Commencements and Completing Apprenticeship Commencements*, <https://www.dese.gov.au/boosting-apprenticeship-commencements#:~:text=The%20Boosting%20Apprenticeship%20Commencements%20wage%20subsidy%20supports%20businesses%20and%20Group,to%20support%20sustained%20economic%20recovery.>



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4. NSW Survey Results: Training Needs and Challenges

This chapter presents the results on the local government's training needs and challenges in New South Wales.

4.1 Unmet training needs and drivers

39 (70%) of the 56 responding local governments reported unmet training needs in 2021-22. This is almost double the 36% of 2018 respondents who reported unmet training needs (Figure 10).²⁸

The most common areas of unmet training need experienced by NSW local governments in 2022 were leadership and management training (26 local governments), supervisor training (25) and change management training (16). Local governments also identified unmet training needs in water operations, chainsaw and chemical courses, internal compliance (such as Code of Conduct), and noted that the COVID-19 pandemic had delayed the rollout of practical training and/or job-specific training.

FIGURE 10: UNMET TRAINING NEEDS IN THE NSW LG SECTOR, 2022



Source: 2022 LG Survey

Local governments were asked to select the primary drivers of unmet training need from a list and highlights the widespread training disruptions from the COVID-19 pandemic across a range of business areas. The results are shown in Table 11.

²⁸ 2018 Local Government Workforce and Future Skills Report, NSW.



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TABLE 11: NSW LG UNMET TRAINING NEEDS AND DRIVERS, 2022

Driver of unmet training need	% local governments responding
Lack of access to appropriate training due to COVID	66%
Unable to source quality training programs and/or trainers that can be delivered locally	39%
Employees haven't had time to attend training	30%
Lack of time to organise training	23%
Unable to source training programs with relevant content	20%
Council budget is insufficient for this training	18%
Travel cost of sending staff away to attend training is too high	16%
Other	16%
Lack of support from managers/supervisors to send staff on training courses	11%

Source: 2022 LG Survey

Some local governments also noted that the following factors contributed to unmet training needs:

- A pivot to online learning during the pandemic created challenges in access to technology for operational staff;
- New training packages were unavailable;
- Lack of follow up and complexity with Registered Training Organisations (RTO), combined with HR staff shortages at local government to promote continuity of RTO engagement;
- Executive level changes; and
- A lack of clear business direction.

4.2 Joint training and development

6 local governments said that they had undertaken joint training and development with Aboriginal Community Controlled Organisations (ACCOs) and 4 of them provided details of partnerships with:

- Bara Barang to provide mentoring for Aboriginal and Torres Strait Islander trainees, and to work with local government's supervisors;
- Yarn Up to provide online awareness training to the Senior Management Team in 2021;
- Murrook - Worimi Local Aboriginal Land Council.



4.3 Training expenditure

27 local governments reported that expenditure on learning and development remained the same between 2021-22. 15 local governments said that it had decreased and 10 local governments said that it had increased. A breakdown by ACLG broad category in **Table 12** below shows that there was a greater proportion of Urban Regional local governments who decreased training expenditure, whereas a greater proportion of Rural local governments maintained prior year training expenditure.

TABLE 12: NSW LG CHANGE IN TRAINING EXPENDITURE BY ACLG BROAD CATEGORY, 2020-21

Change in training expenditure	Rural	Urban & Urban Fringe	Urban Regional
Decreased	5 (23%)	3 (21%)	7 (44%)
Increased	3 (14%)	3 (21%)	4 (25%)
Remained the same	14 (64%)	8 (57%)	5 (31%)

Source: 2022 LG Survey

Several local governments estimated the percentage change in training expenditure from FY19/20 to FY20/21. 4 local governments reported a 0.5-57% increase due to rising course costs, increases in tertiary assistance applications and increased funding toward Certificate II and Certificate IV qualifications. A further 9 local governments reported between 6.5-60% decrease in training expenditure due to cost savings measures, budget cuts, and impacts to funding from the 2019/20 bushfire and COVID-19 pandemic. For some local governments, these decreases were temporary and are expected to recover in subsequent years.

4.4 Preferred delivery mode

Local governments were asked to select their preferred of four delivery modes: in-person, self-paced learning, virtual delivery and blended learning, i.e. a mix of all options. 25 local governments preferred blending learning while 26 preferred face-to-face delivery. No local government selected either self-paced learning or virtual delivery as their preferred mode (**Table 13**). A breakdown by ACLG broad category reveals that Rural local governments tended to prefer in-person delivery, while Urban Regional local governments preferred blended learning.

TABLE 13: NSW LG PREFERRED TRAINING DELIVERY MODE BY ACLG BROAD CATEGORY, 2022

Preferred delivery mode	Rural	Urban & Urban Fringe	Urban Regional	Total
Blended learning	8	8	9	25
In person, face-to-face delivery	13	6	7	26

Source: 2022 LG Survey



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14 of the 26 local governments who preferred in person training said that the pandemic's travel restrictions were a major challenge to training delivery. 9 of the 25 local governments who preferred blended training said that access to technology and digital infrastructure was a challenge, particularly for operational staff. Other challenges to blended training models include access to trainers who are willing to travel to regional locations, time and cost implications, as well as resistance from those in the workforce who prefer face to face training.

4.5 Uptake of training arrangements

25 (44.6%) local governments do not believe they are taking on enough trainees and/or apprentices to meet future skilling needs, compared to 29 (51.7%) who believe they are. Reported barriers to growing trainee and apprenticeship participation can be considered under three broad themes:

- Resource constraints – some local governments did not have capacity to supervise trainees and apprentices, or were unable to meet the time commitments to train and mentor them in addition to existing workloads.
- Supply constraints – some local governments said that availability and quality of applicants was a barrier, alongside a general lack of interest from the community.
- Cultural constraints – one local government identified strategic direction as a barrier to greater uptake, while another said that trainees rarely stayed on or applied for permanent positions after completing the traineeship.

24 urban local governments²⁹ said they employed between 2 and 14 cadets, compared to 7 rural local governments who employed 1-2 cadets. Only 3 of these local governments said they employed Aboriginal and Torres Strait Islander cadets; others either did not collect this data or did not employ.

19 of the 31 local governments employed cadets in engineering. Other occupational areas were less common, such as in planning (3 local governments) and strategic planning (2 local governments).

4.6 Factors impacting future skilling needs

Local governments were surveyed on any internal or external factors that would impact their future skilling needs. An ageing workforce was the most common response (82% of local governments), followed by major council or external infrastructure projects (71%) and increasing governance and compliance (59%) (**Table 14**).³⁰ Other factors that NSW local governments identified were:

- Increased competition for talent in and around the LGA due to LGA growth;

²⁹ Based on the ACLG broad categories 'Urban Regional' and 'Urban and Urban Fringe'.

³⁰ These percentages are significantly higher than in the 2018 survey despite a similar number of participating local governments, e.g. the most common emerging issue in 2018, the impact of major infrastructure projects, was identified by 29% of local governments. The 2018 to 2022 comparison should therefore be interpreted with care. Local governments could select more than one emerging issue in the 2022 survey, but it is possible that this was not the case in the 2018 survey.



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- Changing and future workforce needs, including the ability for employees to work remotely such that there is less demand in some regions for local employment;
- Workforce professionalisation;
- Redundancies and restructures; and
- Ability for skilled and qualified overseas candidates to enter Australia.

A comparison with 2018 responses shows that in 2022, concerns about an ageing workforce overtook major infrastructure projects and technological change (previously ranked as having the most and second greatest impact) as the most common issue that will impact on local governments' future skilling needs.

TABLE 14: FACTORS IMPACTING FUTURE SKILLING NEEDS IN NSW LG, 2022

Factor	# responding local governments	% responding local governments
Ageing workforce	46	82%
Major council or external infrastructure projects	40	71%
Increasing levels of governance and compliance	33	59%
Technological change	32	57%
Changes in government funding levels	29	52%
Growth in local government area	27	48%
Climate change	10	18%
Other	8	14%

Source: 2022 LG Survey

4.7 Changing job roles and requirements

Local governments were asked whether they had undertaken any analysis or forecasting of changing roles and skills requirements of their workforce, specifically due to digital disruption or advances in technology. A comparison of 2022 and 2018 responses is shown in **Table 15** below. Based on the survey sample, it suggests that a greater proportion of local governments are forward planning in response to the impacts of digital disruption or technological advancements (39% in 2022, up from 31% in 2018).

TABLE 15: PROPORTION OF NSW LG UNDERTAKING ANALYSIS OF FUTURE ROLES AND REQUIREMENTS, 2022

Analysis of future roles and requirements	2018	2022
No	54.5%	53.6%
Yes	30.9%	39.3%
Did not respond	14.5%	7.1%

Source: 2022 LG Survey



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Local governments were also asked to identify new roles that would emerge over the next three years due to service delivery changes, technological advancements or other changes at local government. Their responses are grouped by theme:

- Digital skills of the future – several local governments said cyber security would be a focus, as well as a desire for more automated information gathering, and improved IT infrastructure and digital officers to support and connect remote communities.
- An increasing focus on renewables – a sustainability theme underpinned several local government suggestions that renewable energy, resource recovery, environmental sustainability, biodiversity and natural resources roles would emerge in the next few years.
- Facilitating community connection – some local governments also highlighted the potential for community focused roles and arts and cultural development officers.

4.8 Impacts of recent events on workforce attraction and retention

Local governments were asked to rate the impacts – minimal, moderate, or significant – of recent events on workforce attraction and retention. The COVID-19 pandemic had the most significant impact across the survey participants, with 45 local governments rating it as having either moderate or significant impact. Natural disasters, skilled migration trends and long-term funding certainty had the least impact on workforce attraction and retention among survey respondents. Overall, changing local/regional economies and housing pressures had a moderate impact; both factors were identified by 31 local governments as having moderate or significant impact.

Local governments were also asked to discuss the workforce impacts of supply shortages and interruptions to road, rail and digital connectivity. 9 local governments reported nil or minimal impacts from these events, while others said workforce supply shortages were slowing project completion rates.



5. Survey Results: Focus Group Insights

This chapter presents the collective findings of the national, state and territory focus groups that were conducted to obtain additional qualitative information to complement the survey data.

5.1 Introduction

As part of this project, SGS undertook additional qualitative research to complement the survey's quantitative findings, especially in relation to skills and workforce drivers, workforce development initiatives and focus group discussions to gain additional insights. This included a scan of workforce development ideas and initiatives in Australia and internationally, focus group discussions with several national employer bodies and the State Local Government Associations and a small number of local governments in each jurisdiction attended by human resources managers and/or chief executive officers.

Some of the raw material we gathered is included in the following Appendices:

- **Appendix F** includes a small selection of local government workforce development initiatives in Australia.
- **Appendix G** presents the Local Government Information Unit's (LGIU) review of international best practice policy for workforce and skills/capability development in the Local Government sector, including skills shortages, leveraging partnerships, remaining agile and responding to macro trends.
- **Appendix H** is a summary of a recent OECD Policy Manual for Local Government on future proofing adult learning systems in recognition of the long term economic, social and health consequences of the COVID-19 pandemic, ongoing structural changes including automation and digitalisation, demographic changes and the transition to a 'green' economy.

5.2 Future Workforce Needs – Insights from the Focus Groups

Focus groups held with local government stakeholders across all state and territories confirmed that the findings of the 2018 survey are equally relevant today. But it was not clear whether the results of the 2018 survey had any significant effect on policy and practices regarding local government's efforts to tackle workplace skills and capability issues. Nevertheless, recruitment and retention, high training costs, busy workloads and a lack of skilled professionals in key sectors were all noted as ongoing challenges for the sector. Beyond this, the focus groups identified a number of common themes, as discussed below.

5.2.1 Current strategies to meet future skills needs

The 2022 survey responses and focus group discussions proposed a number of different pathways for local governments to address their skills and capability needs:



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- Better workforce planning, such as more detailed forecasting and developing an employee retention program.
- Sector remuneration benchmarking for critical roles.
- Developing local government-specific training programs/courses, especially in particular fields such as environmental health, digital technology, project management, lifecycle asset management, supervision, workforce planning and human resource management.
- Enabling more local decision making between local governments and training providers, and building on existing relationships with educational institutions, and training and education providers.
- Providing support for traineeships, apprenticeships and cadet programs and for fee-free and onsite training.
- Improved access to trainers, particularly in regional areas, to reduce training costs.
- Facilitating pathways for international students and skilled migrants.
- Assistance to incentivise skilled retirees to re-enter the workforce.
- Improved infrastructure and the provision of housing to address housing shortages, improved public transport services, reliable internet and facilities, or even increased tax incentives to attract and retain skilled candidates to regional areas.

Interestingly, the recent Regional Australia Institute (RAI, 2021) report and the OECD (2022) both emphasise the importance and added value of collaboration and cooperation on a regional scale with like-minded businesses and community organisations as a way of yielding regionally relevant opportunities and outcomes. These reports are discussed in more detail in **section 6.3.3** and in **Appendix H**.

5.2.2 The need for greater flexibility in how a role is structured and recruited

There was a recognised need for alternative models for how local governments recruit and retain staff. Stakeholders noted that how roles are described and the band they fall within can be a hurdle, particularly when looking to provide the flexibility to find and hire good people. It was noted that the actual roles carried out by staff look quite different in rural and regional local governments compared to larger metropolitan local governments, and between local governments facing different challenges. In rural local governments, the need to fill multiple roles through one position can provide a great opportunity to build diverse skill sets.

Requirements around more advanced roles and merit-based requirements were identified as barriers to attracting a more agile workforce. There was a recognised need, and a desire, to **think differently about job design**, and how to best communicate what a role actually involves and requires. For example, a council in the Northern Territory is looking at how to design roles to meet the current need (which vacancies need to be covered) rather than simply trying to recruit for conventional roles, which don't reflect the working reality in many local governments.

Ultimately there was a recognition of the need for a stronger focus on identifying candidates who have the soft skills, a willingness to learn on the job and to give them the chance to develop a career in local government. What procedures can allow for people to move around internally? How can we tap into opportunity by thinking differently?



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The shift to contract-based roles, in part due to positions being tied to grant funding, is making it **difficult to fund ongoing positions** in turn making it harder to keep good people who want the security of ongoing roles.

Where there are skills shortages, some local governments are breaking the **salary structures** to make remuneration packages more attractive for recruitment. Senior officers are now negotiating outside of enterprise agreements, allowing for greater flexibility when it comes to remuneration. Common law contracts are also being used to allow people to be paid a little higher, however this can only apply to contract positions as permanent staff must be on the enterprise bargaining agreement.

Thinking differently about how to attract staff, Coomalie Community Government Council are looking at trialing a **four-day working week** as they are unable to offer the same benefits and remuneration as their competitors. However, another council noted that flexibility had been a hallmark of the local government sector, but with the shift to hybrid work more broadly, that was no longer a key benefit when recruiting.

5.2.3 The need for attractive career pathways in the local government sector

Stakeholders saw a gap in how the opportunities of working in local government are articulated outside the sector. Mentoring of young staff was seen as important to encourage them to think about a career in local government, rather than viewing it as a stepping stone to working for state government or the private sector. For larger local governments, such career paths are easier and evident, whereas for smaller local governments such career paths are generally non-existent.

Smaller local governments therefore often find it more difficult to attract skilled staff due to the lack of clear career pathways. This struggle to attract a diverse workforce suggests there is merit in taking a sector wide view of career pathways in local government. Some local governments will struggle to attract young or mid-career practitioners. Others might offer complex roles that provide a unique ability to develop a diverse skill set within a discipline which can be particularly beneficial when starting a career in local government. Remote local governments often look for multi-discipline people as roles are broader, but often there isn't a defined career path. Rural local governments are frequently seen as stepping stones, with staff eager to move onto larger urban and metropolitan centres. For example, it was noted that rural local governments invest in skilling staff, especially in professional roles, only to find that they get taken by larger local governments in regional or metropolitan centres or beyond local government and into the private sector.

With local governments struggling to engage people early in their career, cadetships, apprenticeships or internships are seen as ways to engage young people. For example, sometimes a university internship placement can later become a positive full-time role. It was noted there is a role for the sector to showcase itself, engaging with university students about employment and career opportunities. Equally, there was the opportunity to create awareness of the unique administrative areas, like executive assistants in the broader community.

The need to **engage a more diverse workforce** as a means of both increasing participation and widening the pool of potential job applicants is evident. The stakeholders considered training and development options that begin with practical certificates or a diploma, with the option of then building up to a degree as the preferred model. Central Desert Regional Council in the NT are designing a model for road crew staff to progress from outdoor labour-oriented work to project management work. This is



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similar to the Women in Building program in Victoria³¹ which offers a number of enrolment opportunities from an advanced diploma through to a degree in Building Surveying, equips the trainee to be registered and employed as an Municipal Building Surveyor in Victoria. And in Tasmania, a council is working with regional jobs hubs to find people with the right skillset locally. These are just a couple of examples where there is a recognised need to grow local skills ecosystems, which is consistent with suggestions by both RAI (2022) and the OECD (2022), mentioned earlier.

For **professional development**, the stakeholders identified a range of soft skills, specifically the need for **resilience** and ability to cope with change and emotional intelligence, along with the ability to think creatively, particularly around **service re-design and innovation**. One focus group participant noted the challenge facing younger planning staff who have to deal with the public and are often treated quite poorly, with flow-on effects for recruitment and retention. This highlighted the need for soft skills that are not always viewed as essential or relevant by senior executives in a council, creating a barrier to adopting this type of training.

It was noted that not only was training prohibitively expensive, some local governments find training is not providing value for money and desired improvements in staff capability and expertise. This could be addressed by sharing training across local governments, particularly in regional areas, along with efforts to **integrate the learning into the work environment** and exploring different ways to upskill, such as job sharing and job rotation, but this is difficult when people are already working to capacity.

Local government as a sector needs to be proactive in deciding collectively, what sort of education and skills training programs it requires, and then talking to the universities and TAFEs about how it wants its needs to be met. At UTS, the Centre for Local Government established an effective two-way conversation through a broad-based advisory board, and then developed packages that 'mixed and matched' local governments' needs for both short courses and graduate qualifications. Local government, through their state Local Government Associations, could work with the university sector to adopt this approach more widely.

5.2.4 The impact of housing shortages on recruitment

The shortage of affordable housing in regional centres across Australia is presenting significant recruitment challenges for local government. Many local governments report difficulty in proceeding with finalising recruitment selections when it becomes evident for the successful applicant that they are unable to find adequate housing for their family. The housing problem has become more exacerbated in some key regional areas where there has been an influx of people relocating away from the major capital cities in search of different lifestyle choices, enabled by more flexible working arrangements (arising from workplace responses in mitigating the impact of the COVID-19 pandemic). At the same time, there is potential to access new talent pools if the partners of relocating employees are seeking employment opportunities.

³¹ Government of Victoria, Department of Jobs, Precincts and Regions (2020), *Women Building Surveyors Program Guidelines*, https://www.localgovernment.vic.gov.au/__data/assets/pdf_file/0028/168337/Women-Building-Surveyors-Program-Guidelines.pdf



5.2.5 The need for collaboration and innovation in service delivery

Stakeholders identified an interest in, and a need for collaboration and innovation in service delivery. Greater regional collaboration was raised as one way to find innovative solutions to these shared resourcing and service delivery challenges. This included the need to share resources and opportunities between local governments and how to build the relationships to enable it to occur, possibly through a collaboration group or secondments. As evidenced by the data in part 5.2.1 in **Chapter 5**), the take-up of regional collaboration opportunities is quite low, with only 27% of responding Local Governments utilising regional staff sharing arrangements. One example that stands out in this space is the Central NSW Joint Organisation's commitment to HR coordination across 11 local government local governments in central western NSW. The JO has established three sub-groups dealing with HR, training and workforce development and these sub-groups coordinate activities and resources across the region. A selection of Australian and international examples are discussed in **Chapter 6** with more details provided in **Appendices F, G and H**.

Interest was also expressed in shared services, for instance, for a central finance pool, particularly for smaller rural local governments. Ideas for a centre of excellence in a region were also discussed, identifying which council does what best and how that resource can be shared. Another idea was that of a pooling of skillsets, an employment type service where people are available to work in several rural locations. The need for more common templates for things like a workforce plan was also raised.

Regional/remote local governments in the Northern Territory have had to base head offices in regional centres with access to services to attract staff, but even then, it is a challenge attracting people.

5.2.6 The need for improved cultural competency training for all staff and cultural safety for Aboriginal and Torres Strait Islander workforce

The focus group on Aboriginal and Torres Strait Islander workforce in local government raised several matters including the lack of adequate and consistent data on Aboriginal and Torres Strait Islander workforce in local government on matters such as staff retention, turnover, employment conditions that take account of cultural obligations, the occupations held by Aboriginal and Torres Strait Islander employees, the lack of a career path, and cultural safety.

The two stand-out issues were the need for cultural competency training for all employees and improved cultural safety for Aboriginal and Torres Strait Islander employees. Both of these matters were seen as two-way problems. Firstly, that all local government employees should undertake regular cultural competency training to ensure there is universal understanding of how to develop and maintain healthy working relationships between non-Indigenous employees and Aboriginal and Torres Strait Islander employees. Secondly, that employment conditions and working environments are adapted such that Aboriginal and Torres Strait Islander employees are able to fulfil their cultural obligations without feeling disadvantaged or discredited in any way in terms of their employment status or ability to be in the workplace.



5.2.7 A more agile approach to workforce planning

Workforce planning is defined as ‘ensuring that the right people with the right competencies are in the right jobs at the right time’.³² Strategic workforce planning engages in ‘a continuous process of shaping the workforce to ensure it is capable of delivering organisational objectives now and in the future’.³³

There are explicit legislative requirements for local government workforce planning in three jurisdictions: New South Wales, Victoria and Western Australia. The details are summarised in **Table 16**.

While the legislative requirements for workforce planning may not be so explicit in other jurisdictions, local governments are nevertheless expected, if not still required, to address workforce planning matters in their community strategic plans or operational plans on a cyclical basis.

There is acceptance that workforce planning is a necessity for larger local governments. However, the smaller local governments participating in the forums stated that the statutory requirement in Victoria for example, imposes expectations on them that they will never be able to deliver on, because they don’t have the workforce and no additional resources are provided by the State to do the work. The prevailing view among focus group participants and key employer associations SGS interviewed, is that the longer-term plans are fine and serve a useful purpose, but they also need to be supported by 12-monthly reviews in order to maintain their currency.

The ongoing skills shortages and recruitment and retention challenges are impacting on local governments’ workforce planning. Local governments are responding to this challenge by applying a principles-based approach to people decision making, that is focussed on what is needed and flexible planning for an inclusive and diverse organisation. There was a general shift to higher-level, long-term workforce plans, and away from a focus on staff numbers. A twelve-month people/resource plan would then sit underneath to ensure key projects get across the line. More often than not, a good staff development/training manager to drive the implementation of the plan is what is required.

Another local government was focused on identifying those few roles that are critical for strategy delivery and getting the best people in their local governments into those top five or so positions. That is, look internally and match the top five people with the top five positions.

Across the board there was a recognition of the need to think differently, to focus on what local governments are trying to achieve and then, how do they best deliver that.

³² Taylor (2005), *People resourcing*, 2nd Edition, Chartered Institute of Personnel and Development (CIPD), London.

³³ Government of Western Australia, Department of Local Government (2021), *Workforce Planning – A toolkit for Western Australia Local Governments*, https://www.dlgsc.wa.gov.au/docs/default-source/local-government/integrated-planning-and-reporting/integrated-planning-and-reporting-workforce-planning.pdf?sfvrsn=30330366_4



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TABLE 16: OVERVIEW OF LEGISLATIVE WORKFORCE PLANS REQUIRED IN CERTAIN AUSTRALIAN STATES

State / Territory	Workforce Plans / Strategies	Comments
New South Wales	Workforce Development Plan, 4 years Workforce Management Strategy, 4 years	The NSW Office of Local Government lists areas that the Workforce Management Strategy should address: <ul style="list-style-type: none"> An ageing workforce; Succession planning; Providing opportunities to create and retain positions for young people; Incentives and programs to support the council as an employer of choice; Learning and development; Performance management; Recruitment strategies to fill skills gaps; Workforce diversity.
Victoria	Strategic Resource Plan (human resources), 4 years	The Foundational Workforce Plan Guide ³⁴ outlines the following workforce documentation hierarchy: <ul style="list-style-type: none"> Strategic workforce plan: to guide long-term strategic improvements using benchmarkable data; Operational workforce plan: to plan and monitor operational improvements; Foundational workforce plan: to meet basic business and legislative requirements.
Western Australia	Workforce Plan, 4 years Workforce Planning is one of the four key components of the Integrated Planning and Reporting Framework and Guidelines in place across the local government sector in Western Australia.	The Workforce Planning Toolkit for local governments in Western Australia ³⁵ The Toolkit breaks the process down into four steps: <ul style="list-style-type: none"> Analysis of Internal and External Environment and Workforce. Strategic Community Plan Workforce Implications. Corporate Business Planning Strategies to meet Future Workforce Needs. Monitoring and Evaluation of Outcomes.

Adapted from Tan & Artist (2013), *Strategic planning in Australian local government: A comparative analysis of state frameworks*, https://opus.lib.uts.edu.au/bitstream/10453/42122/3/ACELG_2013_Strategic-Planning-and-Reporting.pdf; and NSW Office of Local Government (2022), *Workforce Planning*, <https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/support-for-implementation-of-ipr-framework/workforce-planning/>

³⁴ Victorian Department of Jobs, Precinct and Regions (2021), *Foundational Workforce Plan Guide*. https://www.localgovernment.vic.gov.au/__data/assets/pdf_file/0021/174621/LG-Act-2020-Implementation-Foundational-Workforce-Plan-Guide.pdf

³⁵ Western Australian Government (2012) *Workforce Planning. The Essentials. A Toolkit for Western Australian Local Governments*. https://www.dlgsc.wa.gov.au/docs/default-source/local-government/integrated-planning-and-reporting/integrated-planning-and-reporting-workforce-planning.pdf?sfvrsn=30330366_4



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Additional observations include:

- CEO roles have the highest turnover and many in senior executive roles do not want to move up to CEO as they see it is a particularly difficult and highly charged position, politically.
- Succession planning is really difficult.
- There is a lack of workplace planning skills in many local governments.
- Need a greater focus on retention, particularly when looking at female participation and inclusion.
- A lot of legislation impacts workforce planning.

While the majority of participants in the focus groups were from the human resources areas of local governments, there was a general feeling of the need for greater active involvement of individuals and team leaders from across their organisations in workforce planning and staff development, particularly the need to identify 'good people' and find opportunities for them to progress internally.

5.2.8 Building a future ready local government workforce

The key foundations of a future ready workforce, were identified as:

- Skills flexibility, the ability to move into different roles
- Hybrid working for those that can work that way
- Strong communication and engagement skills – the skills and confidence to engaging with community as this is increasingly a part of more council roles and a challenge for many, particularly for younger people.
- A focus on strategy, finance and engagement – how staff productivity can be improved, how to capture performance and feed it into decision making.
- Strong basic IT skills, supported by more specialist IT skills with the capacity to develop online services.
- Strong leadership, with leadership training to increase female participation and help drive change.
- A culture of mentoring and coaching.
- Strong in professional literacy – this is a gap in knowledge around what is required within local government when it comes to report writing and the capabilities of the more junior staff who are collecting data and writing emails.
- Data analytics and reporting skills – a current gap in many local governments where it is not done as well, or as efficiently as it could be.
- The shift to the digitisation of statutory and strategic planning will require several occupations to upskill.
- Public health and sanitation as renewed area of focus for local government given the public health issues raised by COVID-19.

5.2.9 State specific challenges

While there was a great deal of commonality amongst the focus groups discussions, three state specific challenges are identified that are worth noting because they highlight the kind of state-wide challenges that local governments in those jurisdictions have to contend with.



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Western Australia: local government is unable to compete with the mining sector in some occupations, especially project management, and this has been made worse by the border closures which has seen many companies such as BHP now only recruiting from within Western Australia.

Victoria: It was noted that the new *Local Government Act 2020* (Vic) has been overwhelming in terms of all the new requirements for policies, strategies and plans and reporting requirements, often requiring multiple staff to assist on the same issue. Occurring alongside the COVID-19 pandemic, it was a particularly difficult time for staff to cope with the demands presented by the new legislation.

Northern Territory: Remoteness and distance is a significant challenge, along with culture shock in remote communities when people arrive but aren't quite prepared for the reality. There are challenges of low connectivity in terms of roads, no NBN network and certain areas with no 4G connectivity, which need to be addressed, mostly by the Commonwealth Government. For local governments there is tension between the desire to be innovative, imagine new ways of working and developing the workforce and skillset, and a lack of consistent digital connectivity. Embracing new digital technologies in these environments is simply not possible.

The diversity between local governments in service delivery, and in the expectations of councillors, senior officers and the community (how expansive or innovative their thinking is) is a challenge, along with a lack of governance skills among elected members. One of the biggest challenges for regional shires in the NT is the sheer size of their LGAs and the risks they have to manage in remote settings.

5.3 Greater Agility, Flexibility and Collaboration

The focus group discussions confirmed many of the findings from the Survey, while also providing insights into the needs and challenges that local governments across Australia are currently having to contend with.

The focus group findings suggest that there is both a need and a desire for **local government to be more agile and flexible** in how it designs the roles required to meet each council's organisational needs, how they recruit for these roles, how they train and mentor staff, and with a view to encouraging a career in local government.

Skills shortages are being experienced across the country and across industries, which extend well beyond the local government sector and in many cases have only been exacerbated by the Covid-19 pandemic (RAI, 2022). While local government alone cannot address these matters, there are opportunities to help lead solutions to address these shortages, from increasing local participation, to redesigning roles, functions and job descriptions to working with education and training providers to tailor suitable training and development pathways, as both RAI (2022) and the OECD (2022) are suggesting.

The focus groups stated that many regional and rural local governments are facing staff recruitment and retention challenges, but there was also recognition of the need for more collaborative and innovate approaches by local governments on a regional scale rather than attempting to address these challenges individually. This is not a new idea and it has been tried by different local governments in the past. As the need becomes more pressing it would suggest that there is a growing imperative to explore different models. The model developed by the Central NSW JO has shown some success in addressing difficult skills training and development challenges (see **Appendix F**) and that there is considerable merit in sharing activities and resources on a regional scale.



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Local governments therefore need to see their workforce skills and capability challenges in a broader context and work more cooperatively and collaboratively to develop what the OECD (2022) calls local skills ecosystems. This is discussed in more detail in part 6.3 in **Chapter 6**.



6. Towards 2030: Advancing Skills and Productivity

This chapter discusses the macrotrends and local drivers impacting local government workforce skills and capabilities, and draws together material from the survey results, from the focus groups and the broader secondary research into international and local best practice and policy for workforce and skills/capability development in the local government sector. The analysis points to fresh approaches (notably at the regional level), broader collaborative approaches and new ways of thinking about tackling persistent, endemic skills shortages (such as job/process re-design, organisational change). The need for more and better workforce planning and increased cooperation between councils is also highlighted.

6.1 NSW Local Government's Future Workforce

6.1.1 Future workforce profile

Local governments were asked about the employment categories that they currently employ and their outlook on whether these types of employees would increase, decrease or stay the same. Their responses are tabled below and highlight that (**Table 17**):

- 75% of responding local governments currently employ full-time employees and part-time workers;
- 41% of responding local governments expect the number of part-time workers to increase, while 36% believe full-time workers will increase;
- 32% of responding local governments expect a decrease in labour hire arrangements;
- Around 40% of local governments expect the number of casual, full-time and independent contractors to stay the same.



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TABLE 17: NSW LG OUTLOOK ON FUTURE WORKFORCE PROFILE BY EMPLOYMENT CATEGORY, 2022

Employment category	Current Profile	Do not employ	Decrease	Increase	Stay the same
Casual Employees	73%	-	25%	23%	39%
Fly in fly out workers	4%	63%	-	2%	4%
Freelancers	9%	50%	4%	4%	9%
Full Time Employees	75%	-	11%	36%	43%
Independent Contractors	59%	9%	20%	11%	36%
Labour Hire	50%	18%	32%	5%	27%
Part Time Employees	75%	-	4%	41%	43%
Service Centres	5%	50%	2%	4%	5%
Volunteers	54%	7%	4%	25%	30%

Source: 2022 LG Survey

6.1.2 Future workforce skills needs

Flexible training (used by 79% of responding local governments) and targeted training and development (70%) were the most common approaches to meeting future skills needs. 66% of local governments also sought improved access to educational opportunities as part of their future skilling strategy. A smaller proportion of local governments engaged industry partnerships and regional staff sharing arrangements.

12 local governments said they were using a range of additional strategies:

- Offering flexible work opportunities, such as remote working;
- Conducting succession planning and developing a workforce ageing strategy;
- Providing internal mentoring as part of phased retirement arrangements.

TABLE 18: STRATEGIES USED BY NSW LG TO MEET FUTURE SKILLS NEEDS, 2022

Strategy	# responding local governments	%responding local governments
Flexible training and development	44	79%
Targeted training and development programs	39	70%
Improved access to educational opportunities	37	66%
Building industry partnerships	14	25%
Other	12	21%
Regional staff sharing arrangements	9	16%

Source: 2022 LG Survey



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Local governments identified a range of resources and/or assistance that would help them to meet future skills needs:

- Funding for a range of supports including fee-free and onsite training, to support employment growth in environmental and digital roles, and to support local governments in offering more competitive remuneration;
- Workforce planning, such as more detailed forecasting and developing an employee retention program;
- Greater access to trainers, particularly in regional areas, which would reduce training costs;
- Facilitating pathways for international students and skilled migrants;
- Incentivising skilled retirees to re-enter the workforce;
- Supporting more local decision making between local governments and training providers.

6.2 Workforce Skills and Productivity Drivers

The focus group discussions identified the following three areas as drivers of change in workforce skills and productivity: workforce skills shortages arising from the COVID-19 pandemic; responding to the impacts of climate change; and the technological revolution (also known as the Fourth Industrial Revolution).³⁶

6.2.1 COVID-19 pandemic impacts

The COVID-19 pandemic has precipitated a number of shifts in our lifestyles and values, and particularly our workplaces and work practices, employment conditions and new opportunities to work remotely. Our major cities endured differing periods of shutdowns as we managed the waves of infections and the arrival of vaccines.

While local government has played a crucial role in supporting local communities during the pandemic, it is also evident that beyond the immediate impacts on workforce capacity and skills, there are also wider implications playing out. And the impacts of the COVID-19 pandemic played out differently for local governments across the country. For example:

- COVID-19 advanced the use and implementation of digital technology into many facets of life including public service delivery, which will have a lasting impact on the workplace, even for functions that cannot be performed remotely. It has shown employers and employees what can be achieved through technology and working away from a conventional office or dedicated service centre.
- In their 'Rebalancing the Nation' report, the Regional Australia Institute (RAI) (2021) states that net migration from our capital cities to our regions reached the highest level recorded by the ABS since it started measuring internal migration in 2001. In 2020, 43,000 Australians moved to regional areas from capital cities. RAI (2021) believes the pandemic has thrown into stark relief

³⁶ Philbeck, T. and Davis, N. (2018). 'The Fourth Industrial Revolution' *Journal of International Affairs*. 72 (1): 17–22.



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the opportunities for a regional lifestyle as remote working has broadened the horizons of possibilities for many people.

- Many local governments reported that the COVID-19 vaccine mandates had been a challenge and they had lost staff as a result.
- Many local governments expressed concerns about losing environmental health staff as the demand for their skills in other contexts suddenly escalated, creating gaps in being able to fill positions requiring a high level of skills in environmental health inspection.
- Participants in the focus groups told SGS that more local government workers are considering leaving the sector because of their experiences of working during the pandemic, citing in particular, the extra demands placed on delivering face-to-face services.
- Workers nearing retirement bringing forward their retirement plans due to COVID-19.
- The pandemic has disproportionately impacted on women in science and engineering, according to the Australian Academy of Science.³⁷
- State-border closures and International border restrictions also affected the recruitment of workers from out-of-state and from overseas.
- While WA struggled with closed border limiting their ability to attract staff externally from elsewhere within Australia as well as internationally, it increased competition amongst existing staff. Meanwhile, one local government in SA found they had more interstate applicants than previously and provided financial assistance to assist with relocation, even though some applicants thought they could do the job remotely.

Overall, the COVID-19 pandemic has brought on the need for new skill sets in local government, especially in relation to IT management and capability with staff having to work from home and for more services having to be made available online rather than continuing to be delivered over the counter. Many local governments, especially smaller local governments, struggled with getting staff to take up new technologies and get up to speed with IT capability. One factor that has emerged from the pandemic is the need for greater flexibility and multi-skilling of staff so as to make the best use of new opportunities.

6.2.2 Responding to the impacts of climate change

The extent and costs of the devastation caused by recent natural disasters (droughts, bushfires and floods) on the eastern seaboard are hard to determine. These events have also shown the increasing exposure to natural disasters and the impacts of climate change that Australians are facing from our capital cities to our regions.

Recent natural disasters have also revealed the difference that local governments can make in terms of responding to disasters, and how much more important mitigation, planning and preparedness will become if immediate relief stalls and the severity and frequency of such disaster events are increased by climate change (LGiU Australia, 2022). The quality of the information local governments rely on is

³⁷ Australian Academy of Science (2021), *Impact of COVID-19 on women in the STEM workforce*, <https://www.science.org.au/files/userfiles/support/documents/impact-covid-women-stem-asia-pacific.pdf>



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critical to the effectiveness of both their plans and their capabilities to respond to emergencies more generally.

The most recent reports from the Intergovernmental Panel on Climate Change are emphasising the need for concerted action to reduce greenhouse gas emissions if the world is to achieve its target of limiting global warming to no more than 1.5 degrees Celsius by the end of this Century. The IPCC believes local governments play a vital role in influencing mitigation and adaptation strategies, especially through their land use planning and development and environmental management responsibilities.³⁸

However, Cities Power Partnership³⁹ reports that only 169 of Australia's 537 local governments⁴⁰ are members of its program connecting local governments with shared emissions reduction project targets and interests across the pledge areas of renewable energy, energy efficiency, sustainable transport and community advocacy. The Cities Power Partnership report notes that local governments play a leading role in responding to climate change; but local governments face financial and other barriers in responding to natural disasters, bolstering infrastructure resilience, and reducing greenhouse gas emissions contributing to global warming.

The ALGA has said that local governments face financial and other barriers including labour shortages and the need for new organisational skills and knowledge in order to cope with the increasing impacts of climate change, that state and federal government assistance is falling short of what is required, and that it is seeking a targeted disaster mitigation program at the level of \$200 million per annum for four years to strengthen community resilience response and recovery costs.⁴¹

Accepting the realities of climate change and making adaptations to mitigate global warming is a key area where local governments can play a far more active role, despite the absence of clear leadership from higher levels of government.

6.2.3 Technology and Digitisation – The Fourth Industrial Revolution⁴²

The scope of technologies that can impact on government services—and, in turn, our lives—is far-reaching, from robots that clean parks to systems that can create personalised cybersecurity by observing and learning from users' behaviours.

In particular, five technologies are demonstrably significant for local governments, including artificial intelligence (AI) and robotics; autonomous vehicles; digital government; automation; and efforts to increase cybersecurity.

³⁸ IPCC Special Report on the impacts of global warming of 1.5°C. LGiU Policy Briefing for Australian local governments. <https://lgiu.org/briefing/ipcc-special-report-on-the-impacts-of-global-warming-of-1-5c/>.

³⁹ <https://citiespowerpartnership.org.au/>

⁴⁰ Australian Local Government Association, *Local Government Key Facts and Figures*. <https://alga.com.au/facts-and-figures/>

⁴¹ Australian Local Government Association (2021), *ALGA responds to new warnings of growing climate change impacts at the local level*, <https://alga.com.au/alga-responds-to-new-warnings-of-growing-climate-change-impacts-at-the-local-level/> and see also the Statement from 30 Australian Mayors and Councillors https://citiespowerpartnership.org.au/wp-content/uploads/2022/03/FV_Mayor-and-Councillor-Flood-Statement_March-2022-.pdf

⁴² The primary source for much of this discussion is drawn from the following: Five technology trends impacting state and local governments. https://business.comcast.com/community/docs/default-source/white-papers/comcast_govt-techrends_wp_3.pdf



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- **Artificial intelligence** (AI) is already being used to handle tasks that would otherwise take much longer to perform. AI therefore presents significant opportunities to increase productivity and performance.
- Use of **autonomous vehicles** can also make significant inroads to efficiency while also reducing greenhouse gas emissions, provided they are powered from renewable energy sources.
- **Digital applications** can be used to access information quickly and easily, enabling citizens to, for example, lodge planning and building applications, to see in real time where local roadworks are occurring to avoid unnecessary delays, or to help improve the user experiences.
- **Automation and robotics** can help governments perform some functions more efficiently, particularly where tasks are boring and repetitive or higher safety risks to workers. This is particularly evident in construction and roadworks for example.
- **Cybersecurity**. As we become more reliant on information technologies (IT), it is no longer a matter of whether IT security systems will be breached, but rather when and how robust our IT systems are to avoid being corrupted or jeopardised for any length of time.

As Business Comcast⁴³ concludes, State and local governments are quickly reaching the point where adoption of new technologies is inevitable. Indeed, the efficiency and effectiveness of any government agency is dependent on the technologies it uses to provide services and protect the health and welfare of its citizens. As these new technologies loom on the horizon to help governments better serve their citizens, it is not only the networks on which these technologies rely that must be robust and flexible enough to handle the increased traffic, local governments' workforces must also be suitably qualified and experienced to handle the transition and make the most of the opportunities on offer.

6.3 Workforce Development Initiatives

This section summarises our secondary research into domestic and international initiatives on workforce development.

6.3.1 Similar challenges in other countries

Local governments in other countries face many similar problems and future challenges to Australian local governments, albeit within their own institutional, economic, social and cultural contexts. For example, construction skills shortages are affecting public infrastructure projects in the UK, Europe, US, Canada, South Africa, Hong Kong among others. Local and state governments in many countries lost significant headcount during the global recession of 2007-08 and the concomitant contraction in public budgets. The UK, NZ, USA and Canada are also experiencing shortages of skilled professional planners.

Shared issues play out differently across countries. Australia and UK both struggle with shortages in professional urban and regional planners but in different ways: Australia struggles with a shortage in regional and remote areas, whereas the UK has shortages across the board with an increased levels of development assessment activity. In both countries, local government has an 'image problem' in that it

⁴³ Business Comcast (2018) Five technology trends impacting state and local governments.
https://business.comcast.com/community/docs/default-source/white-papers/comcast_govt-techtrends_wp_3.pdf



is not seen by younger people as a choice of career path. Despite these differences, there is a good deal of common ground and therefore useful insights can be gained from international practice.

6.3.2 Australian initiatives

In Australia, local government workforce development initiatives have focussed on capability frameworks and skills strategies, and some local governments are collaborating at a regional scale to not only economise on costs, but also to maximise the benefits from their skills development training programs within their region.

For example, the Local Government Capability Framework authored by Local Government NSW clarifies the objects of professional development across the range of local government services. It responds to a desire for a more consistent foundation on which to conduct recruitment, workforce planning and staff development (see **Appendix F** for details).

The Local Government Skills Strategy, a program that was funded by the NSW Government (Training Services NSW) and managed by the NSW Office of Local Government, which aimed to build the workforce capability of the NSW local government sector by offering local governments improved access to professional training by facilitating pre-vocational training programs targeting local government skill priorities; encouraging and supporting local governments to increase their intake of apprentices and trainees, including upskilling their supervisors and managers; and facilitating training in skill priority areas for existing local government employees (see **Appendix F** for details).

Central NSW JO's initiatives in identifying and taking up opportunities for inter-governmental cooperation on matters relating to the joint organisation area, including facilitating stronger regional cooperation and collaboration in recruitment, staff retention, skills development and training and human resource management in the region (see **Appendix F** for details).

Careers at Council was established in late 2019, to encourage active and passive candidates to work in local government via informative content, social media (LinkedIn and Facebook), Google advertising and links with a wide range of government, industry and career sites. It was identified in the 2013-2020 National Local Government Workforce Strategy and the 2016-2020 NSW Local Government Workforce Strategy, and is now recognised by the Commonwealth and NSW Governments as the careers and jobs portal for local government (see **Appendix F** for details).

The Centre for Local Government at the UTS Institute for Public Policy and Governance currently offers training and short courses in several areas of related to local governance, formal local government qualifications, and advisory and research services for local government (see **Appendix F** for details).

In Western Australia, the Construction Training Fund (CTF) is a statutory authority established to ensure Western Australia's building and construction industry can meet demand for skilled workers. It collects a levy of 0.2 percent on all construction projects valued above \$20,000 AUD. CTF then return this levy to the industry via training subsidies, programmes and grants, reducing costs of apprenticeships, trainees and mid-career upskilling. South Australia's Construction Levy charges 0.25 percent on construction projects valued over \$40,000 AUD to pay for training for construction workers, especially those in small and medium enterprises. The aim of these funds is to grow the overall pool of skilled construction workers.



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6.3.3 Regionalisation revisited

It is notable that the Regional Institute of Australia (RAI, 2022) found that regional leaders are calling for regional policy development to focus on education and skills development rather than the implementation of large infrastructure projects, because in December 2021, there were over 70,000 job vacancies across regional Australia and 60 per cent of employers outside the capital cities were having trouble recruiting staff.

The recent Regional Australia Institute report on *'Rebalancing the Nation'* (RAI, 2022) identifies the following key factors as being crucial to Australia's future:

- The importance of the population narrative, both in attracting workforce and skills to regional Australia and in ensuring that Australia does not become a nation of crowded mega-cities.
- RAI's regional jobs vacancy map and monthly regional jobs update continue to highlight the availability and quality of jobs in regional Australia.
- The importance of strengthening liveability has emerged as key to the quality of life in regional Australia, including the availability of housing, services and infrastructure.
- Regional economic growth, equipping regions with the knowledge and tools they need to understand their unique opportunities for growth and how to harness innovation to increase their productivity.
- Disaster recovery and resilience seeking to ensure that regional communities and businesses stay strong in a future impacted by climate change.
- The importance of place-based planning and decision-making, calling for an elevation of regional voices and leadership.

Given that around two-thirds of local governments in Australia are regional or rural, these factors are also of significance to local government. For example:

- While the bulk of Australia's population growth continues to occur in our major cities, there are many good reasons why Australia needs to 'not become a nation of crowded mega-cities'. As noted by RAI, the COVID-19 pandemic has precipitated the largest shift of net migration away from our major capital cities to regional Australia in more than 20 years.
- There are jobs available in local government in regional Australia, and indeed, many career opportunities in many different occupations.
- Local governments are responsible for local land use planning and development and also play a vital role in local community development, contributing directly to liveability. While local government is not a direct housing provider, it can play a key role through its land use planning and development regulatory activities to create conducive conditions for new housing developments or diversification of existing residential land.
- Local governments play a very active facilitation role in supporting local and regional economic development opportunities through land use zoning, rate exemptions or waivers or other incentives.
- As discussed earlier in this report, local governments play a vital role, not only in disaster recovery, but also in improving infrastructure resilience and reducing carbon emissions in their



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jurisdictions. These roles will only increase as the impacts of climate change keep escalating, as we have already seen in many parts of regional Australia over the past two to three years.

- As the local planning authority for their jurisdiction, local governments are responsible for place-based planning in their local cities, towns and regions.

Local governments workforce skills and capabilities are at the heart of these challenges, and should not see itself in isolation of the opportunities and challenges presented by key events such as Covid-19. As RAI concluded, there is an opportunity to seize the unique moment in time, to plan and shape the nation for generations to come (RAI, 2021).

6.3.4 Capacity development

In other countries reviewed (**Appendix G**), a range of activities have been deployed to build capacity in local government workforces, including:

- Providing advice, toolkits and consultancy support for workforce planning;
- Training or retraining the unemployed/under-employed and embedding a culture of improvement/career development at all levels;
- Redesigning jobs to remove non-essential requirements and allow optimal use of available expertise;
- Bringing back retired personnel with a focus on mentoring/knowledge transfer (as in this example of civil engineer shortages for public works in South Africa);⁴⁴
- Leveraging infrastructure investment/public procurement to fund and provide local jobs/apprenticeship opportunities;
- Marketing local government/sub-national government as an attractive career choice (see the Yukon (Canada) government's People Plan⁴⁵ for a discussion about branding – the Yukon government has been a Top 100 employer in Canada since 2014);
- Outreach into schools and universities to improve knowledge and appeal of construction or other shortage sectors, including internships and cadetships;
- Expanding the recruitment pool, by targeting under-represented groups such as women and minorities or recruiting skilled migrants;
- Adopting innovation/new technologies to reduce demand for workforce and increase productivity (for example offsite construction, pre-cast concrete or automation).

Case studies and examples of 'best practice' feature regularly in the process of policy assemblage and advocacy on public policy issues. Rigorous evaluation and comparison of these policy efforts are less common, despite the fact that these later steps are often essential to determining whether a policy program has had any kind of effect or caused progress towards a policy objective. This puts into question the value of some of these examples and highlights the need for a rigorous process of policy development.

⁴⁴ Mabusela (2011), *Skills shortage in transportation engineering – education perspective*, https://repository.up.ac.za/bitstream/handle/2263/17366/Mabusela_Skill%20%282011%29.pdf?sequence=1

⁴⁵ Government of Yukon (2019), *People Plan: A plan for the Government of Yukon's public service 2019-2023*, <https://yukon.ca/sites/yukon.ca/files/psc/people-plan-2019-2023.pdf>



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Whether it is even possible to transfer examples of prior practice into new policy in a different context is also highly relevant. The term 'transfer' belies the essential role that the existing structure and function of institutions will play in the success of new ideas:

"New programs cannot be constructed on green field sites. They must be introduced into a policy environment dense with past commitment."⁴⁶

Acknowledging this, the roles and structures of institutions, including local governments will need to shift over time if the impacts of the technological revolution are to be taken seriously. The goal of the above discussion is therefore to inform efforts for policy assemblage and shifts, not to shut them down. Case studies and examples of good practice elsewhere can be a valuable way of stimulating discussion and prompting ideas, although they should not be solely relied on without further scrutiny and contemplation. Local government in Australia could benefit from seizing the critical moments, such as the shift to new technologies to deliver a wider range of services arising from the pandemic and the impact of workforce shortages to diversify and/or upskill existing staff and provide opportunities for career development. For example, the RAI (2022:20) argues that regional Australia could benefit from rebuilding regional learning opportunities in both the VET (trades) and higher education sectors and the OECD (2022) argues by creating stronger local skills ecosystems by greater levels of cooperation and collaboration across different levels of government, business and community organisations on a regional scale. While the RAI learning systems model may not be the most suitable in all circumstances, it can vastly improve efficiencies, especially for smaller and lower-resourced councils in regional areas.

The OECD (2022:50) found that at the local and regional scales, the fragmentation of responsibilities across different levels of government and the broad range of skills required by local governments presents both a challenge and an opportunity. The OECD (2022) also found that the consequences of changing skills needs are felt acutely at the local level, through skills mismatches and skills shortages, as well as the displacement of workers without the skills sought by their employers. This is why, as part of their efforts to make local economies more resilient, many cities and regions are engaging in efforts to improve adult learning systems. The OECD's (2022) policy manual for local government on future-proofing adult learning systems concludes that local governments can make a difference in the development of future-ready adult learning systems creating strong local skills systems through the following actions:

- **Understanding local skills demand:** Differences in local industry structures translate into differences in current and future skills requirements across different local labour markets. National skills analyses may not always capture or prioritise what matters most locally. Local governments are typically in a much better position to understand, and when possible, respond to, the immediate needs and consequences of labour market transitions for their local area. Especially if they act regionally, as the Central NSW JO case study demonstrates.
- **Cultivating/Promoting inclusive cultures of lifelong learning:** The community-based nature of many forms of adult learning often makes it possible to integrate learning elements in locally-led community activities. There are different ways to participate in formal, non-formal and informal

⁴⁶ Rose, R. (1993), *Lesson-drawing in public policy: a guide to learning across time and space*, Chatham House Publishers, London.



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learning opportunities. Local governments can work with small and medium-sized enterprises and local community organisation to raise awareness of the needs and opportunities. Local social economy actors such as non-profits may be providing opportunities to develop job readiness skills among those who struggle with traditional ways of learning.

- **Strategically tailoring needs and bridging gaps:** Local governments can draw on their proximity to the many actors involved in the planning and delivery of education and training, including training providers and employers, to bring some order to the otherwise fragmented adult learning systems. They can also fill gaps, in particular for those most in need (OECD, 2022:10).

As the OECD (2022) observes, local skills ecosystems requires strong relationships among employers, learning and training providers, local governments and social partners. It also benefits from greater co-ordination across different levels of government on learning and skills relevant for the labour market. A local strategy that brings everyone to the table, with sufficient financial means, will be needed to confront the challenges ahead.

6.4 Conclusions: Advancing Local Government's Skills and Productivity

The Productivity Commission recently released its Interim Report of its **5-year Productivity Inquiry: The Key to Prosperity**.⁴⁷

The Commission identifies the following key areas of policy focus:

- *Innovation policy and diffusion of new processes and ideas: Policies that foster a business environment that encourages efficiency, innovation and diffusion.*
- *Data policy, digital technology and cyber security: The economy-wide importance of data and the digital technologies that generate and use data, as general purpose technologies that could boost productivity in many areas of the economy, including services.*
- *A productivity-friendly business environment: Limiting impediments to business investment, a flexible workforce, sound regulation and an efficient approach to decarbonising the economy.*
- *A skilled and educated workforce: The importance of education in driving productivity growth through increasing human capital and creating settings conducive to technological breakthroughs and adoption.*

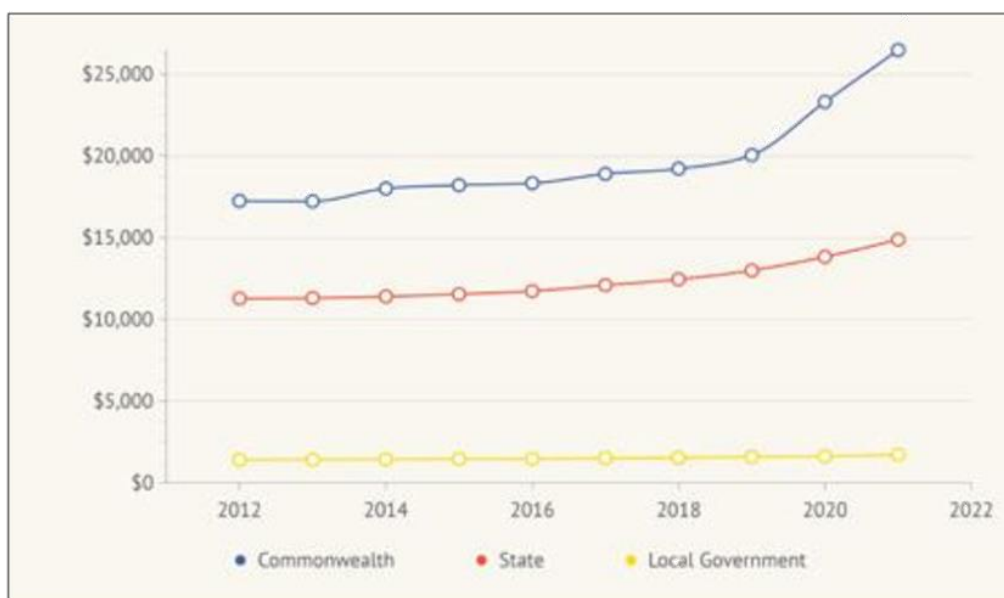
Local Government is a pacesetter when it comes to efficient delivery of government services. Over the past nine years, local government has been fairly effective in getting value from the resources available to it, compared to the other spheres of government in Australia. For example, in relation to outlays per capita, local government saw only a 23 per cent increase, compared to more than 50 per cent for the Commonwealth and 32 per cent for State governments (**Figure 11**). In relation to total employment, between 2012 and 2021 total employment numbers in local government barely changed and on a per capita basis it fell by 11 per cent – yet services to the community were maintained at a reasonable standard, indicating a significant productivity gain by local government.

⁴⁷ <https://www.pc.gov.au/inquiries/current/productivity/interim1-key-to-prosperity>



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FIGURE 11: GOVERNMENT EXPENDITURE PER CAPITA, BY AUSTRALIAN GOVERNMENT SECTOR (2012-2021)



Source: SGS Economics and Planning (2022) *Research for submission to Local Government Productivity Inquiry*. Prepared for the Australian Local Government Association.

Local government delivers a wide range of services. This is an outworking of community expectations of participatory democracy, the need by other levels of government for local service delivery and the endemic presence of market failures. These services typically include, but are not limited to aged care and disability, arts and culture, business services, cleaning and waste management, community development, emergency management, environmental management, equality and diversity, family and children's services, health and safety, local laws and permits, parks, gardens playgrounds, pets and animals, planning and development assessment, roads and transport, sport and recreation, and youth services.

Ideally, local government's provision of these services should be governed by the subsidiarity principle.⁴⁸ That is: local governments should have full discretion over the tax / spend trade-offs in genuinely local matters ranging across infrastructure provision, service delivery and execution of regulatory functions, and treated as an equal partner when delivering services on behalf of other spheres of government.

However, local government's productivity is impeded by a lack of subsidiarity in the system. Local governments are held back by poor policy settings by other spheres of government, such cost shifting, inadequate fiscal equalisation and being denied adequate discretion over local revenue raising to

⁴⁸ Subsidiarity is an organisational and democratic principle stating that matters ought to be handled by the smallest (or the lowest) entity capable of carrying out the function. The principle relates to organisational efficiency but also concerns the sharing of power between stakeholders. The principle of subsidiarity also relates to the use and support of local capacity where such capacity exists. Devolution to the lowest viable level often allows for more responsive and efficient services that are better suited to the local context (Wensing, 2019:324).



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support service delivery in line with local preferences. Local governments struggle financially with difficulties in maintaining assets, challenges in attracting and retaining skilled workforce, patchy take up of digital and data technologies. Local government is also regularly called upon to be a provider of last resort, with examples including climate change adaptation, affordable housing and health and childcare services.

Notwithstanding these challenges, local government is an efficient provider of government services, when compared to other spheres of government.

A healthy and productive local government sector is clearly important to local communities as 'consumers' of municipal services, such as those listed above.

However, local governments are also mandated to boost the productivity of other sectors in the economy and directly impacts broader economic productivity in several different ways, including:

- Providing local infrastructure (i.e. roads, cycleways, green space networks, clean streets and parks);
- Providing land for housing, businesses and community facilities;
- Mitigating externalities in development (i.e. development assessments, building controls, separation of incompatible uses);
- Better local labour markets (i.e. providing/facilitating child care services, facilitating access to training, supporting social enterprises);
- Business clusters and innovation (i.e. promoting local business districts or hubs, supporting business incubators);
- Place making and visitor economy (i.e. hosting tourism centres, tourism infrastructure, culture and the arts, safe and clean streets and parks);
- Climate mitigation and adaptation (i.e. mapping and managing climate change hazards, emergency management and recovery, renewable energy networks); and
- supporting the circular economy (i.e. resource recovery and reuse, management of landfill).

The key drivers of a productive economy as articulated by the Productivity Commission include:

- The presence of dynamic firms operating in flexible markets
- A labour force geared to the needs of the future, and
- A widespread capacity to leverage new technologies.

The range of local government functions listed above variously impact these drivers. Local government can be a critical agent or key partner in advancing these pre-conditions for productivity, or it can play a broader support role, as illustrated in **Figure 12**.



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FIGURE 12: HOW LOCAL GOVERNMENT SUPPORTS PRODUCTIVITY

	DYNAMIC FIRMS/ FLEXIBLE MATTERS	FUTURE LABOUR FORCE	LEVERAGING NEW TECHNOLOGIES
PROVIDING URBAN INFRASTRUCTURE			
PROVIDING LAND FOR HOUSING			
PROVIDING LAND FOR BUSINESS			
MITIGATING EXTERNALITIES IN URBAN DEVELOPMENT			
BETTER LOCAL LABOUR MARKETS			
BUSINESS CLUSTERS & INNOVATION			
PLACE MAKING & VISITOR ECONOMY			
CLIMATE MITIGATION & ADAPTATION			
CIRCULAR ECONOMY			

Local government is a critical agent
 Local government is a key partner
 Local government plays a support role

Source: SGS Economics and Planning (2022) *Research for submission to Local Government Productivity Inquiry*. Prepared for the Australian Local Government Association.

Local Government's productivity is ultimately about how effective it is in delivering a wide range of desired community outcomes, including:

- The equity and accessibility of core local government services,
- The appropriateness of the services provided, and
- The technical efficiency and quality of the local government sector.

To achieve these outcomes, local government relies on a highly skilled workforce embracing almost 400 occupations.



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Barriers to increasing local government productivity includes the struggle to recruit qualified employees, the slow take up of digital and data technologies and operational constraints or funding limitations imposed by other spheres of government.

The 2022 Local Government Workforce Skills and Capability Survey has shown that local governments play an important role in workforce development, both for their own productivity and that of their host regions. The key findings of this research show that:

- Local government is a major national employer with over 190,800 workers in almost 400 occupations. And that it plays an important role as an anchor organisation and in increasing productivity through utilising endogenous talent and innovation.
- Local governments continue to experience skills shortages in several occupations, exacerbated by the impacts of the COVID-19 pandemic, the impacts of climate change and the accelerated take-up of technology and digitisation of services.
- Local governments are grappling with significant challenges in relation to recruitment and retention of skilled staff and accessing training opportunities to enhance workforce skills and capability. Employee attrition and an ageing workforce are ongoing and an escalating difficulty.
- Local governments are having difficulties in securing the right quantum and mix of skills to support local service provision which is affecting not only local government's productivity, but also the productivity of host localities and regions.
- Barriers to effective workforce planning and management include a shortage of resources within local government, a lack of skilled workers and the loss of corporate knowledge as employees retire or resign.



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Appendix A: 2022 Survey Respondents

Australian Classification of Local Governments (ACLG), 2020-21

ACLG short name	ACLG long name	ACLG broad category (for analysis only)
RAL	Rural Agricultural Large	Rural
RAM	Rural Agricultural Medium	
RAS	Rural Agricultural Small	
RAV	Rural Agricultural Very Large	
RSG	Rural Significant Growth	
RTL	Rural Remote Large	
RTM	Rural Remote Medium	
RTS	Rural Remote Small	
RTX	Rural Remote Extra Small	Urban and Urban Fringe
UCC	Urban Capital City	
UDL	Urban Developed Large	
UDM	Urban Developed Medium	
UDS	Urban Developed Small	
UDV	Urban Developed Very Large	
UFL	Urban Fringe Large	
UFM	Urban Fringe Medium	
UFS	Urban Fringe Small	Urban Regional
UFV	Urban Fringe Very Large	
URL	Urban Regional Large	
URM	Urban Regional Medium	
URS	Urban Regional Small	Urban Regional
URV	Urban Regional Very Large	



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2022 responding local governments in NSW by ACLG

State/Territory	Local Government Area	ACLG	2018 participant
New South Wales 56 respondents	Albury (C)	URM	
	Ballina (A)	URM	Y
	Bathurst Regional (A)	URM	
	Bayside (A)	UDV	
	Bega Valley (A)	URM	
	Blacktown (C)	UDV	Y
	Bland (A)	RAL	Y
	Blayney (A)	RAL	
	Blue Mountains (C)	UFL	
	Bogan (A)	RAM	Y
	Cabonne (A)	RAV	
	Camden (A)	UFL	Y
	Canterbury-Bankstown (A)	UDV	
	Carrathool (A)	RAM	Y
	Cumberland (A)	UDV	
	Dubbo Regional (A)	URM	Y
	Fairfield (C)	UDV	Y
	Georges River (A)	UDV	Y
	Greater Hume Shire (A)	RAV	
	Griffith (C)	URS	
	Hay (A)	RAM	
	Inner West (A)	UDV	
	Junee (A)	RAL	Y
	Kempsey (A)	URS	
	Ku-ring-gai (A)	UDV	Y
	Kyogle (A)	RAL	
	Lachlan (A)	RAL	Y
	Lake Macquarie (C)	URV	Y
	Lockhart (A)	RAM	Y
	Maitland (C)	URL	Y
	Mid-Coast (A)	URL	
	Moree Plains (A)	RAV	
	Mosman (A)	UDM	
	Narromine (A)	RAL	Y
	Oberon (A)	RAL	
	Parramatta (C)	UDV	
	Penrith (C)	UFV	Y
	Port Stephens (A)	URL	Y



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	Queanbeyan-Palerang Regional (A)	URM	Y
	Randwick (C)	UDV	Y
	Rous County Council		Y
	Ryde (C)	UDV	Y
	Shellharbour (C)	URL	Y
	Singleton (A)	URS	Y
	Snowy Valleys (A)	RAV	Y
	Temora (A)	RAL	Y
	Tenterfield (A)	RAL	Y
	Upper Hunter Shire (A)	RAV	
	Upper Lachlan Shire (A)	RAL	Y
	Uralla (A)	RAL	
	Wagga Wagga (C)	URM	Y
	Walgett (A)	RAL	
	Warrumbungle Shire (A)	RAL	
	Wentworth (A)	RAL	
	Wingecarribee (A)	URM	Y
	Wollondilly (A)	UFM	Y
	Woollahra (A)	UDM	Y



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Appendix B: 2022 Survey Form

Local Government Skills Shortage Survey - 2022

Local Government Skills Shortage Survey - 2022

Introduction

Local governments provide vital services for our communities. Your council's ability to deliver relies on your in-house expertise and ability to build a future-ready workforce.

This ALGA national survey quantifies current and future skills and training needs at the local level.

The results will be aggregated (your individual responses will not be identified) to strengthen the evidence that underpins State and Federal policy setting and investment in skills and workforce development.

Instructions

Please take 30-60 mins to complete this survey by 31 January 2022. Due to the subjective nature of some questions, you may wish to seek insights from other Council officers. It has six sections and does not need to be completed in one sitting.

You may pause progress and resume it at any time. To save progress, you must click on the **NEXT** button at the end of the section you are working on. You can rejoin the survey by using the original link. Once you have completed all six sections, press **SUBMIT**.

Aims

1. To identify current and emerging skills needs of Local Government.
2. To identify change drivers, opportunities and barriers to enhancing local government workforce capability.

Additional information

The Australian Local Government Association (ALGA) has commissioned this survey into workforce and skills capability across local government. ALGA is the national voice of local government, representing 537 councils across the country. In structure, we are a federation of state and territory local government associations.

SGS Economics and Planning is overseeing survey implementation and reporting, in consultation with ALGA and the State and Territory Local Government Associations. SGS is a public policy advisory business with a strong track record of collaborating with government on market-leading research, policy development, demographic analysis and economic assessment to shape sustainable communities and places.

This survey builds on the 2017 Local Government Skills Shortage Survey, which established critical evidence of local government's existing skills base and future needs. This evidence has since supported advocacy at both State and Federal levels in relation to the sector's workforce capability.



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1. Contact details

Name	<input type="text"/>
Council	<input type="text"/>
State/territory	<input type="text"/>
Email	<input type="text"/>
Phone	<input type="text"/>



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Local Government Skills Shortage Survey - 2022

Key HR Metrics

2. Please indicate the total number of FTEs at June 30, 2021 (include all staff usually considered FTEs, exclude casual and contract staff)

3. Please indicate the total number of employees within council as at June 30th 2021 (including full time, part time, fixed-term and casual employees and including employees covered by common law agreements)

4. How many employees identify as being of Aboriginal and/or Torres Strait Islander origin?

5. Please indicate the number of employees by their length of service (please round down partial years of service):

Less than 1 year	<input type="text"/>
1-5 years	<input type="text"/>
6-10 years	<input type="text"/>
11-15 years	<input type="text"/>
16-20 years	<input type="text"/>
20+ years	<input type="text"/>

6. Please indicate the number of ongoing Full Time Employees employed by council:

Male	<input type="text"/>
Female	<input type="text"/>

7. Please indicate the number of ongoing Part Time Employees employed by council:

Male	<input type="text"/>
Female	<input type="text"/>



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8. Please indicate the number of Casual Employees employed by council:

Male

Female

9. Please indicate the number of Trainees & Apprentices employed by council:

Male

Female

10. How many Trainees & Apprentices identify as being of Aboriginal and/or Torres Strait Islander origin?

11. Please indicate the total number in each age group for Trainees & Apprentices employed by council?

15-19 years

20-29 years

30-44 years

45-54 years

55-64 years

65+ years

Do not directly employ
(please specify how
trainees and apprentices
are employed)

12. By June 30, 2022 how do you anticipate that the size of your Council workforce will have changed?

☐ Increased

☐ Decreased

☐ Stayed the same

☐ Have no idea

13. Do you think that your council is taking on enough trainees/apprentices to meet your future skilling needs?

☐ Yes

☐ No

If not, what is stopping council employing more Trainees/apprentices?



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14. How many staff does your council currently employ under a cadetship arrangement?
(a cadetship is defined as the employment of a tertiary level student or graduate under a structured program or a fixed duration as part of their studies. It excludes unpaid work experience.)

15. How many staff employed under a cadetship arrangement identify as being of Aboriginal and/or Torres Strait Islander origin?

16. Please indicate in which fields/occupational areas the cadets are employed:

field/occupation #1

field/occupation #2

field/occupation #3

17. Please indicate the total number in each age group for Professional & Administrative Officers (example occupations include Engineers, Urban and Town Planners, Building Surveyors, Project Managers, Environmental Health Officers, Building Surveying Technicians, Allied Health Professionals):

15-19 years

20-29 years

30-44 years

45-54 years

55-64 years

65+ years

18. Please indicate the total number of employees of Aboriginal and/or Torres Strait Islander origin in each age group for Professional & Administrative Officers:

15-19 years

20-29 years

30-44 years

45-54 years

55-64 years

65+ years



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19. Please indicate the total number in each age group for Operational & Trade Employees (example occupations include Labourers, Customer Service Workers, Waste Management/Recycling Operations, Water Treatment Operators, Plumbers, Mechanics, Horticulturalists):

15-19 years	<input type="text"/>
20-29 years	<input type="text"/>
30-44 years	<input type="text"/>
45-54 years	<input type="text"/>
55-64 years	<input type="text"/>
65+ years	<input type="text"/>

20. Please indicate the total number of employees of Aboriginal and/or Torres Strait Islander origin in each age group for Operational & Trade Employees:

15-19 years	<input type="text"/>
20-29 years	<input type="text"/>
30-44 years	<input type="text"/>
45-54 years	<input type="text"/>
55-64 years	<input type="text"/>
65+ years	<input type="text"/>

21. Please indicate the total number of retiring employees (excluding casuals and all types of phased retirements) whose employment ceased during the 12 month period to June 30, 2021

22. Please indicate the total number of employees (excluding casual, limited tenure, redundant and retiring employees) whose employment ceased during the 12 month period to June 30, 2021

23. In which areas have you experienced the greatest turnover of staff (please identify key occupational areas – engineers – water treatment operators - etc)

Key occupational area #1

Key occupational area #2

24. Please indicate the total number of new entrants (employees only) to your workforce (including full time, part time, casual) during the 12 month period to June 30, 2021



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25. Please indicate the number of employees currently identifying as (if information is not recorded by council please leave blank):

Culturally and
Linguistically Diverse
people

People with a disability



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Local Government Skills Shortage Survey - 2022

Skills Shortages (General)

26. Is your Council currently experiencing any skill shortages?

☐ Yes

☐ No

27. If you answered yes, please rank the top 5 occupations hardest to fill (1 indicating the hardest to fill):

Engineers

Town Planners

Plant Operators

Building Surveyors

Environmental Health Officers

Other (please specify)

28. What are the key drivers/reasons behind your council's current skills shortages?

Key driver/reason #1

Key driver/reason #2

Key driver/reason #3

29. What strategies have been most successful in filling vacancies in skill shortage occupations? select all that apply:

☐ Contingent workers

☐ Advertising and social media platforms

☐ External recruitment agencies

☐ Graduate employment

☐ Reskilling and upskilling employees

☐ Other (please specify)



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30. Do you employ any staff on the Temporary Skill Shortage visa?

☐ Yes

☐ No

31. If you answered yes in question 30, please indicate:

How many staff are employed under this arrangement

The fields/occupations they are employed in

32. Is your Council currently running below your full staffing complement? (Exclude vacancies of less than 6 weeks).

☐ Yes

☐ No

If you answered yes, by how many staff are you down?

33. On average (in months) how long does it take you to fill vacancies in the following areas:

Professional & Administrative positions

Operational & Trade positions

34. If it is taking you over 3 months to fill vacancies, what is the primary reason for this? select all that apply

☐ Difficulty in attracting staff with the right skills and experience

☐ Managers holding vacancies open for budgetary reasons

☐ Lack of priority given by managers to filling vacancies

☐ Impact of COVID in attracting out-of-region staff

Other (please specify)

35. Have vacancies, skills shortages, skills gaps or training needs impacted or delayed project delivery?

☐ Yes

☐ No



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36. Does the council share services/resources with any other council, if so what?

☐ Yes

☐ No

Please specify the service(s)/resource(s)



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Local Government Skills Shortage Survey - 2022

Skills Shortages in specific occupational areas

37. Please complete the table for Professional and Technical occupational skill shortages by selecting check boxes to indicate YES

	During 2020/21 has your Council experienced a skills shortage in this skill area?	In recruiting to these positions has your Council employed less skilled applicants?	Will a skill shortage in this profession be a critical issue for your Council in the future?
ACCOUNTANTS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ALLIED HEALTH PROFESSIONALS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ASSET and FACILITIES MANAGERS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BUILDING SURVEYORS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BUILDINGSURVEYING TECHNICIANS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
COMMUNITY DEVELOPMENT & ENGAGEMENT OFFICERS (includes Youth, Sport & Rec, Arts & Events Officers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
COMPUTING/ICT PROFESSIONALS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
COMPUTING/ICT TECHNICIANS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CONTRACT MANAGERS/OFFICERS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ECONOMIC DEVELOPMENT MANAGERS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ENGINEERS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ENGINEERING TECHNICIANS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ENVIRONMENTAL HEALTH OFFICERS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ENVRO HEALTH TECHNICIANS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FLEET MANAGERS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
GOVERNANCE/RISK	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



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	During 2020/21 has your Council experienced a skills shortage in this skill area?	In recruiting to these positions has your Council employed less skilled applicants?	Will a skill shortage in this profession be a critical issue for your Council in the future?
HUMAN RESOURCE PROFESSIONALS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LANDSCAPE ARCHITECT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LIBRARIANS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PROCUREMENT MANAGERS/OFFICERS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PROJECT MANAGERS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SOLICITORS/LEGAL PROFESSIONALS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SURVEYORS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SURVEYING TECHNICIANS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
URBAN & TOWN PLANNERS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WELFARE WORKERS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WH&S PROFESSIONALS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

38. Please detail any other Professional and Technical areas in which your Council experienced a skills shortage during 2020/21

Professional area #1

Professional area #2

Professional area #3

39. In that Professional or Technical area please indicate if:

	In recruiting to this position has your council employed less skilled applicants?	Will a skill shortage in this profession be a critical issue for your council in the future?
Professional area #1	<input type="checkbox"/>	<input type="checkbox"/>
Professional area #2	<input type="checkbox"/>	<input type="checkbox"/>
Professional area #3	<input type="checkbox"/>	<input type="checkbox"/>

40. Please complete the table for Skilled Workers by selecting check boxes to indicate YES



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	During 2020/21 has your Council experienced a skills shortage in this skill area?	In recruiting to these positions has your Council Employed Less Skilled Applicants?	Will a skill shortage in this profession be a critical issue for your Council in the future?
ACCOUNTS/PAY ROLL CLERK	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CARE PERSONS (aged, disability)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DRAFTSPERSON	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CUSTOMER SERVICE WORKERS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IT/ICT TECHNICIANS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LABOURERS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PLUMBING INSPECTOR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
STORE PERSONS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SUPERVISORS/TEAM LEADERS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CARTOGRAPHERS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TRADESPERSONS - Plumber	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TRADESPERSONS - Mechanical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TRADESPERSONS- Fabrication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TRADESPERSONS - Automotive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TRADESPERSONS - Electrical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TRADESPERSONS - Construction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TRADESPERSONS - Horticultural	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TRUCK DRIVERS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WASTE WATER/SEWERAGE OPERATOR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WATER TREATMENT OPERATOR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WASTE MANAGEMENT / RECYCLING OPERATOR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



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	During 2020/21 has your Council experienced a skills shortage in this skill area?	In recruiting to these positions has your Council Employed Less Skilled Applicants?	Will a skill shortage in this profession be a critical issue for your Council in the future?
YOUTH SUPPORT WORKER	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. Please detail any other Skilled areas in which your Council experienced a skills shortage during 2020/21			
Skilled area #1	<input type="text"/>		
Skilled area #2	<input type="text"/>		
Skilled area #3	<input type="text"/>		
42. In that Skilled area please indicate if:			
	In recruiting to this position has your council employed less skilled applicants?	Will a skill shortage in this profession be a critical issue for your council in the future?	
Skilled area #1	<input type="checkbox"/>	<input type="checkbox"/>	
Skilled area #2	<input type="checkbox"/>	<input type="checkbox"/>	
Skilled area #3	<input type="checkbox"/>	<input type="checkbox"/>	



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Local Government Skills Shortage Survey - 2022

Skills Gap

43. Are there occupations in which your council is experiencing skill gaps?

☐ Yes

☐ No

44. In which occupations are these gaps most critical. Please indicate below

Occupation with Skills Gaps #1

Occupation with Skills Gaps #2

Occupation with Skills Gaps #3

45. In those occupations with a critical skill gap what new or additional skills are required. Please indicate below

Occupation with Skills Gaps #1

Occupation with Skills Gaps #2

Occupation with Skills Gaps #3

46. In those occupations with a critical skill gap what are the key reasons/drivers behind these gaps? Please indicate below

Occupation with Skills Gaps #1

Occupation with Skills Gaps #2

Occupation with Skills Gaps #3



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47. How is your council addressing these skill gaps? Indicate all that apply:

- ☐ Offering targeted training courses
- ☐ Coaching and mentoring
- ☐ Providing informal on-job training
- ☐ Providing secondments or exchanges to other workplaces
- ☐ Providing opportunities to "act up" or "across" other roles

Other (please specify)

48. Has your Council engaged with state or federal education, training or other initiatives to support workforce retention and attraction in the last 3 years? For example, a traineeship, apprenticeship program, or wage subsidy program.

- ☐ Yes
- ☐ No

If you answered yes, please specify the program / initiative.



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Local Government Skills Shortage Survey - 2022

Emerging Skilling Needs

49. Which internal or external factors will impact on your Council's future skilling needs? Select all that apply:

- ☐ Changes in government funding levels
- ☐ Major council or external infrastructure projects
- ☐ Technological change
- ☐ Growth in local government area
- ☐ Ageing workforce
- ☐ Increasing levels of governance and compliance
- ☐ Climate change

Other (please specify)

50. Has your council undertaken any analysis or forecasting of changing roles and skills requirements of your workforce - specifically due to the impact of digital disruption or to advances in technology?

- ☐ Yes
- ☐ No

51. What new roles do you see emerging over the next 3 years as a result of changes in service delivery, technological advancements or other changes at council?



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Local Government Skills Shortage Survey - 2022

Training Needs

52. Are there training needs within your workforce that you have been unable to address in 2020/21?

☐ Yes

☐ No

53. Please select the unmet training needs for your council. Select all that apply:

- ☐ Business process improvement
- ☐ Change management training
- ☐ Financial management
- ☐ Leadership and management training
- ☐ Procurement in local government and tender management
- ☐ Mental health resilience
- ☐ Supervisor training
- ☐ Regulatory services
- ☐ Specific software training

Other (please specify)

54. What are the main drivers behind the unmet training need? Select all that apply:

- ☐ Unable to source training programs with relevant content
- ☐ Unable to source quality training programs and/or trainers that can be delivered locally
- ☐ Employees haven't had time to attend training
- ☐ Council budget is insufficient for this training
- ☐ Lack of time to organise training
- ☐ Lack of support from managers/supervisors to send staff on training courses
- ☐ Travel cost of sending staff away to attend training is too high
- ☐ Lack of access to appropriate training due to COVID

Other (please specify)



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55. Have you undertaken joint training and development with Aboriginal Community Controlled Organisations (ACCOs)?

☐ Yes

☐ No

If so, please provide the details of the ACCO and whether the exercise was beneficial to Council.

56. How has your Council's expenditure on learning and development changed this year compared to last?

☐ Increased

☐ Decreased

☐ Remained the same

By what percentage has it changed (% as comparison to 2019/20 financial year)?

57. Why has expenditure on learning and development changed? Please specify the main reason for this change.

58. What is your preferred mode of delivery for training?

☐ In person, face-to-face delivery

☐ Self-paced learning

☐ Virtual delivery (e.g. zoom)

☐ Blended learning (mix of the above)

59. What are the challenges associated with offering or accessing this type of training identified in question 58?



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Local Government Skills Shortage Survey - 2022

Future Workforce Profile

60. Please indicate which of the following types of workers council currently employs to deliver services (Current Profile) and also indicate how you anticipate this profile might change in the future.

	Current Profile	Future Workforce Profile- Remain the Same	Future Workforce Profile- Increase	Future Workforce Profile- Decrease	Do not employ
Full Time Employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Part Time Employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Casual Employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Labour Hire	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Independent Contractors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Freelancers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service Centres	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Volunteers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fly in fly out workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

61. Please indicate the impact of these recent events on workforce attraction and retention:

	Minimal impact	Moderate impact	Significant impact
COVID-19 pandemic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Natural disasters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Changing local/regional economy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Housing pressures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Long-term funding certainty	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Skilled migration trends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Other (please specify)	<input type="text"/>		



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62. Please indicate how these events have impacted workforce attraction and retention at your council:

Supply shortages

Interruptions to road, rail, digital connectivity

Other (please specify)

63. What is your council currently doing to meet future skills needs? Select all that apply:

☐ Regional staff sharing arrangements

☐ Building industry partnerships

☐ Flexible training and development

☐ Improved access to educational opportunities

☐ Targeted training and development programs

☐ Other (please specify)

64. What would help your Council to meet future skills needs?



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Appendix C: 2022 Additional Consultation

To date, SGS has consulted with the following stakeholder groups and individuals to qualitatively supplement the 2022 survey data collection. Membership for the State and Territory level focus groups comprised volunteer local governments.

Focus Groups	Date	Attendees
National	13 December 2021	Institute of Public Works Engineering Australasia
		Environmental Health Australia
		Planning Institute of Australia
		Department of Education, Skills and Employment
		National Indigenous Australians Agency
		Department of Infrastructure, Transport, Regional Development and Communications
		Australian Local Government Association
Queensland	9 February 2022	Fraser Coast Regional Council
		Sunshine Coast Council
		Carpentaria Shire Council
		Cassowary Coast Regional Council
		Mareeba Shire Council
Victoria	10 February 2022	Borough of Queenscliff
		Strathbogie Shire Council
		Pyrenees Shire Council
		Banyule City Council
		City of Boroondara
		Moorabool Shire Council
		City of Whittlesea
		Moir Shire Council
		Golden Plains Shire Council
		Glen Eira City Council
		City of Greater Dandenong
Northern Territory	15 February 2022	Alice Springs Town Council
		Barkly Regional Council



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		Belyuen Community Government Council
		Central Desert Regional Council
		Coomalie Community Government Council
		City of Palmerston
		City of Darwin
		East Arnhem Regional Council
New South Wales	16 February 2022	The Hills Shire Council
		Richmond Valley Council
		Tamworth Regional Council
		Bathurst Regional Council
		Namoi Regional Organisation of Councils
		Riverina Joint Organisation
Western Australia	22 February 2022	City of Canning
		City of Busselton
		City of Bunbury
		City of Stirling
		City of Wanneroo
South Australia	24 February 2022	City of Onkaparinga
		Streaky Bay District Council
		Light Regional Council
		Yorke Peninsula Council
		Clare and Gilbert Valleys Council
		Southern Mallee District Council
Tasmania	25 February 2022	Break O’Day Council
Interviews	February 2022	TAFE Directors Australia
	March 2022	Environmental Health Australia
	March 2022	NSW Office of Local Government (DPE)
	March 2022	Western Australia Financial, Administrative & Professional Services Training Council
	March 2022	Central NSW Joint Organisation
	April 2022	Planning Institute of Australia
	April 2022	Planned Resources, a boutique recruitment agency
	TBC	National Indigenous Australians Agency



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Appendix D: 2021 ABS Census data on the NSW local government sector

This Appendix reports sector wide metrics on the NSW local government workforce that are drawn from the 2021 ABS Census conducted in August 2021. It supplements the results of the 2022 Local Government Workforce Skills and Capability Survey, to which 56 local governments in NSW responded.

Employment by category and gender

According to the ABS Survey of Employment and Earnings, employment in NSW's local government was 54,600 people as at June 2020.⁴⁹ As at August 2021, there were 50,225 workers employed in the NSW local government sector (ABS, 2021).

The 2021 ABS Census data also indicates that in August 2021:

- A breakdown by employment category of the 2021 ABS Census reveals there were 74.0% full-time employees, 18.0% part-time employees and 8.0% employees who were not at work during Census week. In 2016, the breakdown was 75.6% full-time, 19.6% part-time, and 4.8% who were not at work during Census week, and
- The gender breakdown of the NSW local government workforce was 55.6% male and 44.4% female. This represents a decline in the proportion of males and an increase in females since the 2016 Census, which was 58.7% male and 41.3% female.⁵⁰ Despite this, the NSW local government workforce still lags the Commonwealth and the NSW State Government in female participation (50.6% and 65.3% respectively), as well as the private sector (46.5%).

Diversity

Based on the 2021 ABS Census, 4.4% of NSW's local government workforce identifies as Aboriginal and Torres Strait Islander. This proportion has been increasing since 2011:

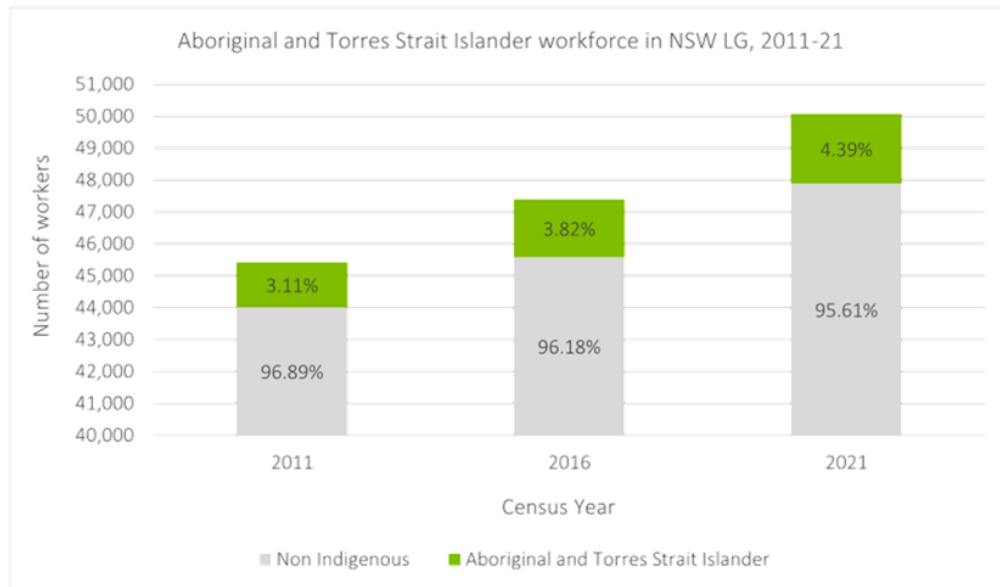
⁴⁹ ABS 2021, Employment and Earnings, Public Sector, Australia, <https://www.abs.gov.au/statistics/labour/employment-and-unemployment/employment-and-earnings-public-sector-australia/latest-release#data-download>. The 2021/22 release is scheduled for late November 2022.

⁵⁰ 2018 Survey, citing ABS, 2016.



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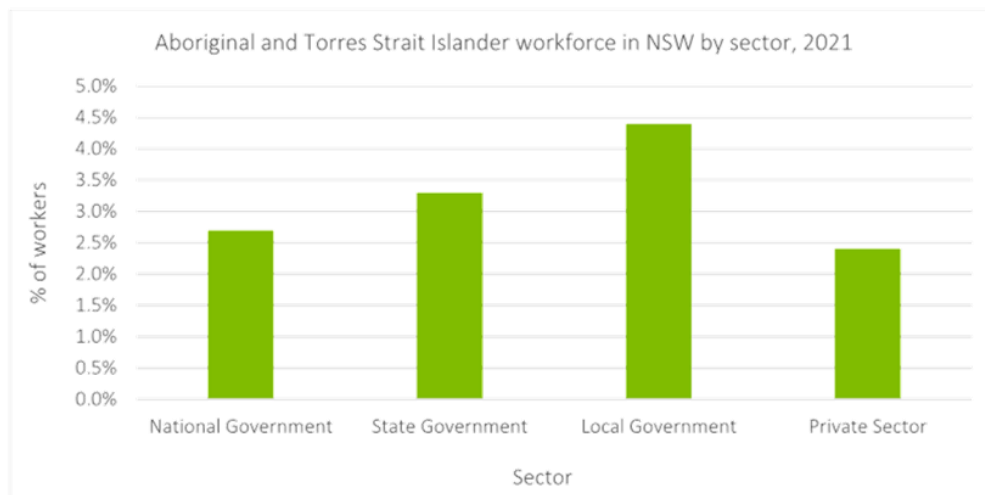
FIGURE D13: ABORIGINAL AND TORRES STRAIT ISLANDER WORKFORCE IN NSW LG, 2011-21



Source: ABS, 2011-21

Aboriginal and Torres Strait Islander participation in the NSW local government workforce is higher compared to the workforce in other sectors (**Figure D14**):

FIGURE D14: ABORIGINAL AND TORRES STRAIT ISLANDER WORKFORCE IN NSW BY SECTOR, 2021



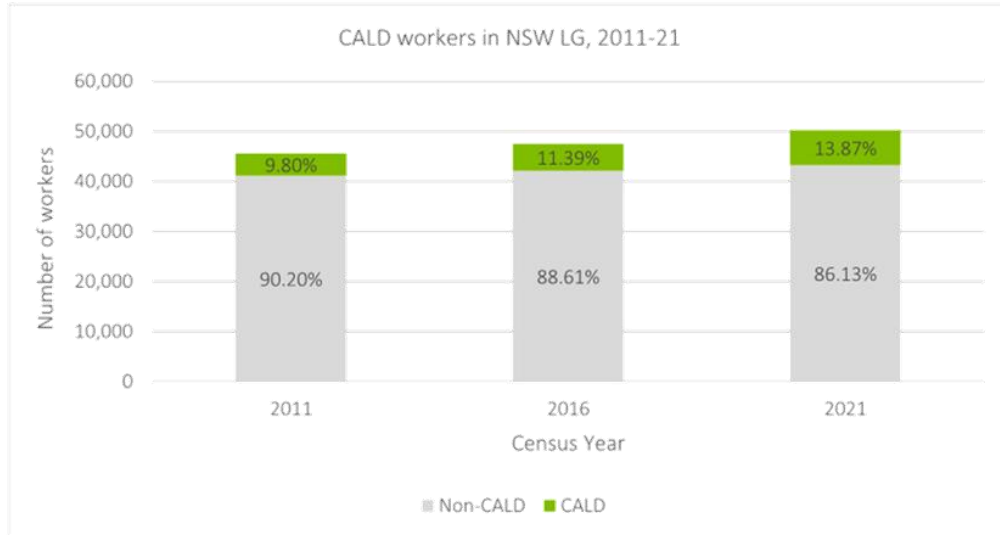
Source: ABS, 2021

Based on the 2021 ABS Census, 13.9% of NSW's local government workforce speaks a language other than English at home (**Figure D3**).



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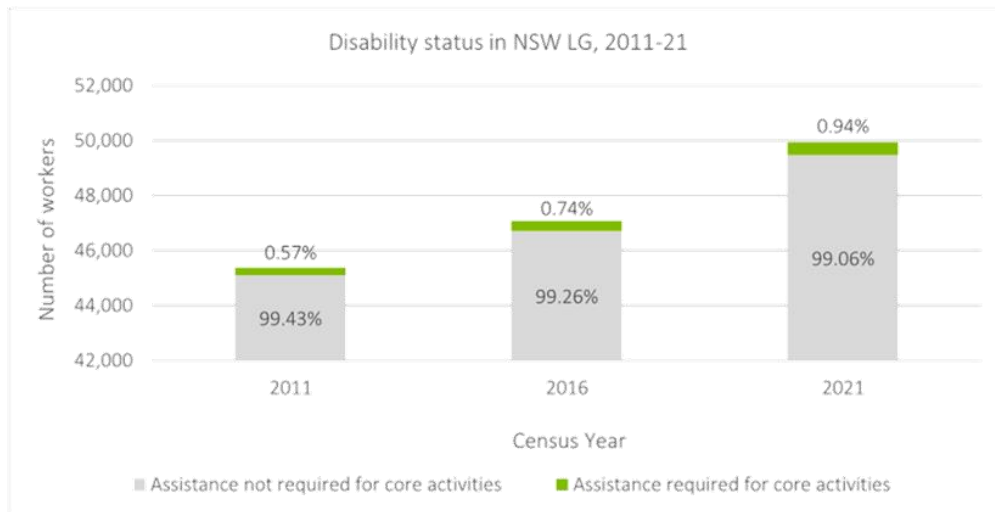
FIGURE D15: CULTURALLY AND LINGUISTICALLY DIVERSE (CALD) WORKERS IN NSW LG, 2011-21



Source: ABS, 2011-21

Since 2011, the proportion of workers in the NSW local government sector with disability status has risen slightly. The Census refers to this using the 'core activity need for assistance' concept. In 2021, 0.94% of NSW's local government workforce required assistance for core activities. This was comparable to other sectors: 0.97% in the National government, 0.73% in NSW State government and 0.94% in the private sector.

FIGURE D16: PEOPLE LIVING WITH A DISABILITY IN NSW LG, 2011-21



Source: ABS, 2011-21



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Age profile

In 2021, 51.2% of NSW's local government workforce was aged over 45 years. This is lower than in previous years (55% in 2016 and 54.2% in 2011). While there are more workers aged between 25 and 54 than in the previous decade, there is a lower proportion of workers aged 55 years and over (**Figure D5**):

FIGURE D17: AGE PROFILE IN NSW LG, 2011-21



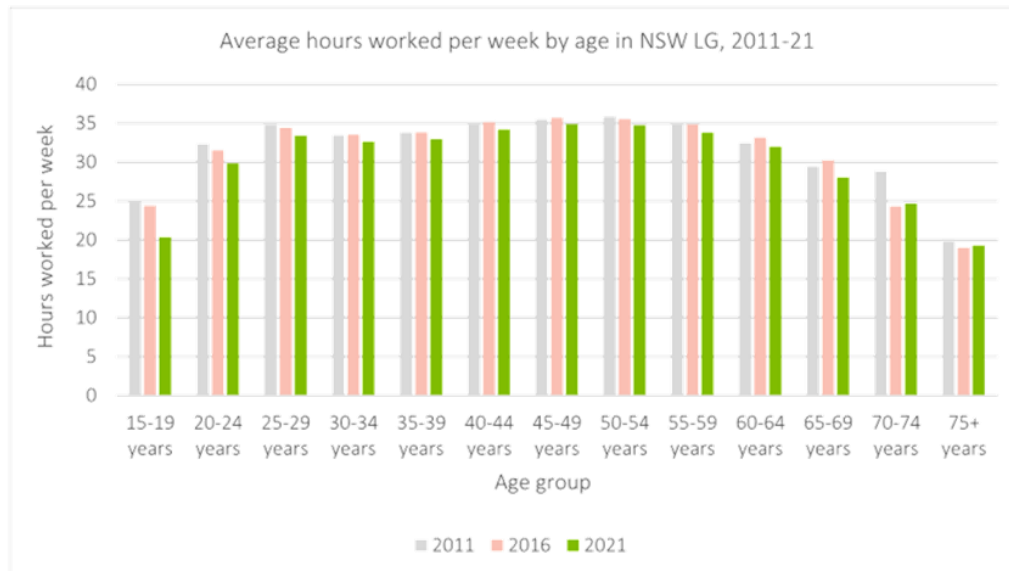
Source: ABS, 2011-21

The number of hours worked per week has remained relatively consistent over the past decade for each age group. One exception is the decline in average weekly hours worked for the 15-24 year age group: (**Figure D6**):



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FIGURE D18: AVERAGE HOURS WORKED PER WEEK BY AGE IN NSW LG, 2011-21



Source: ABS, 2011-21

Occupational profile

The greatest shifts in employment numbers by occupation between the 2011 and 2021 Census years are (Table D1):

- Specialist Managers (+1,615)
- Electrotechnology and Telecommunications Trades Workers (-1,179)
- Design, Engineering, Science and Transport Professionals (+1,055)
- Business, Human Resource and Marketing Professionals (+906)

Table D1 also highlights the largest proportionate changes in participation by occupation since 2011. These include: Specialist Managers (61%), ICT Professionals (39.9%), and Electrotechnology and Telecommunications Trades Workers (-82.9%). They also include occupations such as Protective Services Workers which have experienced a high proportionate change since 2011 (58.5%) due to a relatively low 2011 baseline (53 workers).



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TABLE D1: OCCUPATIONAL PROFILE OF NSW LG, 2011-21

Occupation (ANZSCO)	2011	2021	% change
Design, Engineering, Science and Transport Professionals	3953	5008	26.7%
Specialist Managers	2646	4261	61.0%
Business, Human Resource and Marketing Professionals	2938	3844	30.8%
Other Clerical and Administrative Workers	2448	2831	15.6%
General Clerical Workers	2171	2327	7.2%
Engineering, ICT and Science Technicians	1947	2137	9.8%
Inquiry Clerks and Receptionists	1690	1870	10.7%
Mobile Plant Operators	1839	1666	-9.4%
Skilled Animal and Horticultural Workers	1463	1648	12.6%
Office Managers and Program Administrators	1386	1607	15.9%
Road and Rail Drivers	1683	1591	-5.5%
Construction and Mining Labourers	1796	1577	-12.2%
Carers and Aides	1504	1520	1.1%
Sports and Personal Service Workers	1054	1323	25.5%
Hospitality, Retail and Service Managers	973	1200	23.3%
Numerical Clerks	1227	1194	-2.7%
Farm, Forestry and Garden Workers	987	1087	10.1%
Machine and Stationary Plant Operators	798	1015	27.2%
Cleaners and Laundry Workers	846	979	15.7%
Labourers, nfd	877	967	10.3%
Other Labourers	790	916	15.9%
Health Professionals	733	859	17.2%
Automotive and Engineering Trades Workers	921	832	-9.7%
Health and Welfare Support Workers	892	728	-18.4%
Personal Assistants and Secretaries	800	699	-12.6%
ICT Professionals	479	670	39.9%
Chief Executives, General Managers and Legislators	522	613	17.4%
Construction Trades Workers	694	610	-12.1%
Other Technicians and Trades Workers	569	593	4.2%
Clerical and Office Support Workers	792	569	-28.2%
Legal, Social and Welfare Professionals	374	525	40.4%
Education Professionals	336	338	0.6%
Electrotechnology and Telecommunications Trades Workers	1423	244	-82.9%
Managers, nfd	222	239	7.7%
Machinery Operators and Drivers, nfd	193	237	22.8%



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Technicians and Trades Workers, nfd	102	152	49.0%
Storepersons	192	139	-27.6%
Professionals, nfd	90	111	23.3%
Food Trades Workers	99	103	4.0%
Sales Assistants and Salespersons	76	89	17.1%
Protective Service Workers	53	84	58.5%
Sales Support Workers	90	79	-12.2%
Sales Representatives and Agents	50	75	50.0%
Arts and Media Professionals	46	72	56.5%
Factory Process Workers	62	65	4.8%
Clerical and Administrative Workers, nfd	60	54	-10.0%
Food Preparation Assistants	48	32	-33.3%
Hospitality Workers	55	29	-47.3%
Community and Personal Service Workers, nfd	11	14	27.3%
Farmers and Farm Managers	15	11	-26.7%
Not applicable	0	0	0

Source: ABS, 2011-2021

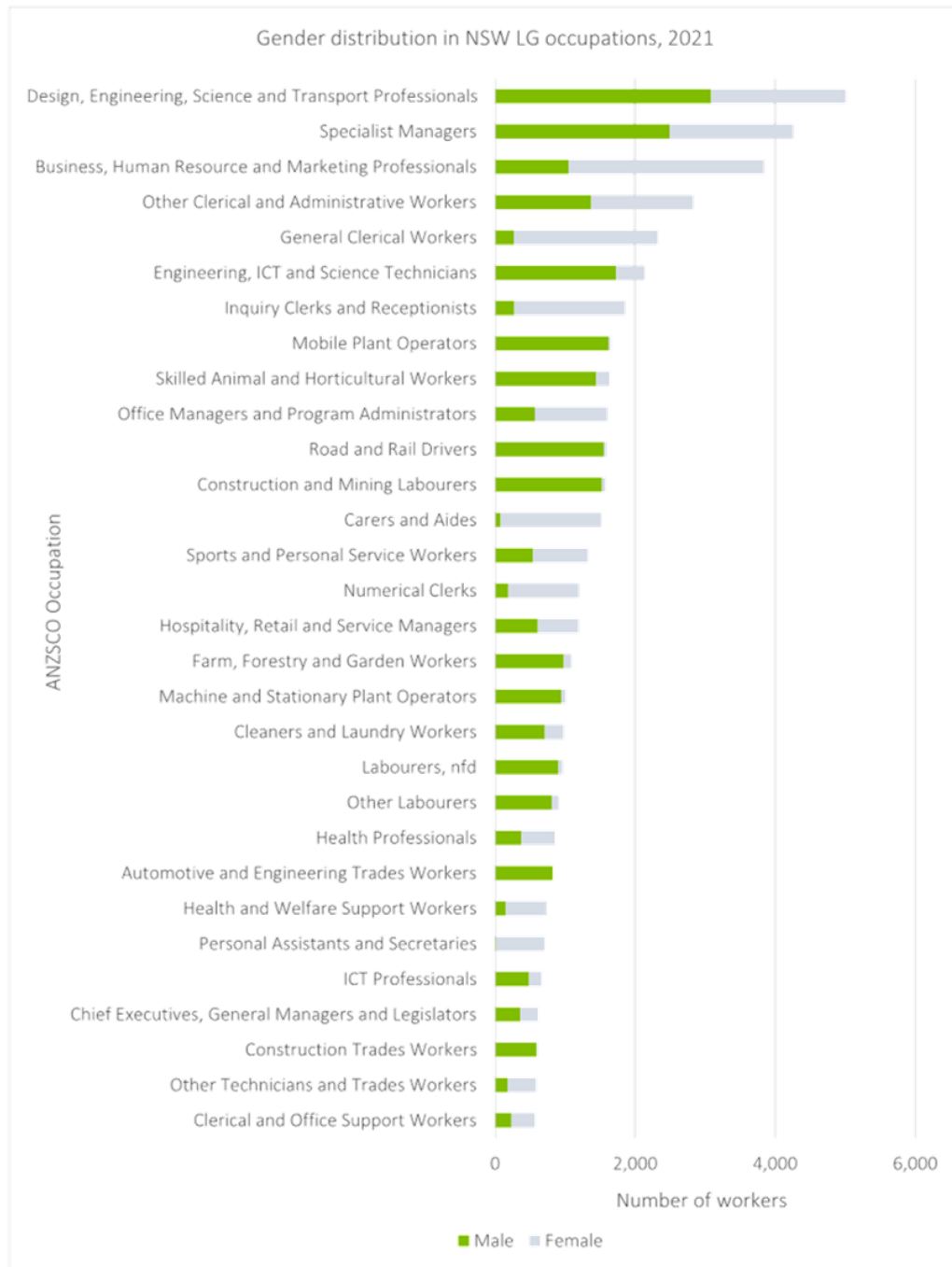
An analysis of the top 30 largest employing occupations in the NSW local government sector illustrates that there is a clear gender bias in some occupations (**Figure D7**).

- Occupations where employees are mostly male include: Farmers and Farm Managers, Sales Workers, Automotive and Engineering Trades Workers, Road and Rail Drivers, Mobile Plant Operators, Construction Trades Workers, and Machinery Operators and Drivers, among others.
- Occupations where employees are mostly female include: Personal Assistances and Secretaries, Carers and Aides, Inquiry Clerks and Receptionists, Office Managers and Program Administrators, General Clerical Workers, and Business, Human Resource and Marketing Professionals.



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FIGURE D19: GENDER DISTRIBUTION IN NSW LG OCCUPATIONS, 2021



Source: ABS, 2021



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Since 2011, there have been substantial increases in female participation in the following occupations:

- Specialist Managers (+804)
- Business, Human Resource and Marketing Professionals (+757)
- Design, Engineering, Science and Transport Professionals (+636)
- Other Clerical and Administrative Workers (+312)
- Hospitality, Retail and Service Managers (+212).

Table D2 also highlights the largest proportionate changes in female participation by occupation since 2011. These include: Machine and Stationary Plant Operators (+423.1%), Specialist Managers (+83.4%), ICT Professionals (+78.2%), and Clerical and Officers Support Workers (-29%). They also include occupations such as Storepersons which have experienced a high proportionate change since 2011 (+260%) due to a low 2011 baseline (5 workers).

TABLE D2: CHANGES IN FEMALE PARTICIPATION BY OCCUPATION, NSW LG, 2011 AND 2021

Occupation (ANZSCO)	2011	2021	% change
Business, Human Resource and Marketing Professionals	2035	2792	37.2%
General Clerical Workers	1876	2055	9.5%
Design, Engineering, Science and Transport Professionals	1282	1918	49.6%
Specialist Managers	964	1768	83.4%
Inquiry Clerks and Receptionists	1432	1586	10.8%
Other Clerical and Administrative Workers	1148	1460	27.2%
Carers and Aides	1407	1438	2.2%
Office Managers and Program Administrators	916	1035	13.0%
Numerical Clerks	959	1009	5.2%
Sports and Personal Service Workers	640	781	22.0%
Personal Assistants and Secretaries	791	685	-13.4%
Hospitality, Retail and Service Managers	374	586	56.7%
Health and Welfare Support Workers	712	577	-19.0%
Health Professionals	309	480	55.3%
Other Technicians and Trades Workers	367	413	12.5%
Engineering, ICT and Science Technicians	279	406	45.5%
Legal, Social and Welfare Professionals	225	363	61.3%
Clerical and Office Support Workers	479	340	-29.0%
Education Professionals	300	321	7.0%
Cleaners and Laundry Workers	279	269	-3.6%
Chief Executives, General Managers and Legislators	176	255	44.9%
Skilled Animal and Horticultural Workers	145	197	35.9%
ICT Professionals	101	180	78.2%



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Farm, Forestry and Garden Workers	82	106	29.3%
Other Labourers	66	98	48.5%
Food Trades Workers	90	85	-5.6%
Managers, nfd	71	79	11.3%
Sales Support Workers	82	71	-13.4%
Machine and Stationary Plant Operators	13	68	423.1%
Professionals, nfd	52	67	28.8%
Labourers, nfd	32	63	96.9%
Construction and Mining Labourers	22	53	140.9%
Sales Assistants and Salespersons	42	50	19.0%
Sales Representatives and Agents	19	49	157.9%
Arts and Media Professionals	23	42	82.6%
Clerical and Administrative Workers, nfd	45	42	-6.7%
Mobile Plant Operators	23	35	52.2%
Road and Rail Drivers	25	34	36.0%
Food Preparation Assistants	40	27	-32.5%
Hospitality Workers	40	23	-42.5%
Protective Service Workers	16	23	43.8%
Storepersons	5	18	260.0%
Technicians and Trades Workers, nfd	5	17	240.0%
Factory Process Workers	10	17	70.0%
Electrotechnology and Telecommunications Trades Workers	10	16	60.0%
Construction Trades Workers	7	13	85.7%
Community and Personal Service Workers, nfd	6	9	50.0%
Machinery Operators and Drivers, nfd	3	7	133.3%
Automotive and Engineering Trades Workers	8	6	-25.0%
Farmers and Farm Managers	0	0	0.0%
Sales Workers, nfd	0	0	0.0%

Source: ABS, 2011 and 2021

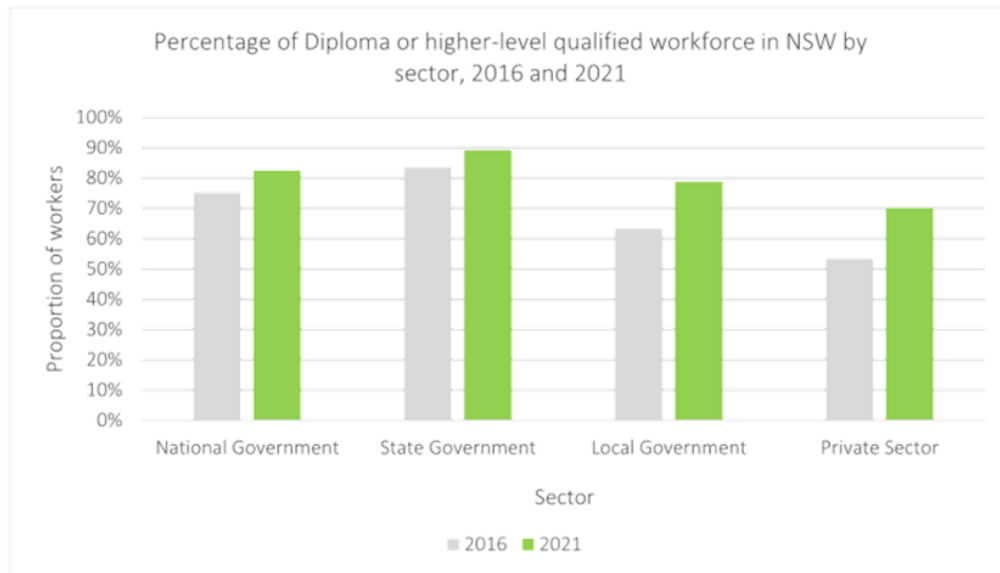
Education

Compared to other spheres of government, the local government workforce has a lower proportion of employees with a Diploma or higher-level qualification (**Figure D8**). Across all sectors, the proportion of Diploma or higher-level qualified workers has increased since the 2016 Census.



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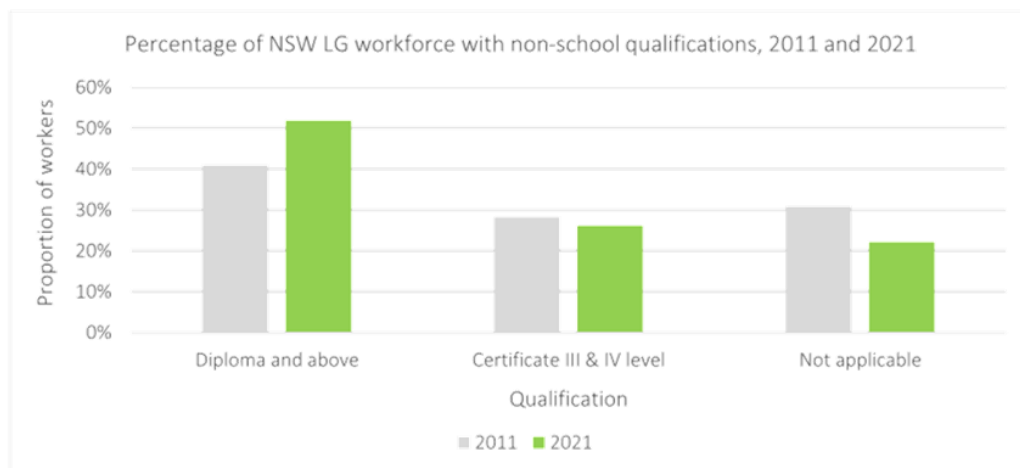
FIGURE D20: PERCENTAGE OF NSW WORKFORCE WITH A DIPLOMA OR HIGHER-LEVEL QUALIFICATION, 2021



Source: ABS, 2016 and 2021

A comparison of the proportion of NSW local government workforce with a Diploma across the last decade shows that it has increased, while the proportion with Certificate III and IV has decreased slightly (**Figure D21**).

FIGURE D21: PERCENTAGE OF NSW LG WITH NON-SCHOOL QUALIFICATIONS, 2011 AND 2021



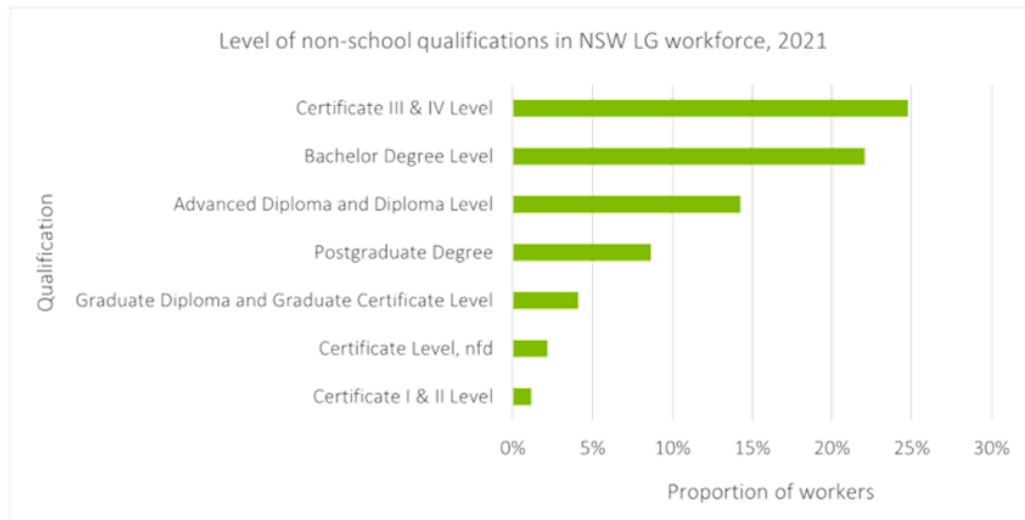
Source: ABS Census 2011 and 2021

In 2021, Certificate III and IVs were the most common qualification in the NSW local government sector (held by almost a quarter of workers), followed by Bachelor degrees (22.1%) and Advanced Diplomas and Diplomas (14.3%).



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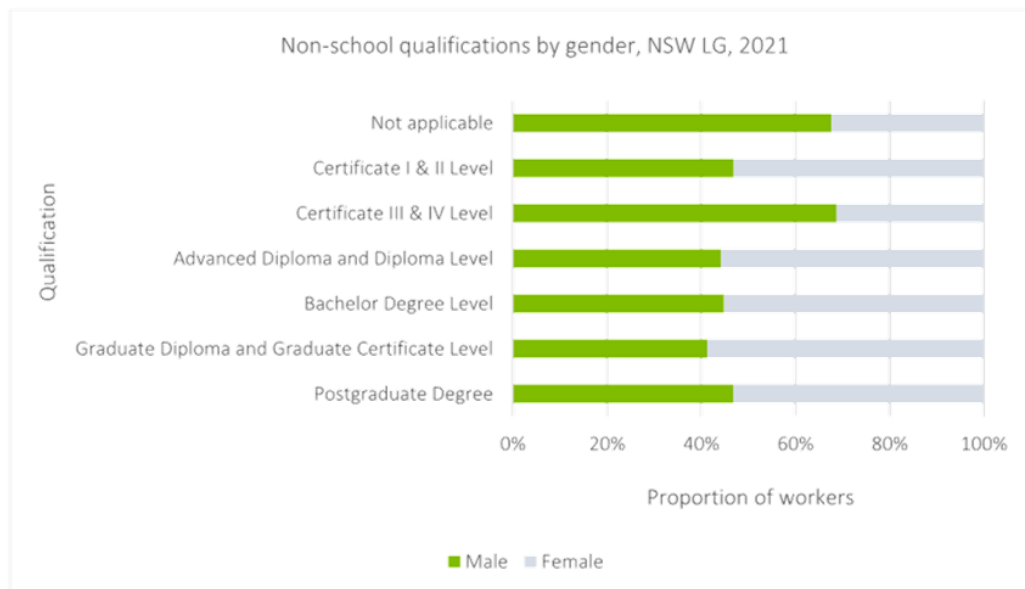
FIGURE D22: NON-SCHOOL QUALIFICATIONS IN NSW LG, 2021



Source: ABS, 2021

More females hold tertiary qualifications (i.e. Diplomas and above) than males, whereas there are more males with Certificate III and IV level qualifications (**Figure D11**). Similar to 2016, more than twice as many males as females do not hold non-school qualifications.

FIGURE D23: NON-SCHOOL QUALIFICATIONS IN NSW LG BY GENDER, 2021



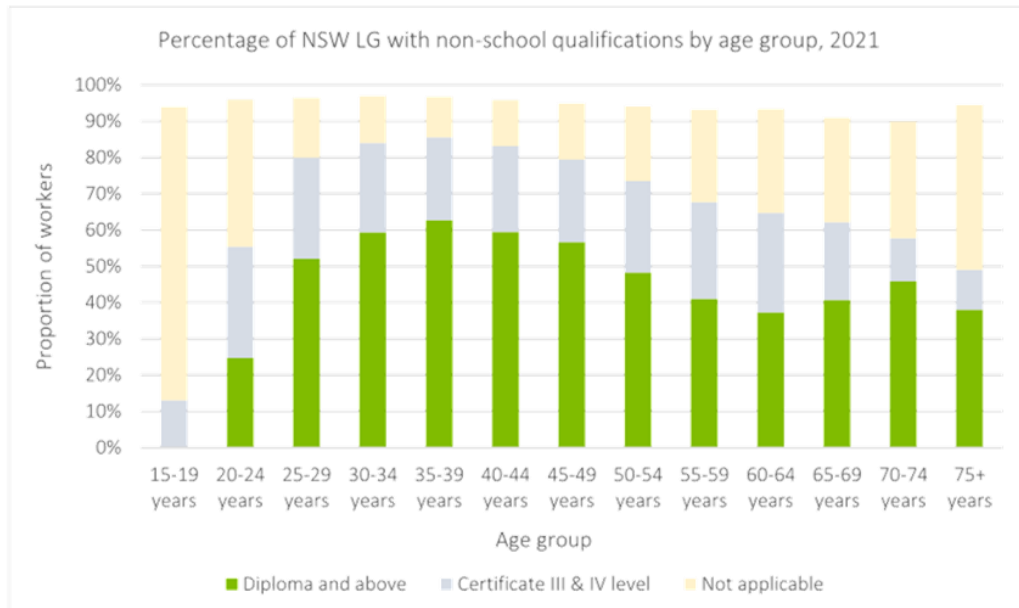
Source: ABS, 2021



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Figure D24 shows that the level of qualification by age group peaks at 35-39 years, and declines for older age groups. This trend is also reflected in the 2016 Census data (2018 Report) and suggests a need to ensure that the workforce is suitably skilled and qualified to adapt to changing roles and skills requirements.

FIGURE D24: PERCENTAGE OF NSW LG WITH NON-SCHOOL QUALIFICATIONS BY AGE GROUP, 2021



Source: ABS, 2021. Note that percentages may not total 100% due to additional ABS reporting categories not shown (e.g. 'Not Stated')



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Appendix E: Details of Joint Training and Development Opportunities and Partnerships with Aboriginal Community Controlled Organisations (ACCOs)

The survey included a question about whether local governments had undertaken joint training and development opportunities with Aboriginal Community Controlled Organisations (ACCOs).

29 local governments said they had undertaken joint training and development with Aboriginal Community Controlled Organisations (ACCOs), predominantly to offer cultural awareness training to council staff. 25 of the responding local governments provided further information on their partnerships with ACCO. This information is provided below.

New South Wales

Six local governments said that they had undertaken joint training and development with Aboriginal Community Controlled Organisations (ACCOs) and four of them provided details of partnerships with:

- Bara Barang to provide mentoring for Aboriginal and Torres Strait Islander trainees, and to work with local government's supervisory staff;
- Yarn Up to provide online awareness training to the Senior Management Team in 2021;
- Murrook - Worimi Local Aboriginal Land Council.

Northern Territory

Seven of the eight responding local governments said that they had undertaken joint training and development with Aboriginal Community Controlled Organisations (ACCOs). One local government did not respond to this question.

Queensland

Six local governments said that they had undertaken joint training and development with Aboriginal Community Controlled Organisations (ACCOs). Four local governments described their partnerships:

- With Minjerribah Moorgumpin Elders-in-Council, which had a positive effect on council's cultural competency and its creation of an inclusive, respectful and knowledgeable workplace;
- With Triballink Blackcard, Biral Tours, Mooloolah Kabi Kabi Lands Council for the provision of First Nations Cultural Awareness training and On-Country experiences;
- Between Torres Strait Island Regional Council and Yarrabah Aboriginal Shire Council to co-deliver a Cert IV in Social Housing as well as co-training with the Torres Strait Regional Authority (TSRA) and Torres Shire Council for Environmental Health Workers.



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South Australia

Two local governments said that they had undertaken joint training and development with Aboriginal Community Controlled Organisations (ACCOs).

Another local government listed the following initiatives it was involved in:

- Establishing a First Nations People Advisory Group to Council;
- Procuring professional services from RAWsa, an Aboriginal Business Enterprise creating opportunities to grow the Aboriginal workforce and to provide economic independence and social inclusion for Aboriginal and non-Aboriginal people;⁵¹
- Partnering with Neporendi Aboriginal Forum Inc;
- Working with Kurna Yerta Aboriginal Corporation (KYAC), which manages native title rights and interests in parcels of reclaimed Kurna land in Tarntanya Country;⁵² and
- Recognising the community role of Southern Traditional Owners Meyunna Patparta.

Tasmania

Only one local government responded they had undertaken a joint training program with an Aboriginal Community Controlled Organisation and that the exercise was beneficial to the local government, however no further detail was provided.

Victoria

Eight local governments said they had undertaken joint training and development with the following Aboriginal Community Controlled Organisations (ACCOs):

- First People Millewa Mallee Aboriginal Corporation;
- Djaara (Dja Dja Wurrung Clans Aboriginal Corporation).

Their feedback indicates that these have been beneficial for staff, helping to raise organisational cultural competency in the workforce

Western Australia

Six local governments said that they had undertaken joint training and development with Aboriginal Community Controlled Organisations (ACCOs), including Julyardi Aboriginal Corporation.

In addition, in the Western Australian Local Government Association Salary and Workforce Survey for 2022, survey respondents were asked to prioritise 15 workforce topics for the 2021/22 financial year. The highest priorities the respondent local governments identified were workplace health and safety, and organisational culture and change, and workforce planning. The most noticeable change was wellness and mental health, moving from 12th place in 2018/19 to 4th place on 2020/21. Aboriginal cultural awareness was ranked 15th in both the 2019-20 and 2021-22 survey, but was not ranked at all in the 2018-19 survey.

⁵¹ RAWsa (2022), *Changing lives: empowerment through economic independence*, <https://rawsa.com.au/>

⁵² Australian Government (2021), *ORIC Spotlight On: Taking care of elders, past and future*, <https://www.indigenous.gov.au/news-and-media/stories/oric-spotlight-taking-care-elders-past-future>



Appendix F: Australian Local Government Workforce Development Initiatives

SGS undertook a scan of Australian Local Government workforce development initiatives to ascertain what is happening across the country. Based on the information available online and our consultation for the project, a selection of initiatives is highlighted below.

NSW Local Government Capability Framework

The Local Government Capability Framework, authored by Local Government NSW, is a document which sets out the core capabilities, described as behaviours and attributes of all employees and elected members. It responds to a desire for a more consistent foundation on which to conduct recruitment, workforce planning and staff development.⁵³

The Local Government Capability Framework is divided into four 'capability groups': Personal Attributes, Relationships, Results and Resources. There are also two other thematic headings, titled 'Workforce Leadership', which is for employees in management positions, and 'Civic Leadership', which is for elected members. As such, the Framework is applicable to the Mayor and Councillors in addition to council employees at all levels of seniority.

Individual capabilities sit under each of these group headings and refer to specific knowledge or skill areas of focus. Each capability is then detailed on a separate page within the Framework. This page describes the capability and respective levels of advancement, which it calls 'level descriptors'. These range from 'foundational' to 'highly advanced'. 'Behavioural indicators' offer a means of evaluation under each level descriptor, and are in the form of written statements.

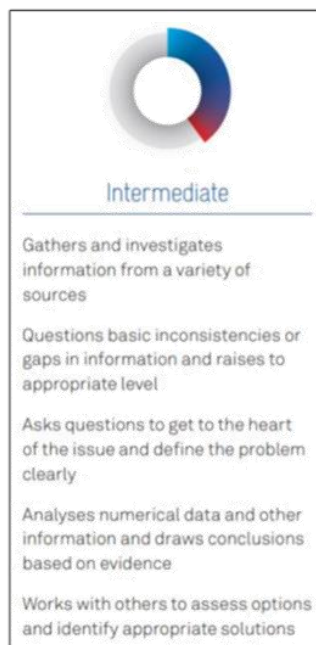
An example of the level descriptor and behavioural indicators for the 'Think and Solve Problems' capability is shown in **Figure F1** below.

Use of the Framework is optional for NSW local governments, although LGNSW acknowledges that its sector-wide influence will be magnified if at least some employees and councillors in a wide range of LGAs are familiar with the Framework. Collaborative development of the Framework with 'elected and workforce representatives across the state' is one way in which LGNSW has tried to create buy-in from its member local governments.

⁵³ Local Government NSW (2017), 'Local Government Capability Framework', https://capability.lgnsw.org.au/local_government_capability_framework.pdf

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FIGURE F1: EXAMPLE OF LEVEL DESCRIPTOR AND BEHAVIOURAL INDICATORS



Source: Local Government New South Wales, 2017.

The Capability Framework's traction in NSW has been difficult to measure. Initially, LGNSW had roughly 50% of local governments participate in introductory courses on the Framework. LGNSW has continued to run a couple of courses per year focusing on different aspects of the Framework – e.g. writing Position Descriptions, Implementing the Framework, Applying it to Recruitment etc. After four years, 10-15% of local governments in NSW (up to 20 of 128 member local governments of LGNSW) have fully implemented the Framework and about one-third have started to introduce the Framework (e.g. writing Position Descriptions aligned with the Framework, and to determine training for elected members). Most local governments seem to support the Framework in principle, but lack of resources (time) and competing priorities are hindering its widespread implementation, including the impacts of COVID-19, recent bushfires and floods. LGNSW reports that a couple of the local governments have employed staff dedicated to implementing the Framework across the organisation.

NSW Local Government Skills Strategy

The Local Government Skills Strategy was a program funded by the NSW Government (Training Services NSW) and managed by the NSW Office of Local Government. It involved the allocation of approximately \$5 million in Smart and Skilled funding for vocational education and training for local government employees. It aimed to build the workforce capability of the NSW local government sector by offering local governments improved access to professional training.⁵⁴ The program had three main objectives underneath this broad aim:

⁵⁴ NSW Office of Local Government (2018) 'Circular to Councils; Local Government Skills Strategy', <https://www.olg.nsw.gov.au/wp-content/uploads/2020/02/18-13.pdf>



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- Facilitate pre-vocational training programs targeting local government skill priorities.
- Encourage and support local governments to increase their intake of apprentices and trainees, including upskilling their supervisors and managers.
- Facilitate training in skill priority areas for existing local government employees.

The program ran from 2018 – 2020 and funds were fully allocated, mainly to upskilling existing workers.

Central NSW Joint Organisation (CNSWJO)

Central NSW Joint Organisation is a body corporate established on 11 May 2018 under Part 7 Chapter 12 of the *Local Government Act 1993* (NSW). The CNSWJO represents over 157,000 people covering an area of more than 47,000 sq kms, and includes the Local Government Areas of Bathurst, Blayney, Cabonne, Cowra, Forbes, Lachlan, Oberon, Orange, Parkes, Weddin, and Central Tablelands County Council.⁵⁵

The Central NSW JO's vision is to reflect the collective regional priorities and aspirations of its Member Local governments. In accordance with the *Local Government Act 1983* (NSW), its principal functions are:

- To establish strategic regional priorities for the joint organisation area and to establish strategies and plans for delivering those priorities;
- To provide regional leadership for the joint organisation area and to be an advocate for strategic regional priorities; and
- To identify and take up opportunities for inter-governmental cooperation on matters relating to the joint organisation area.

CNSWJO has established the following operational teams to manage workforce skills and capability matters in the region:

- Human Resources Managers Group (HR);
- WHS/Risk Management Group; and
- Training, Learning & Development (TLD) Working Group.

The HR Managers Group meets quarterly to provide advice to the CNSWJO on the full spectrum of HR matters of interest/concern to its member Local governments.

Over the past 7 years the CNSWJO has identified the training needs of 46 Water Operators and 52 Wastewater Operators across 9 of its member Local governments and sourced and co-ordinated the delivery of accredited training in the region for a total of 767 units of competency from the nationally accredited training system. In addition, the CNSWJO has sought training to the requirements of the National Certification Framework administered by the Water Industry Operators Association of Australia (WIOA). The HR Managers Group has recently decided to extend the water and wastewater training to include support for other skills shortages being experienced by local governments in the health and building surveying profession, critical to all Council's core operations. Initial scoping has been undertaken in collaboration with the HR Group and a working party has been formed which will examine how the skills shortages across the region could be addressed.

⁵⁵ <https://www.centralnswjo.com/about>.



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In 2022, the HR Managers Group will be looking at sharing recruitment policies and procedures so as to avoid reinventing the wheel, and at models for succession planning and talent management.

The TLD Group is a sub-group of the HR Managers Group and focusses on training and skills and typically meets three times per year. The TLD Working Group focusses on networking and opportunities for sharing training activities to minimise costs and increase outcomes for the region, including by liaising with NSW TAFE and other RTOs to seek out any training opportunities, and sometimes funding. CNSWJO will also often reach out to neighbouring local governments (who are not members of the CNSWJO) to offer places in training programs that the CNSWJO has scheduled to ensure an adequate number of enrolments to keep costs down.

The TLD Group also has carriage of the Safety Compliance Contract for the region. There are 10 training providers on the panel to deliver safety compliance training to CNSWJO member local governments and local governments can organise to have the training delivered directly or the training can be coordinated via CNSWJO's Training & Program Support Officer.

The WHS/Risk Management Group has carriage of the Councils' WHS induction program, which is now delivered online. Once a contractor completes the induction, the induction is valid for 5 years. Currently, just over 3,000 contractors hold a current WHS induction. The induction allows contractors to undertake the general WHS induction once and then it is valid across all participating member local governments; it does not replace a site-specific induction. The WHS/Risk Management Group is also currently focussing on mental health first aid training and WH&S compliance training. However, delivery has been stalled due to the lack of availability of suitable trainers arising from the implications of the Covid-19 pandemic. The WHS/Risk Management Group also receives regular presentations and updates from key WHS agencies in NSW, including Statewide Mutual, SafeWork NSW and StateCover. The HR and WHS/Risk Management Groups share each other's meeting minutes to increase transparency and coordination.

Careers at Council

Careers at Council is a strategic response by the Local Government Associations to attract staff to local government and to develop an employee brand for the sector. This need was identified in the 2013-2020 National Local Government Workforce Strategy and the 2016-2020 NSW Local Government Workforce Strategy.

Careers at Council was established in late 2019 to encourage active and passive candidates to work in local government via informative content, social media (LinkedIn and Facebook), Google advertising and links with a wide range of government, industry and career sites. Careers at Council is now recognised by the Commonwealth and NSW Governments as the careers and jobs portal for local government, with listings on the Jobs Hub, Australian Apprenticeship Pathways and Careers NSW websites. The jobs of approximately 200 local governments are listed on the site which attracts around 1,000 visitors per day.

To raise awareness amongst graduates of the career opportunities in local government, Careers at Council has established a partnership with GradConnection which holds the largest national database of university students and graduates. Roles suitable for graduates are sent to prospective candidates undertaking or completing degrees in areas of skills shortage (engineering, planning and development, environment, project management and human resources).



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Careers at Council also actively promotes employment opportunities to veterans through its participation in monthly ADF Transition seminars and to careers advisors via participation in industry information update events.

Careers at Council provides a foundation from which the sector could leverage recruitment advertising campaigns on a sector/regional/occupation basis and more detailed information about career pathways into and within local government.

UTS Centre for Local Government

The Centre for Local Government is a section of the UTS Institute for Public Policy and Governance. The Centre has provided various training and advisory services to Australian local governments for over 30 years.⁵⁶ It is an example of a partnership between the local government sector and a major educational and research institution to extend local government's capability. In its heyday, the Centre had quite a strong research and policy development output, as well as tertiary education and broader public education about local government's role in Australian society and democracy.

Currently, there are three main streams of services offered by the Centre:

- **Training and short courses.** The Centre offers several training modules in subjects related to local governance, such as development assessment, community engagement and project management. These can be delivered 'in-house', meaning that their content can be customised according to the organisational objectives of a particular local government.
- **Formal local government qualifications.** These include graduate certificates, graduate diplomas and masters degrees in principles and practices of local government.
- **Advisory and research.** The Centre offers fee-for-service research and consultancy services in a range of local government functions. This includes both internal business governance and inputs to strategy development.

The Centre is currently restructuring to update its staffing and the range of services it offers. Its website states that this revamp will involve some kind of engagement with the local government sector to align its new program with the development needs of the sector. It may be worth re-engaging with UTS to see if they may be able to take up some of the challenges identified from the results of this survey.

Workforce Planning Guidelines for Local Government in Tasmania

In 2016, the Local Government Association Tasmanian (LGAT) partnered with Burnie City Council, Circular Head Council, Waratah-Wynyard Council and the UTS Centre for Local Government to develop Workforce Planning Guidelines for local government in Tasmania.⁵⁷ A Reference Group established to shape and tailor the guidelines included: Break O'Day Council, Burnie Council, Circular Head Council, Glamorgan Spring Bay Council, Hobart City Council, Kingborough Council, and Waratah-Wynyard Council.

⁵⁶ UTS (n.d.) 'Centre for Local Government', <https://www.uts.edu.au/research/institute-public-policy-and-governance/centre-local-government>

⁵⁷ UTS (2016), Workforce Planning Guidelines for Local Government in Tasmania, https://www.skills.tas.gov.au/__data/assets/pdf_file/0004/174937/Workforce_Planning_Guidelines_for_Local_Government.pdf



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The guidelines propose six steps to workforce planning and provide detailed descriptions, key questions to ask, case studies, and other resources to equip councils who are preparing a workforce plan:

- **1: Starting out** – This section guides councils to consider the scope and scale that is relevant to their local context of workforce planning. It also provides guidance on internal and external stakeholders, and relevant data and information sources when undertaking workforce planning.
- **2: Where are we now?** – This section guides councils to gather information about the current state, i.e. current workforce profile, current macro-trends and strategic context in which the council operates.
- **3: Where might we be in the future?** – This section provides guidance on qualitatively forecasting the external context, having regard to political, economic, social, technological, legal and environmental considerations.
- **4: What are the gaps?** – This section guides councils to assess current and future workforce gaps, and to prioritise these for action via a ratings-based risk matrix or other framework.
- **5: Strategies to assess the gaps?** – This section guides councils to identify strategies and actions that respond to the current and future gaps. It also provides a list of common gaps and issues, and potential strategies and actions in response to these.
- **6: Monitoring and evaluation** – This section highlights the ongoing and iterative nature of workforce planning, which suggests a need for workforce plans to be reviewed and outcomes to be evaluated.



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Appendix G: Local Government Workforce and Capability Planning: International Examples

Brief to Local Government Information Unit (LGIU), United Kingdom

SGS Economics and Planning commissioned the Local Government Information Unit (LGIU) to review international best practice policy for workforce and skills/capability development in the Local Government sector. In particular, how the Local Government sector around the world is:

- Innovating to close skills gaps and shortages;
- Leveraging creative partnerships to identify future workforce needs and streamline training opportunities;
- Remaining agile through crises (e.g. Covid-19 pandemic, climate change) to support longer-term recovery;
- Responding to macrotrends (e.g. an ageing workforce, digital transformation, structural changes to local economies) that are shaping the expectations and needs of the future workforce.

Review of international practice

In the countries reviewed, a range of activities have been deployed to build capacity in local government workforces, including:

- Providing advice, toolkits and consultancy support for workforce planning;
- Training or retraining the unemployed/under-employed and embedding a culture of improvement/career development at all levels;
- Redesigning jobs to remove non-essential requirements and allow optimal use of available expertise;
- Bringing back retired personnel with a focus on mentoring/knowledge transfer (as in this example of civil engineer shortages for public works in South Africa);
- Leveraging infrastructure investment/public procurement to fund and provide local jobs/apprenticeship opportunities;
- Marketing local government/sub-national government as an attractive career choice (see the Yukon (Canada) government's People Plan for a discussion about branding – the Yukon government has been a Top 100 employer in Canada since 2014);
- Outreach into schools and universities to improve knowledge and appeal of construction or other shortage sectors, including internships and cadetships;
- Expanding the recruitment pool, by targeting under-represented groups such as women and minorities or recruiting skilled migrants; and



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- Adopting innovation/new technologies to reduce demand for workforce and increase productivity (for example, offsite construction, pre-cast concrete or automation).

Case studies - Developing workforce plans

UK - Local Government Association Workforce Planning Support

The LGA in England support local authorities with strategic workforce planning. As well as providing guides and tools, they are running a project providing more intensive capacity building to around 70 local governments, including:

- Interactive workforce planning workshops for senior leaders and managers;
- Reviews of talent management and workforce plans;
- Support with developing career pathways;
- People analytics; and
- Online Knowledge Hub forum for workforce planning professionals.

The support program has received good feedback, as shown in a recent Impact Report, with the vast majority of participating local governments reporting a positive impact on their organisations. The impact on 'delivering organisational priorities' and 'recruitment and retention' was particularly high.

For example, the LGA's Workforce Planning team recently supported two local governments in the Midlands to tackle difficulty in recruiting planning officers through redesigning jobs to separate out elements requiring a local on-site presence and specialist expertise that could be delivered remotely. This allowed them to share local planning officer resource and jointly recruit a senior planner who is based in another part of the country.

UK – London Councils

London Councils is one of local government's regional employers' organisations. It is supporting London borough local councils with a workplace planning tool, a spreadsheet which captures workforce data and helps local governments analyse demand, supply, gaps and scenario planning. The spreadsheet helps ensure data is robust and collected consistently.

London Councils also has a Workforce Planning & Intelligence Network (for sharing best practice amongst HR professionals) and a Recruitment Managers Network which reviews common areas of staff shortage and initiates joint projects and shared solutions to recruitment issues. For instance, London Councils ran a £1.85 million Employment Construction Careers programme (funded through European Social Fund) with seven boroughs and the City of London, which helped unemployed Londoners gain construction skills and qualifications across a range of areas, from site management to administration and security.

Case studies - Bridging the skills gap

UK – Scottish Roads Collaboration Project

The Scottish Improvement Service is the national improvement organisation for local councils in Scotland. It provides capacity building support and facilitates collaboration between councils. One project is the Roads Collaboration Project bringing together the 32 Scottish roads authorities and Transport Scotland to deliver a well maintained road network. Through a workforce planning strand the



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roads authorities are working with education providers and industry bodies such as the Institute of Civil Engineers to address labour shortages, through:

- Routes into leadership, a short course for aspiring roads managers;
- Work-based learning and apprenticeships, including graduate apprenticeships;
- Outreach to schools to market roads and civil engineering as a career choice; and
- Shared approach to delivering training to roads staff.

United States – NextGen Silicon Valley

NextGen is a commission of local governments in the region, including two county organisations and 36 cities, representatives of workforce investment boards, local government professional organisations and university career centre staff from San Mateo and Santa Clara Counties. Local government faces intensive competition from the private sector and a 'baby boomer' retirement wave, leading to labour shortages. NextGen runs a variety of programs every year to enhance knowledge about local government agencies, career opportunities and skill advancement. Programs upskill current employees with potential and attract young and diverse talent from universities, through:

- Management Talent Exchange - three-month placements in another local agency;
- Regional internships and outreach to university students;
- Tomorrow's City-County Manager forum: one-day intensive workshop for emerging leaders; and
- Fellows Programme bringing specific expertise from universities into local government – benefiting the host organisation and growing a talent pipeline.

United States – Coconino County, Arizona

Coconino is the second largest county in US by area (outside Alaska). Serving a vast remote and rural area, the county has 1200 employees. Following serious budget cuts in the early 2010s, the county developed innovative cost-saving solutions to improve retention of skilled employees. The activities, which won two national awards, focused on work-life balance and employee engagement through:

- Flexible work arrangements: job sharing, phasing into retirement, flexible benefits such as staff being able to purchase up to 10 personal days a year, and tele-commuting (using technology to work from home);
- Employee involvement in workforce planning and an employee suggestions scheme; and
- Access to training and education for employees at every career stage, including classes for new/experienced supervisors; leadership training for managers; free online training; cross training; developing internal talent through the knowledge and experience of employees near retirement; and retirement planning classes.

Employees shaped the county's recruitment and retention strategies. These have attracted a large and diverse pool of internal applicants (filling 40% of vacancies); reduced turnover by 6%; streamlined personnel policies; formed a pool of employees willing to work in other departments to decrease the use and cost of temporary employees; introduced teleconferencing options for employees in outlying areas who cannot travel to meetings due to budget cuts.



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United States - UpSkill Houston

The Greater Houston Partnership established UpSkill Houston as an industry-led partnership of employers, trade associations, education, government and non-profit/community organisations, using a model developed by the US Chamber Foundation's Talent Pipeline Management. The aim was to strategically expand the talent pipeline and attract talent to technical careers in sectors considered the drivers of the region's economy, including construction and petrochemicals. Activities include:

- Collaborations with community-organisations, public workforce systems and employers to attract and screen potential recruits, including those from low-income families;
- Women into Construction programmes (such as on-the-job training for three months trained 20 women to become pipefitter helpers);
- Partnering with schools to recruit juniors into pre-apprenticeship programmes; and
- Raising awareness of vital middle-skill (more than high school diploma but less than four-year degree) job opportunities in construction which employers struggle to fill.

Themes/learning points

The following themes and learning points can be drawn from these and other experiences:

- Successful strategic workplace planning uses data and insight about the workforce to design and implement solutions: Action plans typically need a mix of short-term fixes and long term, sustained activities to 'grown our own' or expand the talent pool.
- Local councils can compete with the private sector on wider benefits and employee experience: Reviewing these and listening to employees' changing expectations sends a clear message that people are valued.
- Collaboration across local councils, tiers of government, other agencies and industry can unlock innovative solutions and, over time, build a talent pipeline that benefits the wider local economy as well as increasing local government's capability.
- Technology will bring about new ways of working (even in 'outdoor' roles) and open up alternative channels for delivering training and development: the pandemic may have overcome (some) employees' resistance to online/distance learning, teleconferencing and remote management.



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Appendix H: OECD Report Future-Proofing Adult Learning Systems in Cities and Regions: Summary

Foreword

The Organisation for Economic Co-operation and Development (OECD) is an international organisation that works to build better policies for better lives. The OECD's goal is to shape policies that foster prosperity, equality, opportunity and well-being for all, drawing on 60 years of experience and insights to better prepare the world of tomorrow.

In 2022, the OECD prepared a Policy Manual for Local Government on future proofing adult learning systems in cities and regions in recognition of the long term economic, social and health consequences of the COVID-19 pandemic, ongoing structural changes including automation and digitalisation, demographic changes and the transition to a "green" economy.

The OECD believes that in coming years, labour markets will face significant challenges. In this context, re- and upskilling of adults is an urgent priority for all at national, regional and local levels. To turn challenges into opportunities and to ensure that the supply of local skills matches constantly changing skills demands, there is a need to create strong adult learning systems for a more resilient and empowered society and productive economy.

Future-ready adult learning systems should provide clear re- and upskilling pathways for all individuals in need of training. This is especially important for groups that have a weaker attachment to the labour market such as the low-skilled, workers on non-standard contracts, long-term unemployed, individuals with a migration background, and youth not in employment, education or training.

Local governments have a critical role to play. As the level of government closest to citizens, they are well-placed to identify challenges faced by employers in the labour market as well as by workers falling through the cracks, which can vary significantly by locality. Indeed, current and potential workers, as well as employers, typically look for jobs and training opportunities in their neighbourhoods.

In addition, local governments can create a strong culture of adult learning that is effectively tailored to local needs, challenges and opportunities – a culture that is difficult to create through national initiatives alone. While there is growing awareness of this role, and many countries are decentralising responsibilities including those of adult learning, local governments still do not necessarily have the means and competences to respond to medium- and long-term needs.

To support local governments in their efforts to future-proof adult learning systems, this Policy Manual presents a range of policy options and concrete actions that can inspire and guide work at the local level. It is designed for both policy makers and practitioners at the local and regional level, but also for national policy makers to support their efforts in supporting the diversity of local needs.



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Definition of Adult Learning

For the purposes of the OECD Policy Manual, adult learning is defined as follows:

- Adult learning refers to adult education and training that is job-related and is expected to have a positive effect on performance and productivity at work.
- Adult learning includes three different types of education and training: 1) formal education and training, which leads to a formal qualification; 2) non-formal education and training that does not necessarily lead to formal qualifications, such as structured on-the-job training, open and distance education, courses and private lessons, seminars and workshops; and 3) informal learning, i.e. unstructured on-the-job learning, learning by doing or learning from colleagues.
- Adult learners are defined as individuals aged 25+ years who have left the initial, “first chance” education system (either primary, secondary, post-secondary or tertiary level) but are engaged in learning (OECD, 2001[1]; Werquin, 2010[2]; OECD, 2019[3]; OECD, 2019[4]).

Introduction

Labour markets across the world are changing due to population ageing, increasingly rapid digitalisation and automation, evolving supply chain dynamics and the green transition.

With the COVID-19 crisis, many of the ongoing labour market changes are accelerating. Digitalisation and automation have picked up speed due to social distancing requirements as well as changing work habits and preferences. As well as the transition to more sustainable economies.

In this context of rapidly changing labour markets, adult learning systems are increasingly important. The extent to which individuals, firms and local economies can reap the benefits of ongoing changes and minimise the negative impact on workers will largely depend on the readiness of local adult learning systems.

Local governments are stepping up their efforts to make local economies more resilient and future-ready. The consequences of changing skills needs are felt acutely at the local level, through skills mismatches and skills shortages, as well as the displacement of workers without the skills sought by their employers.

Policies, regulations and funding for adult education and training are typically managed at the national level, yet needs can vary widely on the local level. Because skills needs differ across regions and local areas, national efforts can also only go so far in changing learning habits.

There are many reasons why local governments can make a difference in the development of future-ready adult learning systems, including:

- Understanding local skills demand;
- Cultivating/Promoting inclusive cultures of lifelong learning; and
- Strategically tailoring needs and bridging gaps.

Some groups are more at risk of experiencing job losses and long-term unemployment (or inactivity) due to changing skills requirements. Despite their obvious need for training, groups with weaker attachment to the labour market continue to be less likely to participate in adult learning programmes. For career guidance to be effective, its content must be adjusted to the specific needs of the individuals that participate and be linked more directly to the many local stakeholders involved in adult learning.



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Structure of the Policy Manual Key policy areas and actions

The Policy Manual is structured into three themes: Promoting inclusion and equality through adult learning; Getting employers on board and meeting local skills demand; and Creating strong local skills ecosystems, as shown in **Figure H1**.

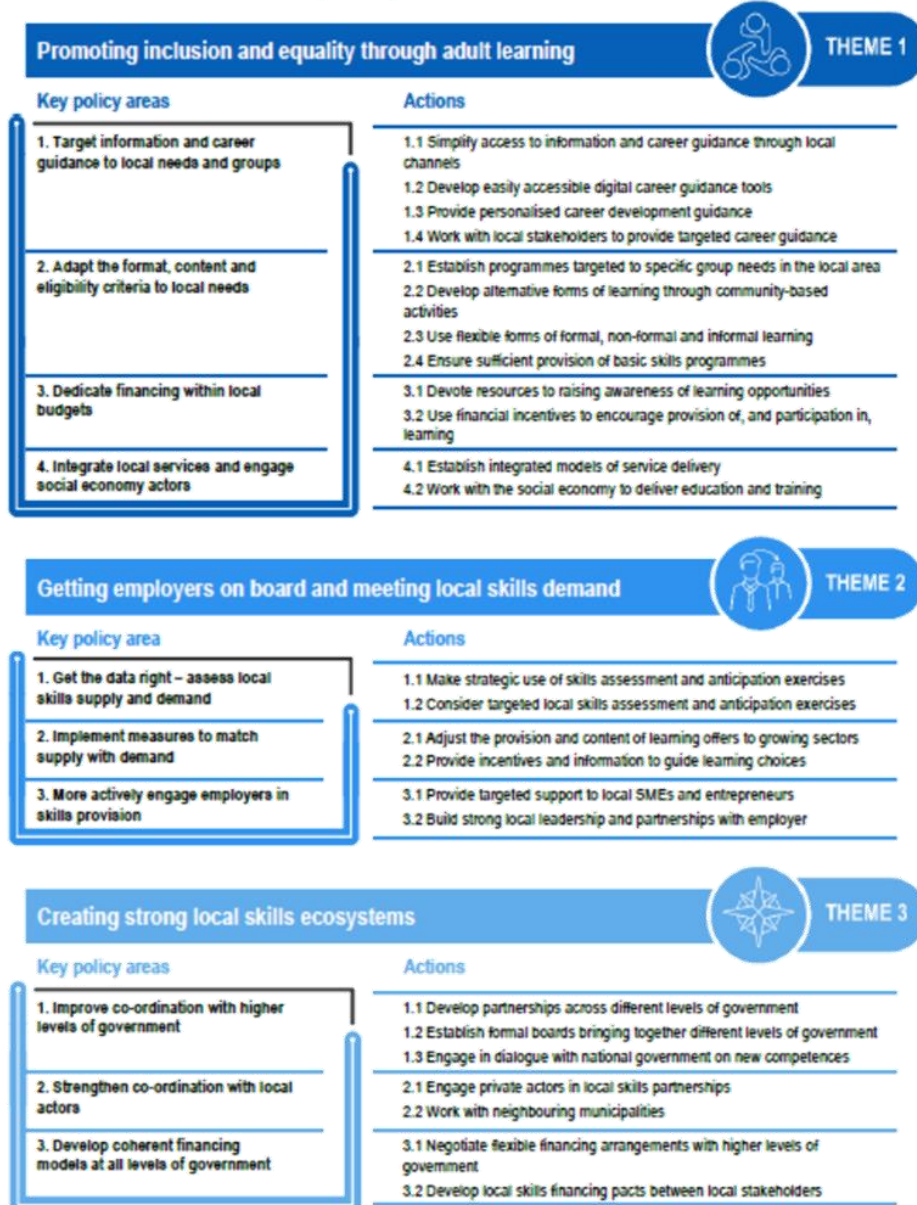
Each theme includes key policy areas with suggestions as to how local governments can address issues with adult learning. Overall themes and suggestions include:

- Better coordination between levels of government and other stakeholders in the adult learning sector including financial and program-based coordination;
- Understanding and meeting local skill needs;
- Attempt to reach those marginalised as they are less likely to engage in adult learning; and
- Simplify access to adult learning information and programs.

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FIGURE H1: OECD FUTURE PROOFING ADULT LEARNING – STRUCTURE OF THE POLICY MANUAL FOR LOCAL GOVERNMENT

The structure of the policy manual





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Promoting inclusion and equality through adult learning

This theme is important because the pandemic exacerbated already polarised labour markets in many cities and regions. While the ongoing changes to skills requirements have the potential to affect all workers, automation and digitalisation are skill-biased technologies that favour high-skilled workers at the expense of middle- and low-skilled workers. Especially vulnerable are workers in jobs that are characterised by simple and repetitive tasks. They are likely to bear the brunt of these changes, calling for more training to maintain labour market attachment.

Key policy area 1: Target information and career guidance to local needs and groups:

- Career guidance is a fundamental policy lever to help individuals successfully navigate a constantly evolving labour market.
- Many of the groups who face disadvantages in the labour market, including the low-skilled, use career guidance services less often than the reference population.
- One way to increase the use of career guidance among groups with weaker attachment to the labour market is to make it more easily accessible.
- Another way to ensure that information and career guidance is provided to the groups most in need is through mobile outreach services that are accessible for hard-to-reach groups and places.
- For career guidance to be effective, its content must be adjusted to the specific needs of the individuals that participate.

Key policy area 2: Adapt the format, content and eligibility criteria to local needs:

- The willingness to participate in adult training varies across groups, with lowskilled, workers in jobs at high risk of automation and older workers showing significantly less willingness to train than their counterparts
- One way to overcome the low willingness to train is through the provision of targeted adult learning programmes that take into account the specific characteristics and learning needs of certain groups.
- To make the targeting effective it should be data-driven to identify groups for whom targeted measures may be relevant and based on evaluations on what works.
- Another way to get groups with weaker attachment to the labour market engaged in adult learning programmes is through the development of alternative forms of learning.

Key policy area 3: Dedicate financing within local budgets:

- Financial issues present one of the main obstacles preventing adults from taking part in adult learning activities.
- Financial incentives directed at individuals or employers may come in many forms, e.g. wage and training subsidies, training vouchers, tax incentives, loans and individualised learning account schemes.
- The demand for training has increased significantly in the context of the COVID-19 pandemic.

Key policy area 4: Integrate local services and engage social economy actors:



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- While adult learning is vital to improve labour market attachment among groups with weaker attachment to the labour market, additional support services may be necessary to reduce barriers to their participation in education and training.
- Responsibilities for these services tend to be divided between levels of government and often measures to ensure co-ordination are lacking.
- An important way of providing learning through integrated service models is through non-formal adult education or community education. Non-formal and community-based education is education that takes place outside the formal education sector and which aims at enhancing learning, fostering empowerment and contributing to civic society.

Getting employers on board and meeting local skills demand

This theme is important because global megatrends, including digitalisation, the green transition and the ageing of societies, are changing the demand for skills. These transformations will destroy, transform and create jobs, but often not in the same place or time, or requiring the same type of skills. With COVID-19, many of the ongoing changes are likely to accelerate. Digitalisation and automation are likely to pick up in speed due to the introduction of social distance requirements among other things, and the green transition is likely to receive momentum as part of stimulus packages.

The effects of global changes vary significantly across local economies. Often labour market changes are concentrated in specific regions or sectors, and often there is a significant time gap between the destruction and creation of jobs – resulting in geographically concentrated skills mismatches. Compared to other sub-national areas, large cities tend to host substantial shares of high-skilled workers that work under standard contracts and with good teleworking options, which makes cities more resilient to ongoing changes. Yet, cities also host many low-skilled workers with little opportunity for teleworking. Many local areas show signs of misalignment between the provision of skills and the actual skills needed in the labour market. One such sign is the self-reported training needs among workers. Across OECD countries, 35% of workers report that they do not have all the skills needed to do their current tasks and need more training.

Key policy area 1: Get the data right – assess local skills supply and demand:

- Policy makes to understand local market needs skills assessment and anticipation (SAA).
- SAA often done at national or regional level can be intensive for local regions but may be required.

Key policy area 2: Implement measures to match supply with demand:

- Adjust adult learning policies in line with SAA findings.
- Importance of information.
- Local governments may regulate the provision of courses, course content and curricula to meet local skills demand and steer skills production towards those sectors.
- Another way to steer the choice of individuals and employers towards in demand skills is through information.
- Steering towards digital and green economies.

Key policy area 3: More actively engage employers in skills provision:



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- Employers play a key role in the provision of adult training not least because a large share of training and education takes place in the workplace
- There are many ways that local governments can engage employers in adult learning policies. Includes lower costs, financial benefits and information of benefits
- SMEs, entrepreneurs and starts-up all face special challenges when it comes to the provision of training to their employees.
- Development of local employment partnerships.

Creating a local skills eco system

This theme is important because adult learning systems funding and responsibilities are split across multiple levels of government and agencies. Adult learning systems also encompass a range of policies and programmes with different objectives and different target groups – including basic skills courses for the low-skilled, professional training for workers, activation and training for the unemployed, re- and upskilling of workers, or language classes for migrants. In addition, adult learning policies often overlap with other policy sectors including social, employment policies, economic development as well as other skills policies including higher education (HE) and vocational education and training (VET). At the local and regional level, the fragmentation of responsibilities and the broad range of stakeholders involved presents both a challenge and an opportunity.

Key policy area 1: Improve co-ordination with higher levels of government:

- In any system where responsibilities for adult learning policies are spread across levels of government, vertical co-ordination mechanisms are important.
- Many countries have taken steps to improve the co-ordination of adult learning systems across all levels of government. These includes pursuing collaborative partnerships across government levels and engaging in dialogue on the adjustment and transfer of responsibilities to lower levels of government.
- Multi-level partnerships.

Key policy area 2: Strengthen co-ordination with local actors:

- Within any given region or city, many different actors are involved delivering adult learning policies- These often include local government departments and authorities, public employment services, universities and schools, social partners, private training providers, and local businesses. All these actors have different responsibilities, pursue different goals, administer separate budgets, and often do not perceive themselves as being a part of a joint “system” (see Box 30). Alignment of interests among actors is unlikely to happen spontaneously; rather it requires effective co-ordination.

Engaging with non-government stakeholders and collaborating through local skills partnerships is a vital tool for local governments to deal with the inherent complexities of adult learning systems. The positive benefits of well-functioning local partnerships and skills ecosystems include:

- Providing valuable information to the policy-making and implementation process through experiences with the real-world effects of policies,
- Creating commitment and buy-in among relevant stakeholders to work towards a joined up local skills strategy,



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- Mobilising and involving employers in the financing and provision of training, and
- Ensuring that the training provided meets the demand of the local economy.
- Cities can also look beyond their own administrative boundaries in developing partnerships by working with neighbouring municipalities or regions.

Key policy area 3: Develop coherent financing models at all levels of government.

- The financing model influences the quality and quantity of adult learning programmes, the behaviour and choice of providers, individuals and businesses, and the ability of local skills systems to match the local demand for skills.
- For local practitioners, the alignment of decision-making and financing responsibilities is crucial for their ability to put in place policies that work.
- The possible benefits from investment in adult learning are distributed among the public, individuals and businesses, but the incentives for these actors to invest in skills development are not always clear.
- Local skills financing pacts, signed by government actors as well as other stakeholders such as social partners, employers and training providers, can help overcome some of these challenges.

Case Studies

- Micro-credentials – which may be defined as short, targeted and flexible non-degree learning programmes – are gaining increasing policy traction in many countries in the face of rapidly shifting skills demand. These shorter skills-focused courses are often stackable, relatively cheap and fast, and aligned to the specific needs of industries/employers, which makes them an easy way for individuals in the working age to re- and upskill to meet immediate skills gaps in the labour market. Pg.24.
- In Canada, the federal government uses bilateral agreements between federal government, provinces and territories to allocate large amounts of annual funding to lower levels of government in the area of adult learning. The bilateral agreements stipulate the agreed-upon objectives that the funding should achieve and establish key features of the programmes to be delivered pg.47.
- Humber skills pledge. The main objective of the Skills Pledge is to encourage and help businesses access vital skills and training organisations to help them succeed and grow. More specifically, the ongoing partnership campaign seeks to encourage joint working between education and training providers, employers, local councils and organisations, including local public employment service offices. Pg.47.
- In co-operation with the Fundación Adsis and the JPMorgan Chase Foundation, the city of Madrid has developed a comprehensive training and employment project with the purpose to improve the employability opportunities of young people (18-30 years old) in the community of Madrid. The project includes 12 training itineraries that all relate to the “Circular Economy” and seeks to enable young people to have a quality job that contributes to the ecological transition. Pg.42.
- Excelsior is a skills assessment system created in co-operation between the Italian Ministry of Labour and UnionCamere (Italian Union of Chambers of Commerce, Industry, Handicrafts and Agriculture) in 1997 with the support of the European Union. Through a co-operation with the



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network of regional and local Chambers of Commerce in Italy, the system provides data at regional and local levels on labour market trends, and the professional and training needs of companies across the country. Pg 37.

- Workforce Planning Ontario, a network of workforce planning boards, has the mandate to connect labour market stakeholders within the Canadian province of Ontario. Through a network of 26 planning boards that covers four regions across the province, Workforce Planning Ontario seeks to conduct localised research of ongoing labour market changes and identify skills shortages and future training requirements throughout Ontario pg.37.
- Through its Local Development Agency, Barcelona Activa set up the Barcelona IT Academy in 2017 to develop and upgrade the digital skills of professionals in the city. The main objective of the academy is to promote job opportunities, reinforce competitiveness, promote social inclusion, and reduce the gender gap in the digital sector. The IT Academy collaborates with IT companies to define training modules and provide job opportunities, and with academic institutions to promote Barcelona's work in this sector pg.41.

The full report can be found here:

- https://www.oecd-ilibrary.org/employment/future-proofing-adult-learning-systems-in-cities-and-regions_11fa26cc-en;jsessionid=tvaWQwqjhJGTEA2qdQW3i6xS.ip-10-240-5-167.



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Appendix I: Further Reading

2018 Local Government Workforce and Future Skills Reports

ALGA (2018) *Local Government Workforce and Future Skills Report Australia*, available at:
<https://alga.com.au/local-government-workforce-and-future-skills-report-australia/>

LGQA (2018) *Local Government Workforce and Future Skills Report – Queensland*, Unpublished.

LGSA (2018) *Local Government Workforce and Future Skills Report – South Australia*, Unpublished.

LGNT (2018) *Local Government Workforce and Future Skills Report – Northern Territory*, available at:
<http://www.lgant.asn.au/wp-content/uploads/2019/05/LGWFSR-Report-September-2018.pdf>

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https://www.lgat.tas.gov.au/__data/assets/pdf_file/0028/662329/LG-Workforce-and-Future-Skills-Report-Tasmania-Sept-2018-FINAL.pdf

LGNSW (2018) *Local Government Workforce and Future Skills Report – New South Wales*, Unpublished.

MAV (2018) *Local Government Workforce and Future Skills Report – Victoria*, available at:
https://www.mav.asn.au/__data/assets/pdf_file/0010/21889/Local-Government-Workforce-and-Future-Skills-Report-Victoria-Dec-2018.pdf

WALGA (2018) *Local Government Workforce and Future Skills Report – Western Australia*, Unpublished.

Skills shortages and workforce development

OECD (2001) *Education Policy Analysis 2001*, OECD Publishing, Paris, <https://dx.doi.org/10.1787/epa-2001-en>

OECD (2019[3]) *OECD Skills Outlook 2019 : Thriving in a Digital World*, OECD Publishing, Paris,
<https://dx.doi.org/10.1787/df80bc12-en>

OECD (2019[4]) *Getting Skills Right: Future-Ready Adult Learning Systems, Getting Skills Right*, OECD Publishing, Paris, <https://dx.doi.org/10.1787/9789264311756-en>.

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RAI (2022) *Rebalancing the Nation Regionalisation Consultation paper*,
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**BERRIGAN SHIRE
COUNCIL**

56 CHANTER STREET, BERRIGAN NSW 2712

Expression of Interest (EOI) for:

**EXECUTIVE TEAM
REVIEW OF SALARY PAYMENTS**

Reference Number: EOI03-23-24

Posted on 23rd October, 2023

**Responses due by
Wednesday 8th November, 2023 2:00pm**



EOI03-23-24
EXECUTIVE TEAM – REVIEW OF SALARY PAYMENTS

Reference:	EXPRESSION OF INTEREST (EOI)
EOI Number:	EOI03-23-24
EOI Title:	Executive Team – Review of salary payments
Process Co-ordinator:	<p>Primary Process Co-ordinator</p> <p>Contact: Matthew Hansen Phone: 03 5885 1000</p> <p>Secondary Process Co-ordinators</p> <p>Contact: Samala Armer Phone: 03 5885 1000</p> <p>Contact: Savannah Wilson Phone: 03 5885 1000</p>
EOI Lodgement Closing Time:	2:00pm, 8 November 2023
Address for Delivery:	<p>To be received by email, mail or in person at:</p> <p>Berrigan Shire Council 56 Chanter Street BERRIGAN NSW 2712 mail@berriganshire.nsw.gov.au</p>



EOI03-23-24
EXECUTIVE TEAM – REVIEW OF SALARY PAYMENTS

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EOI03-23-24
EXECUTIVE TEAM – REVIEW OF SALARY PAYMENTS

SECTION 1 – EOI Overview and Scope

1.1 Definitions

Below is a summary of the key terms used in this EOI.

"EOI"	Expression of Interest
"EOI Rules"	The rules by which this EOI process is governed as stated in the content of the document.
"Berrigan Shire Council" or "Council"	The issuer of this Expression of Interest.
"Response"	An Expression of Interest submitted by the Respondent in response to this Invitation for Expressions of Interest.
"Respondent"	A party that participates in this EOI (whether or not the person submits an EOI Response).
Contact Officer(s)"	Savannah Wilson: Payroll Officer Samala Armer: Human Resources Coordinator Matthew Hansen: Deputy Chief Executive Officer BERRIGAN SHIRE COUNCIL 56 Chanter Street BERRIGAN NSW 2712 Phone: 03 5888 5100 Email mail@berriganshire.nsw.gov.au

1.2 Introduction

Berrigan Shire Council invites suitably qualified auditors to submit an Expression of Interest (EOI) for the review of payments made to executive staff under their salary packages upon the conditions detailed in this EOI. This EOI is conducted in accordance with the requirements of Council's Procurement Policy.

Please include cost of all project deliverables within the quote that fits both within the budget and outside the quote.

All work performed within scope, shall be in accordance with the EOI documents as defined hereunder.

The Contract will be governed by the conditions of Contract for Supply of Professional Services.





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EXECUTIVE TEAM – REVIEW OF SALARY PAYMENTS

1.3 Local Information

Berrigan Shire (estimated pop 8,657) on the New South Wales and the Victorian border is three hours north of Melbourne (270 km) and 7 hours (670 km) south-west of Sydney.

Berrigan Shire Council employs 102 staff across three directorates – Infrastructure, Strategic Planning and Development and Corporate Services, as well as a small governance unit.

1.4 Background

Berrigan Shire Council is seeking expression of interest from suitably qualified and experienced auditors to undertake a review of payments made to its executive staff under their salary packages for the **2022/23 financial year, with an option to extend this review for a further year** for the following financial years.

- 2023/24
- 2024/25
- 2025/26

1.5 Project Aims

The aim of the project is to provide the Audit, Risk and Improvement and the elected Council with assurance that the remuneration paid to the Council's Chief Executive Officer and Directors is as per their conditions of employment and properly authorised.

1.6 EOI Process

The EOI Process will include a number of stages to be completed as part of Council's procurement process.

- | | |
|----------|---|
| Stage 1: | Lodgement of Expressions of Interest including detailed quote and project plans. |
| Stage 2: | Evaluation of suppliers who submitted EOIs. |
| Stage 3: | An offer of engagement under the conditions of contract will be made to the preferred supplier. |

1.7 Scope of Works

The commissioned auditor will be required to review salary payments to the following members of the Council's Executive Leadership Team and the Responsible Accounting Officer:

- Chief Executive Officer
- Deputy Chief Executive Officer
- Director Infrastructure
- Director Strategic Planning and Development
- Director Corporate Services
- Finance Manager





EOI03-23-24
EXECUTIVE TEAM – REVIEW OF SALARY PAYMENTS

Project deliverables

1. Review of payments made to the Council's Executive Leadership Team (ELT) and the Responsible Accounting Officer (if not part of the ELT). These payments will be reviewed against,
 - a. The Standard Contract of Employment (for the CEO)
 - b. Local Government (State) Award 2023 (for other staff)
 - c. Conditions of employment as shown in the letter of appointment
 - d. Other Council policies relating to employment.
2. A letter of assurance to the Audit, Risk and Improvement Committee detailing:
 - a. the findings of the review, including an opinion on the correctness and accuracy of the payments made under the respective employment agreements.
 - b. any non-compliances, and a recommendation on how to address each non-compliance.

Exclusions

The following is not within this audit scope:

- A review of non-salary payments made to relevant staff – i.e., reimbursement of expenses etc.
- An opinion on the appropriateness of the salary package provided to staff. The review is limited to assurance that payments are made in line with the salary package, not a review of the package itself.

SECTION 2 – Statement of requirements

1.1 Background of Business

An overview of your business including team structure, relevant qualifications and experience, awards, testimonials etc.

1.2 Relevant experience

Provision of details of relevant audit experience, with local government experience desirable.

1.3 Insurance

Supplier must, at their own cost, have in place (or take out) and at all times keep in place during the term of the Contract:

- a public liability policy of insurance for an amount of not less than \$20 million in respect of any Claim during the term of the Contract;
- a professional indemnity policy of insurance for an amount of not less than \$1 million;
- a workers' compensation policy of insurance; and
- any other insurance policy relevant to the provision of the Works.





EOI03-23-24
EXECUTIVE TEAM – REVIEW OF SALARY PAYMENTS

1.4 Indemnity

The Agency must indemnify, keep indemnified and hold harmless Council including its Councillors and staff, from and against all actions, claims, losses, damages, penalties, demands or costs (including, without limitation, all indirect losses, consequential losses and legal costs on a full indemnity basis), consequent upon, occasioned by, or arising from any negligent act or omission, breach of statute, breach of intellectual property rights or breach of any Contract in the performance or purported performance of the Agency's obligations under any Contract.

The Agency's obligation to indemnify the Council under this clause shall not apply to the extent that any liability is caused by any negligent act or omission of the Council.

1.5 EOI Timeline

Date	EOI Stage
23 October 2023	EOI Released
8 November 2023	EOI Closed (5pm AEDT)
10 November 2023	EOI Evaluation
13 November 2023	Advise EOI results

1.6 Project timeline

The following timeframes apply for the conduct of this review. This timeline is open to amendment, subject to agreement from both parties.

Financial year	Completion date
2022/23	30 November 2023
2023/24	30 September 2024
2024/25	30 September 2025
2025/26	30 September 2026

SECTION 3 – Evaluation

The successful EOI will, therefore, in addition to providing information requested as part of the formal documentation will also need to provide:

1. an overview of their skills, knowledge, and the experience of key personnel
2. a statement on capacity to undertake the review within the set timeframes
3. an annual **lump-sum fee** for the review, with a breakdown of costs.





EOI03-23-24

EXECUTIVE TEAM – REVIEW OF SALARY PAYMENTS

1.1 Evaluation Criteria

The evaluation criteria that Council will use to assess EOI Responses is set out below:

These Evaluation Criteria are not exhaustive, are not listed in any special order of priority and may not be given equal weight.

- Value for money
- Capacity
- Experience

1.2 EOI Rules

EOI Responses must comply with the following:

- Be submitted on time (by 5:00pm 8 November 2023) by post, email or in person.
- Submitted in sufficient detail to allow Council to complete its evaluation.
- All material (including this document) provided by Council to the Respondents must be treated as confidential by the Respondents.
- All EOI Responses will, upon lodgment, become the property of Berrigan Shire Council.
- Respondents are required to address every Evaluation Criteria.
- Council will not take responsibility for returning any documents (including copies) provided by a Respondent.
- Nothing in this document is to be construed to create any binding contract (express or implied) between Council and the Respondent, nor is this document an offer to contract.
- Respondents must not communicate with nor solicit information concerning or relating to the EOI process from Councillors, employees, or contractors to, Berrigan Shire Council, other than through the designated Contact Officer(s).

1.3 Commencement Date

Once the acceptance letter has been received.





EOI03-23-24
EXECUTIVE TEAM – REVIEW OF SALARY PAYMENTS

1.4 Expression of Interest Cover Form

Respondent Name and Title	
On behalf of (Full name of Organisation)	
Postal Address	
ABN / BN / CAN	
Telephone	Business: Mobile:
Email	

Signature		Date	
Witness Signature		Date	
Name of Witness			

Please attach completed Expression of Interest Cover Form with your application.





Operational Plan 2023/2024

First Quarter Review



Reading this report

The traffic light review format provides a visual update on the status of Council's Annual Operational Plan and Council's progress toward full implementation of its Delivery Program. It should be read in accordance with the following key:

Key

				
Complete	On Target	Not on Target	Past Due	No Status / Deferred

Additional information in the Delivery Program and Operational Plan Performance Review and Progress Report includes:

1. A Year to Date (YTD) assessment by the responsible Council Officer of progress toward completion and or the achievement of the set target.
2. Comments from the Responsible Council Officer highlighting service achievements and or the challenges relevant to the Council operation and action being reported and its status.

The following tables (Table 1 and Table 2) provide a summary by strategic outcome of Council's progress and performance as of 30 September 2023. Table 1 lists the actions which are past due or not on target with actions previously reported as deferred identified with an asterisk. There are no new actions noted as past due or not on target.

Table 1 Operational Plan Actions Not on Target, Deferred or No Status

OP Code	Action
1.1.1.3.1	Rural Land Use Strategy designed to resolve the conflict between agribusiness, heavy transport, large lot (rural) residential and urban living informs the finalisation of LEP review
1.1.1.3.2	As part of the development of Key Worker Housing Strategy include the following LSPS actions a) undertake a formal audit of social housing in Berrigan Shire LGA b) facilitate the redevelopment of existing serviced residential lots
1.1.3.2	Continue its rolling program of works – town entrances
1.1.3.2.1	Include in tree master plans additional tree plantings at non-priority town entries
1.1.3.3	Finalise the implementation of the Tocumwal Foreshore Master Plan
1.2.1.2.3	Investigate non-lethal options for the control and management of corellas
1.2.1.2.4	Advocate for State funding and support to assist with the development of a Regional Solution to the control and management of corellas
1.2.1.3.1	Tree assessments identify urban trees with high environmental values
2.1.3.1.1	Investigate in accordance with Financial Strategy 2021 opportunities to bring forward projects using debt finance



OP Code	Action
2.1.3.7.1	Review of Corporate Services AMP Develop individual AMPS for each asset class
3.1.2.2.3	Complete the development of the Finley Showgrounds 15-year Strategic Plan
3.1.2.2.5	Implement improvements at Mary Lawson Wayside Rest
3.1.3.1.1	Investigate options for the development of a Youth Council or similar
3.1.4.3	Monitor, control and report upon environmental contaminants and public health hazards - water, fire, refuse, buildings, and air
3.1.4.4.2	Participate in the implementation and review of Local Emergency Management Plan-EMPLAN
3.2.2.1.1	Partner with our communities on the development of walking and cycling tracks along rail trails and riverbank reserves

The following table provides a summary by strategic outcome and the year-to-date status of Council's 2023/24 Annual Operational Plan.

	Completed	On target	Not on target	Past Due	Deferred / Not due to start	Total
Sustainable natural and built landscapes	1	40	-	2	11	54
Good government	3	39	1	-	4	47
Supported and engaged communities	4	35	2	-	8	49
Diverse and resilient business	1	30	-	-	-	31
Total Actions	9	144	3	2	23	181



1: Sustainable Natural and Built Landscapes

1.1: Support sustainable use of our natural resources and built landscapes

1.1.1: Coordinate strategic land-use planning

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
1.1.1.1	Implement Berrigan Shire Council's Local Strategic Planning Statement (LSPS) 2020 - 2040	Director Strategic Planning and Development		10%		Need to finalise LEP before we review. Current LSPS is reflective of current requirements
1.1.1.1	LSPS informs the framework for the Council's review of its LEP and DCP	Director Strategic Planning and Development		0%		Need to finalise LEP before we review. Current LSPS is reflective of current requirements
1.1.1.2	Commence internal review of Development Control Plan	Director Strategic Planning and Development		0%		Will commence after the introduction of the LEP
1.1.1.2.1	Investigate as part of its review of the DCP development controls for Electronic Vehicle charging in new retail, accommodation, residential and transport logistic developments and retrofitting of the same (LSPS action)	Director Strategic Planning and Development		10%		A charger has been installed at the Barooga Sports Club. Need to determine use and data before proceeding with additional.
1.1.1.2.2	Conduct a review and develop a contribution plan	Director Strategic Planning and Development		10%		Have applied for funding as part of Regional Housing Fund Round 2 - Decision in December 2023



OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
1.1.1.3	Complete review of the LEP and prepare planning proposal for LEP amendment	Director Strategic Planning and Development		50%		The Strategic Framework & District Plans are presently on exhibition, this document forms the basis of the LEP amendment.
1.1.1.3.1	Rural Land Use Strategy designed to resolve the conflict between agribusiness, heavy transport, large lot (rural) residential and urban living informs the finalisation of LEP review	Director Strategic Planning and Development	Report prepared	0%		Are seeking feedback from RAMJO to determine if other Councils are interested in undertaking a Rural Land Use Strategy for the region
1.1.1.3.2	As part of the development of Key Worker Housing Strategy include the following LSPS actions a) undertake a formal audit of social housing in Berrigan Shire LGA b) facilitate the redevelopment of existing serviced residential lots	Director Strategic Planning and Development	Scheduled Program of Works - town entrances included in Annual Capital Works Program is completed on time and within resources	0%		No change
1.1.1.3.3	Implement the precinct structure plans developed as part of LEP review incorporating parking requirements for Murray / Denison Street, Tocumwal	Director Strategic Planning and Development	Project complete in accordance with agreed milestones and project management plans	50%		The Strategic Framework & District Plans are presently on exhibition, this document forms the basis of the LEP amendment. This changes the commercial area of Tocumwal. Council are also seeking to prepare Master Plan for this area.



OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
1.1.1.4	Local Environment Plan (LEP) and associated instruments provide the framework for flexible assessment and control of development in the Berrigan Shire	Director Strategic Planning and Development	Revegetation project funded	50%		The Strategic Framework & District Plans is presently on exhibition, this document forms the basis of the LEP amendment.
			Signage installed			
			Increased by pedestrians and cyclists			
1.1.1.4.1	Implement Planning and Building Services service review recommendations - related to customer service and processing of Development Application	Director Strategic Planning and Development	Pedestrian access	60%		Drafting Building & Planning Service Review. A key element will be in relation to customer service and seeking to improve public perception and an implementation plan
			Projects completed by 2024			
			Amenities included in the precinct assessed by users as accessible			
1.1.1.5	Improve customer satisfaction with Development Services	Director Strategic Planning and Development	Weed infestation within the Shire is eradicated and / or manageable	60%		Drafting Building & Planning Service Review. A key element will be in relation to customer service and seeking to improve public perception and an implementation plan
1.1.1.6	Process, assess and determine planning and building, Section 68, applications per relevant planning, building, Local Government and Environmental Assessment legislation, codes, and policies	Director Strategic Planning and Development		60%		Drafting Building & Planning Service Review. The review will include measures and targets for all types of applications.



OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
1.1.1.7	Conduct a comprehensive review of the Berrigan Shire Council Contribution Plan	Director Strategic Planning and Development	Trees are assessed and Assetfinda report closed	10%		Have applied for funding as part of Regional Housing Fund Round 2 - Decision in Decemeber 2023. The intent is to review and set all contributions - total cost.
1.1.1.8	Riverina Murray Regional Plan strategies and actions inform the strategic planning for new development and land use planning decisions	Director Strategic Planning and Development		0%		Will commence after the introduction of the LEP and be included in the LSPS.
1.1.1.9	Participate in reviews and staff training activities that support the implementation of the NSW Planning Portal	Director Strategic Planning and Development		85%		Have introduced Horizon, which creates a link between Councils IT and the NSW Portal. Training has been undertaken by all staff.



1.1.2: Coordinate and develop Community Participation Plans in accordance with relevant legislation and the Council's Community Engagement Framework

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
1.1.2.1	Implement the Council's Community Engagement and Community Participation Plan	Director Strategic Planning and Development	Asset Plans are reviewed and implemented per Council Policy and Asset Management Strategy	25%		No change. Applications and strategies are exhibition/notified as required.
1.1.2.1.1	Review for user-friendliness information provided to community per CPP requirements	Director Strategic Planning and Development	Per Stormwater Improvement Project performance requirements	0%		Not started
			Increase in length of storm water network			
			On an ongoing basis 95% of service levels set out in the Storm Water Asset Management Plan are met			



1.1.3: Enhance the visual amenity, heritage and liveability of our communities

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
1.1.3.2	Continue its rolling program of works - town entrances	Deputy Chief Executive Officer	Revenue Policy targets met	0%		Council has not budgeted for any town entrance works
			Project Milestones met			
1.1.3.3	Finalise the implementation of the Tocumwal Foreshore Master Plan	Deputy Chief Executive Officer	100% of Diversion targets set out in Berrigan Waste Management Plan are met	0%		Fishing stations and amphitheatre to complete. Dependent on funding sources.
1.1.3.4	Continue to implement, in partnership with Tocumwal community and as funds become available the WAAAF Creek Walk Master Plan	Director Infrastructure	Garbage is collected within agreed timeframes and budgets	20%		The project has been adopted by the Council to be executed under the \$1M grant received for non-critical non-road flood affected assets. This project will be done after we complete Barooga Swings Bridge Park works.
1.1.3.5	Implementation of the Finley Lake Masterplan	Deputy Chief Executive Officer		25%		Council has commissioned an external consultant to prepare grant applications to fund delivery of the masterplans.





1.2: Retain the diversity and preserve the health of our natural landscapes and wildlife

1.2.1: Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
1.2.1.1	Deliver weed eradication and control services	Biosecurity and Compliance Coordinator		90%		Officers have a Weed Management Plan for the Shire, which is delivered and reported upon quarterly, including providing the relevant data to the Department of Primary Industries. Officers work with local landowners/community groups, provide information and preserve the Shires natural landscape, flora and fauna,
1.2.1.1.1	Develop a Local Weeds Action Plan to inform prioritisation and management of invasive weeds Council controlled land	Biosecurity and Compliance Coordinator		90%		Officers have a Weed Management Plan for the Shire, which is delivered and reported upon quarterly, including providing the relevant data to the Department of Primary Industries. Officers have an approved plan which includes mapping and registering all weed management undertaken throughout the year.







OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
1.2.1.1.2	Include roadside vegetation enhancement projects as external funds become available in Local Weeds Action Plan	Biosecurity and Compliance Coordinator		50%		Officers have a Weed Management Plan for the Shire, which is delivered and reported upon quarterly, including providing the relevant data to the Department of Primary Industries. Significant roadside vegetation is included in the plan. There has been no available grants or funds (at present) to seek financial assistance in enhancing road side vegetation.
1.2.1.1.3	Deliver private works weed eradication and control services	Biosecurity and Compliance Coordinator		90%		Officers have a Weed Management Plan for the Shire, which is delivered and reported upon quarterly, including providing the relevant data to the Department of Primary Industries. Officers work with local landowners/community groups, provide information and preserve the Shires natural landscape, flora and fauna,



OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
1.2.1.2.1	Implement Weed Action Plan 2020 - 2024	Biosecurity and Compliance Coordinator		100%		Weed Management Plan has been approved and officers works on implementing throughout the year
1.2.1.2.2	Monitor bio-security hazards - including monitoring and control of pests (vermin, feral animals, etc) and undertake control activities when funded to do so	Biosecurity and Compliance Coordinator		70%		Officers monitor and control pests within a management plan.
1.2.1.2.3	Investigate non-lethal options for the control and management of corellas	Biosecurity and Compliance Coordinator		10%		Officers have explored alternative measures for managing corellas. The cost associated with other alternatives is prohibitive for a small rural Council so officers need to seek Councils direction.
1.2.1.2.4	Advocate for State funding and support to assist with the development of a Regional Solution to the control and management of corellas	Biosecurity and Compliance Coordinator		10%		Officers have explored alternative measures for managing corellas. The cost associated with other alternatives is prohibitive for a small rural Council so officers need to seek Councils direction, which may include agreement through RAMJO or similar.



OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
1.2.1.3	Undertake tree assessments and establish a tree register for all urban trees	Enterprise Risk Manager		0%		No further action. Requires the services of an arborist and grant funding.
1.2.1.3.1	Tree assessments identify urban trees with high environmental values	Enterprise Risk Manager		60%		Tree risk assessments are conducted as required following identification of issues, complaints and Assetfinda actions.
1.2.1.4	Develop an urban tree strategy	Enterprise Risk Manager		20%		Waiting on grant funding. Unable to progress this any further until the services of an arborist are employed and funding made available.
1.2.1.5	Partner with our communities on the review of Crown Reserve Plans of management	Deputy Chief Executive Officer		25%		Tocumwal Foreshore and Tocumwal War Memorial Hall Plans of Management are being prepared currently with the potential to be used as model plans going forward
1.2.1.5.1	Review and develop a new Tocumwal Foreshore Reserve Management Plan	Deputy Chief Executive Officer		25%		Draft Management Plan in place pending Native Title Review before being placed on public exhibition



1.3: Connect and protect our communities





1.3.1: Coordinate flood levee, Council road network and stormwater asset management and planning

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
1.3.1.1	Review and implement Asset Management Plans which maintain a balance between improving and maintaining flood levees, stormwater, Council roads, paths and trails	Director Infrastructure		10%		Water Supply AMP is being updated and will be presented to Council in its Feb'24 meeting.
1.3.1.1.1	Implement Transport Asset Management Plan per approved Opex and Cap Ex program	Director Infrastructure		20%		Renewal works are being planned as per the long-term Financial Plan which includes various funding sources - Council & External.
1.3.1.2	Design, construct and maintain storm water systems that safely capture and remove water	Director Infrastructure		15%		Council officers are in the process of evaluating and awarding stormwater works across the Shire to ensure we manage the stormwater effectively.
1.3.1.2.1	Undertake Finley Stormwater Improvement Project	Director Infrastructure		50%		Most of the works identified under the last year's flood have been completed, apart from minor works.



OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
1.3.1.3	Continue remediation of Tocumwal Foreshore Levee	Director Infrastructure		25%		Visual inspection have been done and minor maintenance works would be completed in the summer months.
1.3.1.3	Ensure sewer network is safe and functional	Director Infrastructure		50%		Sewer relining project has started at Tocumwal.
1.3.1.3.1	Generate sufficient income from fees and charges to provide for the renewal of sewer and distribution assets	Director Infrastructure		25%		This gets planned as part of annual budget preparation activity.
1.3.1.3.2	Implement adopted Liquid Trade Waste Policy	Director Infrastructure		10%		Council has adopted Waste ID and all Liquid Trade Waste agreements have been uploaded on Waste ID. Council to roll out Waste ID to the wider businesses - how to use, monitor, service and update the portal.
1.3.1.4.1	Develop a private levee owner's manual	Director Infrastructure		0%		Need to engage a consultant to draft this Manual.
1.3.1.5	Maintain the safety of Council roads and walkways	Operations Manager Transport		25%		Maintenance grading, patching. Sheppards DRFA works ongoing



OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
1.3.1.5.1	Exercise delegated functions Road Act 1993	Director Infrastructure		45%		The delegations under this function are being managed effectively with assistance of Manager Transport.
1.3.1.5.2	Implement Transport Asset Management Plan per approved Opex and Cap Ex program	Operations Manager Transport		25%		Roadworks Ongoing
1.3.1.5.3	Review and seek community comment as part of Council DIAP Pedestrian Access and Mobility Plans (PAMPS)	Director Infrastructure		20%		Quote received to review PAMPS. Need to finalise the quotes and engage the Consultant.
1.3.1.5.4	Construction of shared path at Barooga and Tocumwal	Project Engineer		100%		Paths complete



1.3.2: Manage landfill, recycling and waste disposal

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
1.1.3.2.1	Include in tree master plans additional tree plantings at non-priority town entries	Deputy Chief Executive Officer		0%		Council has not budgeted for these works
1.1.3.2.2	Identify and develop high profile sites that will accelerate town centre activation and beautification	Deputy Chief Executive Officer		25%		Masterplan developed for Finley Lake and funding applications being prepared. Work on Lawson Drive to start in early 2024. Underground power for Chanter St to be delivered in 2024
1.3.2.1	Implement the Berrigan Shire Council Waste Plan	Director Infrastructure		20%		FOGO service to be rolled out and implemented in the near future. Council is working with RAMJO officers to prepare a educational /awareness program for community.
1.3.2.1.1	Reduce waste in landfill	Director Infrastructure		20%		FOGO has been planned to launch in the Shire to help reduce waste going to the landfill (Berrigan).



OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
1.3.2.2	Deliver township waste collection and street cleaning services	Director Infrastructure		25%		Waste services are going as planned. New FOGO service is proposed to start from Nov'24.



2: Good Government

2.1: Berrigan Shire 2032 objectives and strategic actions facilitate effective governance by Council of Council operations and reporting

2.1.1: Council operations, partnerships and coordination of resources contribute toward implementation of Berrigan Shire 2032

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
2.1.1.1	Promote and support the engagement of Shire residents, local business and agencies in the development, implementation of Berrigan Shire 2032	Deputy Chief Executive Officer	2 per annum	20%		Consultation on the new CSP to commence in November. Consultant on board to coordinate works
			Minimum of 5 surveys or polls conducted per annum			
			No decrease in organic reach of social media posts			



2.1.2: Meet legislative requirements for Council elections, local government, and integrated planning and reporting.

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
2.1.2.1	Provide facilities and support including financial to the elected Council	Chief Executive Officer		25%		All training plans in place and in the process of being undertaken. Election 2024 preparation underway. There has been some attempt at scope creep with the referendum and possible changing to pre-polling
			Self reported increase in Council skills and knowledge			
			Publication of audio Files			
2.1.2.1.1	Implement in conjunction with Councillors, Councillor Training and Development Plans	Deputy Chief Executive Officer		25%		Working with CEO and Councillors on plans
2.1.2.1.2	Establish annual program of Councillor Listening Posts	Chief Executive Officer		25%		Booked in and running bi-annually
2.1.2.2	Action Audit and Risk Improvement Committee (ARIC) recommendations	Deputy Chief Executive Officer	Inspections undertaken in accordance with IMS requirements	25%		ARIC recommendations are presented to Council for consideration.



OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
			Actions included in Delivery Program Review			
			Quarterly Report			
2.1.2.2.1	Implement actions for improvement as identified in the ARIC work plan	Enterprise Risk Manager		60%		Items are provided to ARIC as requested. This includes risk register reports and risk management updates.
2.1.2.2.2	Implement continuous improvement pathway (CIP) Action Plan	Enterprise Risk Manager		90%		Items identified for Council review and implementation out of the CIP are included in the ERM performance action plan.
2.1.2.2.3	Develop and review existing HR Policies and Procedures in line with the Workforce Development Plan 2022 - 2026	HR Coordinator		0%		Not yet commenced. Will start in November 2024
2.1.2.2.4	Continue the development and implementation competency assessment and training program for Council's plant operators	HR Coordinator		20%		Working with Overseers to ensure Competency assessments are completed for all plant operators on a regular basis.
2.1.2.2.5	Implement Strategic Risk Management Plan 2022 - 2026	Enterprise Risk Manager		90%		Strategic Risk Plan is completed and actions identified are being implemented.







OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
2.1.2.3	Conduct comprehensive review of Berrigan Shire 2032 (CSP) and associated integrated plans	Deputy Chief Executive Officer	Meet and exceed Financial Strategy Benchmarks	25%		Consultant appointed. Consultation to commence in November 2023.
			Sustainability Improvement Plan developed			



2.1.3: Council operations and financial management support ethical, transparent and accountable corporate governance

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
2.1.3.1	Coordinate Council investments, financial management, financial operations and processing	Director Corporate Services	Per Financial Strategy projects funded using debt have detailed Business Case and Cost Benefit Analysis	25%		Councils finance team is currently trying hard to diversify Councils Investment portfolio whilst ensuring we still have enough Cash on Hand to fund ongoing large scale projects.
2.1.3.1.1	Investigate in accordance with Financial Strategy 2021 opportunities to bring forward projects using debt finance	Director Corporate Services		0%		Council currently has a backlog of projects due to natural disasters.
2.1.3.2	Monitor and respond to change in the Financial Governance, Regulatory and Reporting Frameworks	Director Corporate Services	All Council governance and audit requirement are met	25%		Councils' annual financial statements are currently with NSW Audit Office and will be presented at the October Council meeting.
			80% of staff that attend training report increased skills and knowledge			
2.1.3.2.1	Active participation of Finance staff in relevant training, industry forums	Director Corporate Services		25%		Councils Finance Team actively look for training opportunities and attend networking meeting regularly with other Council Finance Teams.






OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
2.1.3.3	Deliver responsive customer service	Director Corporate Services		25%		Councils Customer Experience Team are currently exploring options to implement a new Customer Request Management system.
2.1.3.3.1	Monitor and report Customer Service Requests logged and actioned	Director Corporate Services		0%		Council currently records all Customer Service requests in Asset Finda and updates if and when necessary.
2.1.3.4	Manage human resources and workforce development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2022-2026	HR Coordinator		0%		Work on the WFD plan will commence early Dec, this will then be able to include work being completed on the new salary and performance policy and include workforce retention strategy.
2.1.3.4.1	Identify, attract, and recruit an appropriately qualified and flexible workforce	HR Coordinator		5%		Reviewing as a part of the Salary review and WF Development plan.



OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
2.1.3.4.2	Promote and facilitate a diverse and inclusive workplace for current and prospective employees	HR Coordinator		30%		Council continue to promote inclusive & diverse workplace when advertising vacant positions & recruiting, we also promote and celebrate cultural days within the business. I would like to add to the corporate calendar at the commencement of the year the days in which council will be celebrating.
2.1.3.4.3	Creation of a new Salary Policy 2024 - 2027 • Performance Management	HR Coordinator		50%		Salary policy review on track for full implementation April 2024.
2.1.3.4.4	Develop an attraction and retention strategy	HR Coordinator		20%		This is being developed with the new Salary policy
2.1.3.4.5	Strengthen workplace training and skills, including succession planning	HR Coordinator		10%		This will be included as part of the Workforce Development plan.
2.1.3.4.6	Continue the development of Volunteer Management System addressing workplace health and safety issues	Deputy Chief Executive Officer		25%		Staff working on revised Volunteer Committee Guide to Operations.
2.1.3.4.7	Investigate options for online delivery of Volunteer Training programs in good governance, financial systems, and controls	Recreation Officer		0%		Waiting on development of new Volunteer Committee Guide to Operations



OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
2.1.3.4.8	Investigate options for key worker housing	Deputy Chief Executive Officer		25%		Work on Capital Expenditure Review is underway.
2.1.3.4.9	Investigate options for long daycare for council staff	Deputy Chief Executive Officer		0%		This action will be considered simultaneously with the development of the Workforce Development Plan to start in November.
2.1.3.5	Provide information technology and associated support for Council operations	Director Corporate Services	Material value of volunteer effort identified	25%		Council has procured an interim IT Manager to assist the IT team in improving IT Services provided by Council.
			0%			
			Implemented			
			Increase compared to 2016 result in the % of staff reporting greater recognition			
			Annual Report on Actions			



OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
2.1.3.5.1	Council will take a staged approach to migrating its finance software systems to cloud based systems. Councils aim is to implement the software module by module with budgeting to be the first to be implemented	Director Corporate Services		25%		Council is currently migrating its budget from Excel to a cloud-based software - Magiq Reporting.
2.1.3.5.2	Digital Transformation - Review Council's IT landscape to support transition from server-based software to and integration with cloud-based systems, including phone system	Director Corporate Services		25%		Council has procured an interim IT Manager to assist with the progression of this. A cloud based phone system has been implemented.
2.1.3.6	Coordinate the delivery and management of Shire records and communications	Director Corporate Services	Conduct survey to establish benchmarks	25%		Councils Records Officer is currently working hard to ensure we are compliant with GIPA requirements and State Archives requirements.
2.1.3.6.1	Digitisation of property Files, Legal Documents, Building and Planning Files	Information & Records Officer		25%		Ongoing process
2.1.3.6.3	Provide training to new staff and refresher training to existing staff on records management and communications	Information & Records Officer		25%		Ongoing. All new staff provided with training on commencement.



OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
2.1.3.6.4	Continue the roll out of Council's rebrand project • Create and implement Council's new website/Consistent branding across Council's website Brand Guidelines used for all Council Communication	Communications and Engagement Officer		100%		
2.1.3.7	Maintain and sustainably redevelop existing infrastructure and community assets	Director Infrastructure	100% grants acquitted per funders requirements	25%		Renewal works are progressing as planned.
			Budget allocated to fund energy projects			
			Adopted by Council			
2.1.3.7.1	Review of Corporate Services AMP Develop individual AMPS for each asset class	Deputy Chief Executive Officer		0%		Not progressing due to staff shortages. Discussion held at ELT level on how best to progress




OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
2.1.3.7.2	Implement Berrigan Shire Sustainable Operations Energy Strategy	Director Infrastructure		15%		Energy Strategy is being implemented by implementing priority projects. Council has installed (last FY) is also installing (current FY) solar street lights at Golf Course Road, Barooga as part of saving energy.
2.1.3.8	Coordinate and manage maintenance and renewal of Council plant and equipment	Director Infrastructure		25%		This activity is on-going as per the long-term planning of renewals planned.
2.1.3.9	Coordinate the ongoing review and development of Council and Operational Policies and procedures	Director Corporate Services		25%		Council is making a concerted effort to review policies and procedures to ensure they are up to date with current requirements.
2.1.3.9.1	Develop the installation of Electric Vehicles charging stations across four townships and investigation into the implications for plant and equipment renewal, maintenance, and charging infrastructure	Director Infrastructure		100%		1No. EV charger has been installed at Sporties, Barooga. We have detailed works required for other sites. Depending upon the grant/funds available, we will install EV stations at other agreed locations.



2.2: Strengthen strategic relationships and partnerships with community, business and government.


2.2.1: Participate in networks that promote regional and cross-border collaboration, planning and service delivery

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
2.2.1.1	Develop resources and establish partnerships that improve local assessment of social and economic implications of regional and inter-governmental decision-making on Shire residents, business and Council operations	Deputy Chief Executive Officer	Quarterly report to council of meetings attended and actions	15%		Ongoing
2.2.1.1.1				20%		



	Participate in RAMJO meetings, including officer group meetings	Chief Executive Officer			 <p>Shared Services - position paper and recommendations to progress the project to be presented to the November RAMJO Board meeting.</p> <p>I have been invited to present on a Panel at the LG Professionals GM/Directors Forum on 19 October 2023. I have also been invited to co-Chair the LawSense program across the coming year.</p> <p>Chair of the Southern Riverina Drought Resilience Plan Project. I applied for and was successful in gaining the \$560,000 grant for four Council areas. Working closely with Regional NSW to deliver project. Managing GHD Contract. Fully funded</p> <p>Community Response Officer. Successful in gaining \$210,000 to hire person to assist with flood recovery work in the community. Fully funded</p>
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OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
2.2.1.1.2	Advocate and support Council and Council Officer engagement in MOU projects	Chief Executive Officer	Adopted by Council	25%		Meetings with Tocumwal Aviation Museum, Barooga Sporties and Tocumwal Golf and Bowls have continued




					<p>as per the terms of the MOUs in place. Adventure Flights have commenced at the museum and reporting will be provided as part of the IP&R Process in the future. The operation of the Four Council MOU has proved problematic since Moira Shire were placed into administration. I am finding if I do not drive the agreement then little will happen with it.</p> <p>Southern Riverina Wellbeing Collective MOU signed and implemented. Regular reporting with the group will commence as part of their commitment to the funding provided. Lobbying of Minister for Mental Health, The Honourable Rose Jackson MP's Chief Advisor, Cameron Munro</p> <p>Negotiations have commenced on a three year agreement for BARC Pool funding with Sporties,</p>
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OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
						Moira Shire Council and Berrigan Shire Council.
2.2.1.1.3	Maintain membership of Country Mayors Association and LGNSW	Chief Executive Officer		25%		Whilst sitting on Murray Regional Tourism Board, these meetings usually clashed. Have now attended the Rural Health Forum on 14-15 September 2023.
2.2.1.1.4	Invest in statistically robust small area social and economic modelling and forecasting	Manager Economic Development & Tourism		25%		Ongoing



2.2.1.2	Actively lobby all levels of government and industry re: RAMJO Water Position Paper Actively lobby all levels of government and energy industry for investment in upgrading local energy (power) infrastructure	Chief Executive Officer		25%	 Ministerial Meetings 17 August 2023 Cameron Munro (Ministerial Advisor to Rose Jackson) - Water, Housing and Mental Health Gino Mandarino (Ministerial Advisor to - Planning - ePlanning Portal Minister Ryan Park - Tocomwal Ambulance Station 28 August 2023 Sussan Ley (Member for Farrer) - Country Universities Centres 12 September 2023 Sarah Mitchell (Shadow Minister for Education) - Country Universities Centres and Bus Routes Issue for Baldwin's Buses 18 September 2023 Elliot Stein (Ministerial Advisor to Prue Carr - Minister for Education) - Country Universities Centres and Bus Routes
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OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
						Issues for Baldwin's Buses 29 September 2023 The Hon Jenny Aitchison MP, Minister for Transport - Bus Routes and National Heavy Vehicle Regulations 23 October 2023 Meeting with Helen Dalton Booked regarding Tocumwal Ambulance Station
2.2.1.3.1	Engage with Essential Energy to ensure Berrigan Shire's energy needs are met and consider population growth pressures and the impact of renewables on the grid	Chief Executive Officer		25%		I have continued to work with the Department to find a suitable solution. I am currently investigating policy change to declare the birds in our area.






3: Supported and Engaged Communities

3.1: Create safe, friendly and accessible communities

3.1.1: Build communities that are home to more families and young people

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
3.1.1.1	Support and promote the healthy development and wellbeing of children and young people	Director Corporate Services	Annual Report to council re: Volunteer Hours / Management facilities: Pools, Toy Library & Reports to Council provide feedback on participant survey results • Kids Fest • Youth Week	25%		Constant work being done in this area on an ongoing basis with regular updates to parks and recreation reserves.
3.1.1.2	Implement Children and Families Strategy 2019 - 2023	Deputy Chief Executive Officer	One new project or partnership initiated per annum Delivered on time and on budget	25%		Ongoing
3.1.1.2.1	Investigate the development of an indoor play centre as part of the CSP review	Director Corporate Services	Participants/ Survey Respondents report high levels of satisfaction with the activity Participant numbers are maintained and or increased	0%		No work started on this. Council needs to be asked if this is still a priority.



OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
			Based on participant surveys •Seniors Week •Youth Week •International Womens' Day •Mens' Health Week & Childrens' Week			
3.1.1.2.2	Commence review of the Children and Families Strategy 2019 - 2023	Deputy Chief Executive Officer		0%		Not yet started
3.1.1.2.3	Investigate options for additional out of school hours care for key workers	Deputy Chief Executive Officer		0%		Not to start until completion of Workforce Development Plan
3.1.1.2.4	Investigate options for the re-establishment of Toy Library	Director Corporate Services		100%		Toy Library now operating. Councils role is complete.



3.1.2: Facilitate all age healthy lifestyles and ageing in place

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
3.1.2.1	Implement Disability Inclusion Plan	Recreation Officer		25%		Ongoing
3.1.2.1	Provide recreation facilities which support an active lifestyle and ageing in place	Recreation Officer	Master Plan for each reserve by June 2022	25%		Ongoing
3.1.2.2	Provide recreation facilities which support active lifestyle and ageing place	Recreation Officer		25%		Ongoing
3.1.2.2.1	Contribute to the operations of the indoor Pool and Gym owned and operated by the Barooga Sports Club Ltd in accordance with conditions identified by Council Resolution	Director Corporate Services		100%		Council makes monthly contributions to support Barooga ARC.
3.1.2.2.2	Develop with Committee's a 10-year Strategic Plan for each Council Recreation Reserve including Mary Lawson Reserve	Director Corporate Services		10%		Council is currently reviewing the S355 Committee Guidelines, once this has been finalised we will begin working with Recreation Reserves to make long term plans.
3.1.2.2.3	Complete the development of the Finley Showgrounds 15-year Strategic Plan	Recreation Officer		0%		Need to determine where this is sitting



OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
3.1.2.2.4	Implement the Barooga Recreation Reserve Strategy 2021 - 2031	Director Corporate Services		15%		This will be a project that will take place over a number of years. Currently Council has completed the construction of the Tennis Courts and Cricket Nets. There is also a new netball change room being constructed which is being completed by the Netball Club.
3.1.2.2.5	Implement improvements at Mary Lawson Wayside Rest	Deputy Chief Executive Officer		0%		Council has not identified this facility as a priority for funding in recent grant programs.
3.1.2.2.6	Installation of solar light, CCTV cameras and cellphone chargers at public places	Director Infrastructure		90%		Installations have been completed across the Shire. Activation of CCTV is pending - discussions on the service level agreement is being finalised.




3.1.3: Strengthen the inclusiveness and accessibility of our community

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
3.1.3.1	Promote the social and economic wellbeing of Shire residents and the inclusiveness of our communities through social planning and community development activities	Recreation Officer		25%		Ongoing range of activities
3.1.3.1.1	Investigate options for the development of a Youth Council or similar	Deputy Chief Executive Officer		0%		Not yet commenced. Council to be asked if this is a priority



OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
3.1.3.1.2	Fund and employ on an ongoing basis a Youth Worker as part of the Council's contribution to the Southern Riverina Wellbeing Collaborative sponsored Live4Life project	Chief Executive Officer		100%		Council has provided \$65,000 for the employment of a Youth Worker through the Southern Riverina Wellbeing Collective through to and including the 2026/27 financial year. A Memorandum of Understanding has been signed with The Collective and bi-annual reporting on outcomes will inform Council of the outcomes of their investment. Advocacy for more permanent and ongoing funding will continue throughout this time as we are able to demonstrate community outcomes to State and Federal partners.




OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
3.1.3.2	Implement the Berrigan Shire Council's 'Reflect' Reconciliation Action Plan	Chief Executive Officer		25%		The plan has been adopted by Council and is currently being developed for publication. We do not have sufficient internal staff to complete the project so we will engage a consultant to complete the process so the plan can be submitted for approval to Reconciliation Australia.



3.1.4: Coordinate and facilitate the delivery of potable water, public health and safety services

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
3.1.4.1	Develop an Integrated Water Cycle Management Strategy	Director Infrastructure	Strategy will guide and inform the management of the Council's Water Business	10%		Working with DPE to draft a strategy for water and sewer for Barooga and Tocumwal to accommodate the anticipated growth.
3.1.4.2	Ensure potable water and sewer network is safe and functional	Director Infrastructure		20%		Council continue to provide safe and secure Water and Sewer services as per the service level agreements. The renewal of network and treatment plants is progressing as planned.
3.1.4.2.1	Generate sufficient income from fees and charges to provide for the renewal of sewer, water supply and distribution assets	Director Corporate Services		50%		The Deputy Chief Executive Officer and the Revenue Coordinator are planning to present to Council on a revised Water and Sewer charging structure in December,



OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
3.1.4.2.2	Design and construct upgrades to the Finley and Barooga Water plant/s	Director Infrastructure		50%		Finley WTP - Plant is under commissioning and is expected to be handed over to Council operators before the end of this year - once Training is complete. Barooga WTP - Plant is expected to be complete by the end of December and commissioning to start from end of Jan'24.
3.1.4.2.3	Conduct annual audit, in accordance with Australian Drinking Water Guidelines	Director Infrastructure		20%		Drinking Water Standards have been met for all four townships.
3.1.4.3	Monitor, control and report upon environmental contaminants and public health hazards - water, fire, refuse, buildings and air	Director Strategic Planning and Development	Quarterly report - Operational Plan comments	0%		Need for qualified staff
3.1.4.3.1	Complete service review of Biosecurity and Compliance	Director Strategic Planning and Development		0%		Not yet started




OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
3.1.4.3.2	Employ trainee compliance officer	Director Strategic Planning and Development		10%		Reviewing position and determining best fit
3.1.4.3.3	Coordinate contracted inspection programs: <ul style="list-style-type: none"> • Food premises • Building works • Water/Sewerage treatment • Fire safety/ hazard reduction • Swimming Pool safety 	Director Strategic Planning and Development		25%		Building complete assessments and issue certificates. Have started registration for food premises and swimming pool though compliance. Required to determine risk and consequence as there is not sufficient staff to undertake all duties
3.1.4.3.4	Undertake inspections of swimming pool barriers	Director Strategic Planning and Development		25%		Have recorded all known pools in Councils GIS. Have completed a register including any certificates and/or inspections. Preparing information sheets. Will start issuing Orders and undertake inspections once staff have the required training - Dec 2023
3.1.4.4	Coordinate and facilitate local emergency management committee	Director Infrastructure	Adopted by Local Emergency Management Committee	20%		Meetings are being held as scheduled - quarterly basis.



OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
3.1.4.4.1	Provide and maintain local emergency operations centres and associated plant	Director Infrastructure		25%		On-going meetings are being held and no major issues have been identified.
3.1.4.4.2	Participate in the implementation and review of Local Emergency Management Plan-EMPLAN	Enterprise Risk Manager		80%		LEMP has been updated but is still sitting in draft waiting on Consequence Management Plans (that form an integral part of the LEMP) to be provided by the applicable combat agencies.
3.1.4.5	Implement the Berrigan Shire Adverse Events Plan	Deputy Chief Executive Officer		25%		Ongoing
3.1.4.6	Develop and maintain local cemeteries and associated infrastructure	Deputy Chief Executive Officer	Annual Report	25%		New cemetery masterplans and policy are in place. Investigation of options for additional cemetery space at Tocumwal is underway. New ashes wall at Finley has been approved.
3.1.4.7				100%		



OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
	Control and promote responsible ownership of companion animals	Biosecurity and Compliance Coordinator				Officers promote responsible ownership of companion animals, which includes information sheets, information of Councils website (through media), micro chipping and registrations. The promotion and control is ongoing.



3.2: Support community engagement through life-long learning, culture and recreation

3.2.1: Provide opportunities for life-long learning, cultural expression and recreation

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
3.2.1.1	Coordinate and deliver local library services in accordance with Library Services Strategic Plan 2021 - 2025	Library Manager	Door count increases 10% 2012/13 to 2016/17	25%		Library service continuing to operate as required. Survey of patrons to gauge wants and needs of residents.
			Customer survey 80% satisfied with library service			
			Completed on time and within budget			
			Borrowings decline by less than 5% 2017/18 to 2020/21			
3.2.1.1.2	Coordinate annual International Women's Day Literary Luncheon	Library Manager		25%		Preparation for 2024. Author speaker booked and rotation of venues to begin 2024.
3.2.1.1.3	Conduct activities that respond to and reflect local needs and interests	Library Manager		25%		Continue to provide programs for users of all ages.
3.2.1.1.4	Provide programs that strengthen residents' connection to each and place	Library Manager		25%		Continue to provide programs for residents of all ages.
3.2.1.1.5	Partner in the collection and preservation of local history	Library Manager		25%		Digitisation of Berrigan Advocate.



OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
3.2.1.1.6	Be an information and digital gateway for shire residents, students, and visitors	Library Manager		50%		Programs delivered to patrons eg Tech Savvy Seniors. Created new opportunities and agreements with local schools for students to visit libraries.
3.2.1.2	Strengthen community engagement and participation in Council activities	Director Corporate Services		25%		Constant work being done in this area on an ongoing basis with regular updates to parks and recreation reserves.
3.2.1.2.1	Conduct community consultations in accordance with the Council's Community Engagement Framework	Deputy Chief Executive Officer		25%		Ongoing
3.2.1.2.2	Partner with community groups and other agencies with an annual program of community events e.g.: Children's Week Youth Week	Recreation Officer		25%		Ongoing
3.2.1.3	Financially contribute to and support South West Arts programs and activities	Deputy Chief Executive Officer	Three cultural activities implemented in partnership with South West Arts per year	25%		South West Arts contribution to be paid in November 2023
3.2.1.4	Develop a public arts strategy when funds for this project are identified	Deputy Chief Executive Officer	Public Arts Strategy Adopted by Council	100%		Advice from the Council at the October Strategy and



OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
						Policy Workshop was not to proceed with the development of this plan and to use the NSW Public Art toolkit as a tool to assess Council's public art direction. Public Arts Policy to be presented to Council at November meeting



3.2.2: Facilitate and partner with local communities in the development of township plans





OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
3.2.2.1	Coordinate and align community projects and activities with township masterplans	Deputy Chief Executive Officer	75%	25%		Town masterplans referred to Council for direction on delivery
3.2.2.1.1	Partner with our communities on the development of walking and cycling tracks along rail trails and riverbank reserves	Deputy Chief Executive Officer		0%		Investigation yet to start
3.2.2.1.2	Partner with our communities on the review of the management of Town Beach	Deputy Chief Executive Officer		25%		Negotiations on Memorandum of Understanding complete. Plan of Management under development



4: Diverse and Resilient Business

4.1: Strengthen and diversify the local economy through Investment in local jobs creation, retention and innovation

4.1.1: Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
4.1.1.1	Implement Berrigan Shire Economic Development Plan 2023 - 2027	Manager Economic Development & Tourism		25%		The new economic development Strategy will be completed in January 2024
4.1.1.1.1	Review and Develop the Berrigan Shire Economic Development Plan 2023 - 2027	Manager Economic Development & Tourism		25%		Review of the old plan completed and a new action plan has been developed. Document to be completed by January 2024.
4.1.1.1.2	Invest in transition to work and or further education projects	Recreation Officer		100%		Youth Futures was a success
4.1.1.1.4	Assist local retailers and business access support related to growing their business online	Manager Economic Development & Tourism		25%		Council staff are working with nbn co, and Telstra to hold a business round table in October to keep locals abreast of changes that will be happening to 3G and eventually 4G.



OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
4.1.1.1.5	Assist Industry and the Community to combat Queensland Fruit Fly	Manager Economic Development & Tourism		25%		The Council continues as an active member of the GMV Fruit Fly Taskforce. Request from the community for removal of fruit trees continues and the \$5K allocated budget will again be fully spent.
4.1.1.1.6	Actively liaise with local business during the processing of business- related Development Applications	Manager Economic Development & Tourism		25%		Council staff are in regular and active discussion with Barooga developers Fiona Elgin and Tim Campbell.
4.1.1.1.7	Provide localised Economic Impact modelling on request for new or expanding ventures and events	Manager Economic Development & Tourism		25%		Economic impact modeling was done for the CBBT events program and also for the Tocumwal Air Show.
4.1.1.2	Council be aware nimble and able to address where opportunities arise to address skills and workforce issues	Manager Economic Development & Tourism		25%		The Council is in a position to react when opportunities arise. Attended and supported local tourism business' to learn about and invest in the International market through the Sydney Melbourne Touring forum.
			Social and Health Services Profile published December 2019			
4.1.1.3				25%		



OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
	Support collaborative planning, shared resourcing in local industry and promotion of business and infrastructure development projects e.g: Finley Workspace	Manager Economic Development & Tourism			●	
4.1.1.4	Undertake research and planning around further development at the Tocumwal Aerodrome and Airpark precinct	Manager Economic Development & Tourism		25%	●	
4.1.1.5	Investment in future economic development projects via strategic land purchases as and when these opportunities are identified or become available	Chief Executive Officer	Industry or Council acquire land and it is developed	25%	●	12-14 Hayes Street Berrigan. Finalisation of transfer to Council imminent. 23 Flynn Street due for completion mid November 2023
4.1.1.5.1	Investigate feasibility of new industrial precinct - Tocumwal	Manager Economic Development & Tourism		25%	●	

4.1.2: Support local enterprise through local economic and industry development initiatives and projects

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
4.1.2.1	Promote the development of business support groups /networks within the Shire Recognise local businesses	Manager Economic Development & Tourism		25%	●	



OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
4.1.2.2	To convene quarterly meetings with the tourism reference group	Manager Economic Development & Tourism		25%		
4.1.2.3	Implement strategy to mitigate risk exposure at Finley sale yards	Deputy Chief Executive Officer		25%		New lessee in place from 1 October 2023 with revised lease



4.2: Diversify and promote local tourism





4.2.1: Implement the Berrigan Shire Tourism Strategy

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
4.2.1.1	Invest in infrastructure that will add value to and increase the competitiveness of the Shire's Visitor Economy e.g.: Redevelopment of the Foreshore Reserve	Manager Economic Development & Tourism	Increase Visits to Tocumwal Foreshore	25%		
4.2.1.2	Partner with industry and other levels of government on securing investment needed for Ports of the Murray and Murray River Adventure Trail Projects	Manager Economic Development & Tourism	Report Annually	25%		No action has been taken this quarter
			All Eligible Programs			
4.2.1.2.1	Partner with industry and other levels of government to address local priorities that are articulated in the plan	Manager Economic Development & Tourism		25%		The Tourism Signage Audit has started with completion due before the end of the year. The Tourism Reference group met to prioritise actions in the Strategic Plan. Planning for a refresh of the video and still library commenced with filming planned for the week beginning 20 November. Operation of the Visitor Information Centre, social media and event calendar



OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
4.2.1.2.2	Undertake an audit of white on brown tourism signage	Manager Economic Development & Tourism		25%		A photography has been completed for the Signage Audit. It is expected that the document will be completed by the end of second 1/4.
4.2.1.3	Provide support to event proponents and organisers	Manager Economic Development & Tourism		25%		Cobram Barooga Business and Tourism presented their annual event report and have requested further support from the Council. A presentation and report will be presented to the Council's November meeting.
4.2.1.4	Facilitate local industry review and update of digital content and marketing	Manager Economic Development & Tourism		25%		Digital content for the SCM website is accessed through the Australian Tourism Data Warehouse. Council staff regularly update 37 ATDW listings for which we are responsible adding 5 new listings this quarter.
4.2.1.5	Provide a broad range of Visitor Services including an accredited Visitor Information Centre, a destination website, and social media	Manager Economic Development & Tourism		25%		The Visitor Information Centre in Tocumwal will celebrate 12 month of operation in October. Social media posts have been well received and we average 3 or 4 posts a week. We focus on being a central point for events to be promoted. We continue to work with Moira Shire on the destination website www.suncountryonthemurray.com.au .



OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
4.2.1.5.1	Develop a comprehensive and ongoing staff training program	Manager Economic Development & Tourism		25%		Staff have received training in the use of Magiq, Canva and Mailchimp in this quarter. Staff have attended two famil tours.
4.2.1.5.2	Manage and train a volunteer team for the Visitor Information Centre located in Tocumwal	Manager Economic Development & Tourism		25%		The volunteer team at the VIC attended a famil this quarter to Finley and Berrigan. VIC staff are responsible for organising and hosting familiarisation tours for the volunteers.
4.2.1.5.3	Develop marketing and promotional campaigns using a variety of platforms	Manager Economic Development & Tourism		25%		A marketing campaign is being prepared for January to focus on day-trip visitors to the region. A new TVC will be shot in November and will form the basis of the campaign that will also include paid social media.
4.2.1.6	Facilitate and support the development aviation related visitor experiences and products	Manager Economic Development & Tourism		25%		



4.2.2: Partner regional Tourism Boards

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
4.2.2.1	Membership of regional tourism boards established to increase visitation and economic activity in the Murray Region of NSW and Murray River towns	Manager Economic Development & Tourism		25%		CEO no longer sits on the Murray Regional Tourism Board, though Council does remain a member of Murray Regional Tourism. MEDT attends monthly Tourism Managers meetings. MRT provide 1/4ly visitation statistics that informs marketing activities.



4.3: Connect local, regional and national road, rail and aviation infrastructure

4.3.1: Develop and promote Berrigan Shire regional transport and freight infrastructure

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
4.3.1.1	Continue to advocate for the development of hardstand and serviced truck parking Tocumwal, Finley and Berrigan	Manager Economic Development & Tourism		25%		No action has been taken on this matter in this quarter.
			The investment case is developed			
4.3.1.2	Lobby for upgrade of rail facilities, associated with Tocumwal rail line incl. line to Shepparton and Melbourne Ports	Manager Economic Development & Tourism	Funding is committed by Victorian and Commonwealth Governments	25%		No action has been taken at this time however the Council will respond if the opportunity presents itself.
4.3.1.3	Operate the Tocumwal Aerodrome	Operations Manager Transport		25%		Ongoing
4.3.1.4	Maintain the Tocumwal Aerodrome	Operations Manager Transport		25%		Slashing, mowing, patching



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Meeting	Officer/Director	Section	Subject
Council 16/11/2022	Fletcher, Andrew Fletcher, Andrew	Reports to Council	Corella Management Solution
Resolved OCM 389/22			
Moved: Cr Edward (Ted) Hatty			
Seconded: Cr Sarah McNaught			
That Council:			
<ol style="list-style-type: none">1. endorse the Chief Executive Officer to sign the Letter of Intent to commence investigations and negotiations into the Cherrp Solution to manage Corellas in the Tocumwal Foreshore area;2. that the Chief Executive Officer provide the Council with a detailed proposal for consideration to a future Council Meeting; and3. investigates the use of a collaborative grant rather than a procurement process to fund the works			
CARRIED			
18 Nov 2022 9:55am Ewer, Karina Letter of Intent signed with change to Clause 3.1 that no longer requires the payment of \$200,000 on the signing of the Lol, rather this will form part of the Service Agreement and be spread over the 5 year agreement. Investigations into a collaborative grant will commence now. I also have a copy of the REAP agreement which will be signed when the Service Agreement is finalised and approved by Council (Step 4 of the Lol)			
18 Nov 2022 11:25am Ewer, Karina Letter of Intent finalised			
09 Dec 2022 8:36am Ewer, Karina Included Corella Management at Murray 4 CEOs meeting on 6 December 2022. Moira Shire and Federation interested in concept.			
11 Jan 2023 2:44pm Ewer, Karina 10/014/2023 Met with Kelly Grains regarding Cherrp Solution and their thoughts (Jo Ruffin has also met)			
11 Jan 2023 2:44pm Ewer, Karina Met with proponent to discussion options for delivery including grant funding. Looking into business case report to be developed by Cherrp and the ways in which that report might be verified locally through Berrigan Shire experience.			
23 Feb 2023 1:39pm Ewer, Karina - Reallocation Action reassigned to Ruffin, Joanne by Ewer, Karina - Jo is overseeing the project currently and gathering survey information. Working with project group on business case information for grant funding opportunities etc.			
18 May 2023 9:36am Ruffin, Joanne Survey conducted and report prepared for the Council by the CEO - extensive correspondence between CEO and CHERRP March 2023 while the Director Strategic Planning and Development on leave. Resolution date of this action to be revised.			
18 May 2023 9:42am Ruffin, Joanne - Target Date Revision Target date changed by Ruffin, Joanne from 30 November 2022 to 09 June 2023 - Extensive work has been undertaken related to this action with additional followup actions created. Revised date will enable all related actions to be reconciled and marked as complete			



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22 Jun 2023 8:10pm Ruffin, Joanne
Response of the Council was that state government needed to be invited to be involved. Reassigned to Karina Ewer due to resignation of Joanne Ruffin

16 Aug 2023 1:57pm McDonald, Keelan - Reallocation
Action reassigned to Hansen, Matthew by McDonald, Keelan - Jo has resigned

16 Aug 2023 2:01pm McDonald, Keelan - Reallocation
Action reassigned to Fletcher, Andrew by McDonald, Keelan - Director SPD

12 Sep 2023 9:52am Fletcher, Andrew
Options have been reviewed but are considered to be unreasonable/unachievable and out of budget. Will prepare a report for Council.

Meeting	Officer/Director	Section	Subject
Council 14/12/2022	Ewer, Karina Ewer, Karina	Reports to Council	Reconciliation Action Plan
Resolved OCM 417/22			
Moved: Cr Roger Reynoldson			
Seconded: Cr John Taylor			
That Council endorse the wording of the draft Reconciliation Action Plan so that staff may develop into a more polished product for Council adoption. Further, Council nominate Cr Cornwell McKean as Council's RAP Champion.			
CARRIED			
23 Dec 2022 9:19am Ewer, Karina Motion 2022/137 - Cr Cornwell McKean and Cr Marriott that Council prepare a Reconciliation Action Plan for Berrigan Shire			
23 Dec 2022 9:20am Ewer, Karina 14/09/2022 First Draft Sent to Reconciliation Action Australia for initial consultation			
23 Dec 2022 9:20am Ewer, Karina 11/10/2022 response from Reconciliation Action Australia received			
23 Dec 2022 9:20am Ewer, Karina 12/10/2022 reviewed document and sent to relevant staff and Uncle Dozer			
23 Dec 2022 9:21am Ewer, Karina 14/10/2022 response from Cr Cornwell-McKean regarding V2			
23 Dec 2022 9:21am Ewer, Karina 07/11/2022 sent reminder to Uncle Dozer (assume he has been caught up in flooding events)			
23 Dec 2022 9:21am Ewer, Karina 07/11/2022 - response from Uncle Dozer that agrees with V2 of our Reconciliation Action Plan.			
23 Dec 2022 9:21am Ewer, Karina			



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07/11/2022 Submitted second draft to Reconciliation Australia for comment. Once it is agreed to by Reconciliation Australia will bring to Council for consideration
23 Dec 2022 9:30am Ewer, Karina Email sent to Uncle Dozer to ask for availability etc for Reconciliation Working Group to start meeting in the New Year. Council have adopted the Actions for the RAP but the rest of the document needs to be finalised (messaging, values etc)., I have also emailed Bianca to arrange an internal ad to go out to ask for those who would like to be on the finalisation of the RAP.
23 Feb 2023 1:35pm Ewer, Karina Finalised wording to be presented to Council at March Ordinary meeting so publishing of electronic document can be done.
31 Mar 2023 7:58am Ewer, Karina Final document sent to Reconciliation Australia for approval on 15 March 2023.
12 Apr 2023 12:22pm Ewer, Karina Conditional approval of the Reflect RAP received from Reconciliation Australia. We are now able to get the document ready for publishing and I have asked Uncle Dozer to help me source a Bangerang artist for the front cover. It is possible the RAP will be a June 2023 to June 2024 document given the time taken to work through the process. , I will continue to update as we go.
10 Jun 2023 4:12pm Ewer, Karina 09/06/2023 received updated artwork draft. Working with Artist to finalise
11 Jul 2023 8:57am Ewer, Karina Art work finalised. Keelan is developing the finalised document for submission to Reconciliation Australia
15 Sep 2023 12:25pm Hansen, Matthew Design woirk has been delayed due to competing priorities
15 Sep 2023 12:27pm Hansen, Matthew - Target Date Revision Target date changed by Hansen, Matthew from 28 December 2022 to 22 December 2023 - Resourcing for design work
04 Oct 2023 7:56am Ewer, Karina Finalisation of publishable document moved to consultants as staff are not finding time to complete.
26 Oct 2023 8:15am Ewer, Karina Will provide finalised artwork etc to Council no later than the December Ordinary meeting

Meeting	Officer/Director	Section	Subject
Council 14/12/2022	Fry, Tahlia Fry, Tahlia	Reports to Council	Banking arrangements - s355 volunteer committees
Resolved OCM 420/22			
Moved: Cr John Taylor			
Seconded: Cr Julia Cornwell McKean			
That the Council, by 30 June 2023, establish a model for banking services for its volunteer committees of management established under s355 of the Local Government Act 1993, where			
1. Council will be responsible for the provision of banking services for each committee			
2. Council will open an account for each committee with a single institution – named “Berrigan Shire Council – XXXXX Committee of Management.			
3. Council staff will manage the accounts via online banking, including authorising signatories from the volunteer committee members.			



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4. Volunteer committees will be provided with online access to the accounts to make payments and a card to allow for cash deposits and withdrawals.
5. Funds held in these accounts are reserved for the use of that Committee and Council itself will not withdraw funds from these accounts other than in exceptional circumstances, authorised by a resolution of the Council.

CARRIED

Cr Ted Hatty voted against the motion.

23 Dec 2022 9:07am Hansen, Matthew

Letter sent to committees to inform them of proposal 21/12/2022, Merrtings to be held in each town in January 2023

06 Feb 2023 9:55am Hansen, Matthew

Meetings held with all s355 committees regarding the arrangements

21 Mar 2023 5:32pm Hansen, Matthew

Advice has been sought from Council's bankers

08 May 2023 8:16am Hansen, Matthew

Met with NAB - model is acheivable

04 Aug 2023 12:37pm Hansen, Matthew

Discussing alternate options available with Bendigo Bank per a request from a Councillort to allow committees to stay with Bendigo Bank due to Community Grant accessibility. Once there is confirmation that Council will have visibility available on Bendigo Bank sccounts for s355 Committees an amended resolution will be put to Council including an amended implementation date and updated banking options

16 Aug 2023 12:57pm Hansen, Matthew - Reallocation

Action reassigned to Fry, Tahlia by Hansen, Matthew - Tahlia is now the Director resposnible for the Council's banking function. Matt is willing to assist where asked.

11 Sep 2023 2:36pm Fry, Tahlia

This is currently on hold until Council moves its banking function to NAB. I expect this to be completed within the next 3 months. From there further discussions will then be had with committees on the best way to move forward ensuring we mitigate their concerns as best as we can.

Meeting	Officer/Director	Section	Subject
Council 14/12/2022	Hansen, Matthew Fry, Tahlia	Reports to Council	Council Action List Report
Action: Council Resolution 197/2021 Crs Morris and Glanville that the Council adopt Excess Mass Charging formula for Category 3 Liquid Trade Waste Discharges in accordance with NSW Department of Planning, Industry and Environment Liquid Trade Waste Management Guidelines for Councils in Regional NSW 2021 as outlined in this report.			
09 Jan 2023 5:16pm Hansen, Matthew Advice being sought from NSW Water Directorate on a charging model			
06 Feb 2023 9:52am Hansen, Matthew Waiting on advice from Water Directorate. DCEO to follow up befoire meeting			



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11 May 2023 2:01pm Hansen, Matthew
On hold pending appointment of qualified Trade Waste Officer. Council staff working on volumetric sewer charges.

11 Sep 2023 2:26pm Hansen, Matthew
On hold indefinitely until qualified staff can be found. Likely to need review by the Council

Meeting	Officer/Director	Section	Subject
Council 14/12/2022	Hansen, Matthew Fry, Tahlia	Reports to Council	Council Action List Report
Action: Council Resolution 107/2022 Cr Hatty and Cr Paine that the Council:			
4. Direct the Chief Executive Officer to formalise a Crown Land lease for the occupancy of the shopfront at Tocumwal War Memorial Hall on a commercial basis.			
09 Jan 2023 5:18pm Hansen, Matthew Crown Land Management Plan needs to be prepared and land surveyed before a lease can be drawn up. Current licence needs to be extended.			
06 Feb 2023 9:52am Hansen, Matthew Still waiting on the development of a Crown Land Management Plan			
21 Mar 2023 5:31pm Hansen, Matthew Quote for Crown Land Plan of Management received. Working on a 30 June completion			
06 Apr 2023 12:34pm Hansen, Matthew CT Management Group commissioned to deliver PoM. Work to start 14 April 2023. , Annual licence agreement with laundromat to be extended 12 months.			
11 May 2023 2:01pm Hansen, Matthew Consultation on PoM to start week of 22 May			
04 Aug 2023 12:50pm Hansen, Matthew Draft Plan of Management prepared. Waiting on signoff by staff and public exhibition before adoption by Council.			
15 Sep 2023 12:27pm Hansen, Matthew Still waiting on sign off			
15 Sep 2023 12:28pm Hansen, Matthew - Target Date Revision Target date changed by Hansen, Matthew from 28 December 2022 to 31 January 2024 - Delays in signing off draft			

Meeting	Officer/Director	Section	Subject
Council 14/12/2022	Fry, Tahlia Fry, Tahlia	Reports to Council	Council Action List Report
Action: Council Resolution 165/2022 Cr Marriott and Cr Paine that the Council consult with the Finley Railway Park Committee of Management regarding a change in structure of the Committee and why			



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10 Jan 2023 12:27pm Ruffin, Joanne - Target Date Revision

Target date changed by Ruffin, Joanne from 28 December 2022 to 22 February 2023 - Meeting still to be scheduled with committee. Email forwarded to Bec Matheson 09012023 to schedule meeting

31 Jan 2023 11:53am Ruffin, Joanne

Meeting scheduled with Committee January 24th was postponed due to illhealth of Council Officer. Correspondence received from the Committee suggests that they would like to defer discussion at this time given the previous meeting was not cancelled. Suggest that this action be carried forward to April quarter for action and update revised target

31 Jan 2023 11:57am Ruffin, Joanne - Target Date Revision

Target date changed by Ruffin, Joanne from 22 February 2023 to 28 April 2023 - See note - re postponement of planned meeting

18 May 2023 10:44am Ruffin, Joanne

Email forwarded requesting time to meet when the Committee is next scheduled to hold a meeting

18 May 2023 10:47am Ruffin, Joanne - Target Date Revision

Target date changed by Ruffin, Joanne from 28 April 2023 to 30 May 2023 - Email sent requesting meeting date

16 Aug 2023 12:42pm Hansen, Matthew - Reallocation

Action reassigned to Fry, Tahlia by Hansen, Matthew - Jo Ruffin has left Council employment. Matt Hansen can assist where asked

11 Sep 2023 2:42pm Fry, Tahlia

I will seek handover notes regarding this and organise a meeting with the recreation officer and the committee in October.

Meeting	Officer/Director	Section	Subject
Council 14/12/2022	Fletcher, Andrew Fletcher, Andrew	Reports to Council	Council Action List Report
Action: Council resolution 233/2022			
Cr Cornwell McKean and Cr Taylor that the Council note the following:			
<ul style="list-style-type: none">that conditional approval to operate for a 3-month period will be granted; andthat conditions will include:<ul style="list-style-type: none">All Underground Petroleum Storage System (UPSS) risks must be addressed or plan for remediation agreed by the relevant agencies.A plan is developed, in consultation with Council officers, to undertake recommended remediation of on-site waste-water treatment system.Council Officers and/or Council contractors be granted access to conduct a site-by-site compliance and safety assessment per relevant building and fire safety regulations			
10 Jan 2023 12:28pm Ruffin, Joanne - Target Date Revision			
Target date changed by Ruffin, Joanne from 28 December 2022 to 22 February 2023 - Significant work has been undertaken S68 approval must be extended. Audit for Fire Safety will be completed mid January and report will be prepared			
10 Jan 2023 12:29pm Ruffin, Joanne			
Work to date completed - UPSS report and plan; Public Meetings held with residents and Fire Safety Audit Commenced and will be completed end of January			
06 Feb 2023 3:12pm Ruffin, Joanne			
Section 68 application has been received by Council and is currently being assessed. The applicants have indicated that they are making progress. The tenants have been advised via letter box drop and email that a new three month approval will be issued when the application has been assessed and that it will cover the period from the 4 February			



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18 May 2023 10:48am Ruffin, Joanne

New three month approval was issued 28 April 2023. There has been significant progress re: planning for the upgrade of the on site waste treatment (septic), and works commenced re: the removal of Underground Petroleum storage system. Clarified at meeting held 20 April, 2023 the Council's requirements re: disposal of soil also expectations re: mapping of the site. Site audit has been completed by independent assessor but cannot be finalised until we have an accurate community map to scale showing all site x dimension and the location of fire hose reels. Owners have failed to comply with this request in past months and approvals. New approval signed and uploaded to the planning portal. Applicant advised via Planning Portal Upload

18 May 2023 11:53am Ruffin, Joanne - Target Date Revision

Target date changed by Ruffin, Joanne from 22 February 2023 to 30 June 2023 - This action is on three monthly review and the next update is due end of June 2023

18 May 2023 12:00pm Ruffin, Joanne - Target Date Revision

Target date changed by Ruffin, Joanne from 30 June 2023 to 30 June 2023 - Approval process is three months - review. This date is selected as the next date for the applicant to commence process of requesting approval

15 Jun 2023 10:12am Ruffin, Joanne - Target Date Revision

Target date changed by Ruffin, Joanne from 30 June 2023 to 28 July 2023 - Meeting has been scheduled with the Park owners, caravan park consultant 30 June at 9.00 am to advise the next steps in the approval process. The Park owners have made progress re the on site septic system upgrade, removal and remediation of UPSS - there has been little progress re: an accurate site map needed to determine site boundaries and complete site by site audit for legality of structures. This meeting has been scheduled with the owner's son to highlight the importance of an accurate map and clarify re the number of sites, site boundaries and next steps. The council's consultant Michael Foley will be attending this meeting which will provide advice of the conditions that must be met for the next 3-month approval. The applicants will be advised that formal Notices with fines is the next step if the current condition of approval specifically that we have an accurate community map is not met when they reapply for approval mid July 2023.

16 Aug 2023 1:57pm McDonald, Keelan - Reallocation

Action reassigned to Hansen, Matthew by McDonald, Keelan - Jo resigned

31 Aug 2023 7:35am Hansen, Matthew - Reallocation

Action reassigned to Fletcher, Andrew by Hansen, Matthew - Sits with the new DPSD

12 Sep 2023 9:58am Fletcher, Andrew

Collating all industries/businesses which require approval for LTW. New IT system being reviewed (WasteID) to monitor and charge. Will provide update to Council.

12 Sep 2023 10:13am Fletcher, Andrew - Target Date Revision

Target date changed by Fletcher, Andrew from 28 July 2023 to 17 January 2024 - IT being developed.

Meeting	Officer/Director	Section	Subject
Council 15/02/2023	Ewer, Karina Ewer, Karina	Reports to Council	Tocumwal Foreshore Committee of Management
Moved: Cr Edward (Ted) Hatty			
Seconded: Cr Roger Reynoldson			
That Council reinstate the delegation for care, control and management of the Town Beach camping area to the Tocumwal Foreshore Committee of Management, subject to the signing of the Project Agreement. Staff are to report to Council on the progress of the overall project on a bi-monthly basis until all matters are closed out.			
17 Feb 2023 10:18am Ewer, Karina			
Finalised draft of Project Plan to include roles and responsibilities and other minor changes requested at Feb Ordinary Council meeting. Sent email to Ross Bodey, Judy Carlon and Gary Hiles to meet to discuss and sign as per motion of Council.			



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23 Feb 2023 1:29pm Ewer, Karina Meeting held 21 Feb 2023 to agree to timeframes for project etc. Meeting went well and was again quite positive.
23 Feb 2023 1:30pm Ewer, Karina Draft Project Plan provided to Committee for comment prior to signing.
12 Apr 2023 12:24pm Ewer, Karina I cannot remember the date but the Foreshore Committee refused to sign the agreement. Council have therefore undertaken management of the Town Beach area for the time being. Now Easter is over we will again approach the Committee to see if they are ready for further discussions.
31 Aug 2023 8:51am Ewer, Karina Requested meeting with Committee to recommence discussions regarding the MOU etc.
12 Sep 2023 9:26am Ewer, Karina Attempts to book new meeting have been unsuccessful. Will continue to try to re-engage
06 Nov 2023 10:04am Ewer, Karina Tocumwal Foreshore Committee have re-engaged with Council. An updated plan has been completed. Awaiting signing and working towards handing over control for the December 2023 holiday period.

Meeting	Officer/Director	Section	Subject
Council 19/04/2023	Ewer, Karina Ewer, Karina	Action	Corella Report and Survey
- Action			
Corella survey to be shared with the community and Council staff to prepare a report for the next Council meeting.			
10 May 2023 12:26pm Ewer, Karina	Letters written to Ministers and Local Member to provide financial assistance in managing over-abundant native species		
10 Jun 2023 4:07pm Ewer, Karina	Meeting with Department of Environment representatives held 8 June 2023. Outcomes as follows: - agreed shooting in built up area not possible, - agreed to look into the process for having Corellas "declared" in Berrigan Shire, - agreed to see if could co-ordinate a baiting program, - agreed to contact Cherrp to look into their model, - agreed to see if funding might be currently available, or available soon, to assist Council manage Corellas		
25 Aug 2023 4:22pm Ewer, Karina	Response received from Dep Environment (16 Aug 2023). The response was not helpful (provided links to information and fact sheets on how to manage Corellas). Did not provide responses to the actions that came from the meeting. I have followed up again to get answers needed.		
24 Sep 2023 2:37pm Ewer, Karina	Further response 1 Sept 2023 that outlined we would need to consider policy change to have corellas declared in our area. Have followed up further to consider if this might be an option for council		
04 Oct 2023 7:55am Ewer, Karina	Meeting booked with Department representatives 16 October 2023 to consider options available.		
08 Nov 2023 9:17am Ewer, Karina	Information to be provided to Helen Dalton at meeting tentatively booked on 27 November 2023. Looking for the support to change the legislation and have corellas declared as not protected in our area.		



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Meeting	Officer/Director	Section	Subject
Council 17/05/2023	Srivastava, Rohit Srivastava, Rohit	Reports to Council	Barooga Pedestrian and Traffic Management Concerns
Resolved OCM 103/23			
Moved: Mayor Matthew Hannan			
Seconded: Deputy Mayor Carly Marriott			
That Council:			
1. engage a suitably qualified consultant to assess appropriate design and placement of pedestrian crossings for Vermont Street, Golf Course Road and between the Botanical Gardens and where the new EV Stations will be installed; and			
2. engage a consultant to review and update our Pedestrian Access and Mobility Plans for all townships, noting the need for Council to fund the outcomes through annual budgets, Operational and Delivery Plans.			
CARRIED			
Resolved OCM 104/23			
Moved: Cr Julia Cornwell McKean			
Seconded: Deputy Mayor Carly Marriott			
1. engage a suitably qualified consultant to assess appropriate design and placement of pedestrian crossings for Vermont Street, Golf Course Road and between the Botanical Gardens and where the new EV Stations will be installed; and			
2. engage a suitably qualified consultant to assess the need for and appropriate options for speed management devices, heavy vehicle management and pedestrian management for:			
• Lawson Drive			
• Banker Street			
• Snell Road			



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- Hughes Street
- Golf Course Road
- Takari Street
- Burkinshaw Street
- Nangunia Street
- Vermont Street
- Golf Course Road

in Barooga; and

3. engage a consultant to review and update our Pedestrian Access and Mobility Plans for all townships, noting the need for Council to fund the outcomes through annual budgets, Operational and Delivery Plans.

CARRIED

19 Jun 2023 4:47pm Ewer, Karina - Reallocation

Action reassigned to Srivastava, Rohit by Ewer, Karina - Rohit these are for you to implement. You may wish to add them to Darron's list....

11 Jul 2023 8:55am Srivastava, Rohit - Target Date Revision

Target date changed by Srivastava, Rohit from 31 May 2023 to 31 October 2023 - The Consultant will be engaged by Mgr Assets & Engineering after he joins Council on 17Jul'23. The works will be done in consultation with various stakeholders.

10 Oct 2023 1:33pm Srivastava, Rohit

Discussions initiated with TfNSW to reduce speed at Barooga and Toc to 40Km/hr. Documents related to bridge condition assessment shared which recommended reduction of speed to enhance life of Peoples Bridge and Bullinginya.

09 Nov 2023 8:38am Ewer, Karina

Karina looking to engage external consultant to update PAMPs for all townships. This will include pedestrian crossings at suitable locations

Meeting	Officer/Director	Section	Subject
Council 21/06/2023	Fletcher, Andrew Fletcher, Andrew	Reports to Council	Review of Local Environment Plan Update
Resolved OCM 136/23			
Moved: Cr Julia Cornwell McKean			



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Seconded: Deputy Mayor Carly Marriott

That Council endorse one single planning proposal, covering both Urban and the Rural Land Use Strategy. Staff to seek a variation to the existing contract with Habitat Planning (at an additional cost to Council). Staff to ensure that a project plan with strong timelines is written into the new contract, in regard to delivering the Local Environment Plan and Land Use Strategy.

Project Plan to be presented to Council within 2 weeks of the variation to contract.

CARRIED

16 Aug 2023 2:03pm McDonald, Keelan - Reallocation

Action reassigned to Fletcher, Andrew by McDonald, Keelan - Director SPD

12 Sep 2023 10:09am Fletcher, Andrew

Noted - Have reviewed brief, draft LEP and discussed with the Department. Will prepare a report and present at Corporate Workshop.

12 Sep 2023 10:12am Fletcher, Andrew - Target Date Revision

Target date changed by Fletcher, Andrew from 05 July 2023 to 11 October 2023 - Presentation to Corporate Workshop

24 Oct 2023 4:47pm Fletcher, Andrew

Draft Strategy is on public exhibition (numerous forms) until Friday 24 November 2024. Have organised four information sessions at each town. Will collate responses/comments and report back to Council.
Have informed Councillors via email.

Meeting	Officer/Director	Section	Subject
Council 16/08/2023	Ewer, Karina Ewer, Karina	Reports to Council	Council Action List Report
Action: CEO to ensure all action items are updated monthly and completed actions are removed.			
15 Sep 2023 12:21pm Hansen, Matthew Missed in the handover from DCEO to CEO on her return. Will liaise with DSPD now that he has been appointed			
15 Sep 2023 12:24pm Hansen, Matthew - Reallocation Action reassigned to Fletcher, Andrew by Hansen, Matthew - New DSPD			
15 Sep 2023 12:25pm Hansen, Matthew - Target Date Revision Target date changed by Hansen, Matthew from 30 August 2023 to 30 September 2023 - Handed to new DSPD to action			

Meeting	Officer/Director	Section	Subject
Council 16/08/2023	Srivastava, Rohit Srivastava, Rohit	Action	Tocumwal Swimming Pool - Maintenance of road



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Action

Cr Edward (Ted) Hatty requests that maintenance is undertaken of the access road and borehole.

11 Sep 2023 2:47pm Fry, Tahlia

Reassigned to Director Infrastructure as he will be responsible for organising works.

11 Sep 2023 2:47pm Fry, Tahlia - Reallocation

Action reassigned to Srivastava, Rohit by Fry, Tahlia - Responsible for carrying out works.

11 Sep 2023 3:03pm Srivastava, Rohit

Came to know about this on 11Sep'23. Will discuss the scope and cost and then action.

15 Sep 2023 12:36pm Hansen, Matthew - Target Date Revision

Target date changed by Hansen, Matthew from 30 August 2023 to 13 October 2023 - New responsible officer appointed

Meeting	Officer/Director	Section	Subject
Council 16/08/2023	Fletcher, Andrew Fletcher, Andrew	Reports to Council	Council Action List Report
Action: CEO to follow up with Habitat regarding their obligations under the contract and contact with developers.			
15 Sep 2023 12:21pm Hansen, Matthew Missed in the handover from DCEO to CEO on her return. Will liaise with DSPD now that he has been appointed			
15 Sep 2023 12:24pm Hansen, Matthew - Reallocation Action reassigned to Fletcher, Andrew by Hansen, Matthew - New DSPD			
15 Sep 2023 12:25pm Hansen, Matthew - Target Date Revision Target date changed by Hansen, Matthew from 30 August 2023 to 30 September 2023 - Handed to new DSPD to action			

Meeting	Officer/Director	Section	Subject
Council 20/09/2023	Srivastava, Rohit Srivastava, Rohit	Reports to Council	Hughes Street, Barooga - Footpath Costing
Resolved OCM 249/23			
Moved: Cr Edward (Ted) Hatty			
Seconded: Cr Renee Paine			
That Council staff, Mayor Cornwell McKean and Deputy Mayor Marriott to meet with landowners to discuss the issue.			
CARRIED			



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10 Oct 2023 1:39pm Srivastava, Rohit

Manager Assets (Ramesh) to send letters to all the beneficiaries after the Corporate Workshop.

09 Nov 2023 8:34am Ewer, Karina

Awaiting finalisation of cost estimates. There are issues with incorporating the table drain and footpath in a usable and cost effective manner. Once those issues are attended to, then letters will be sent to adjacent property holders to commence the process.

Meeting	Officer/Director	Section	Subject
Council 20/09/2023	Hansen, Matthew Fry, Tahlia	Reports to Council	Memorial Wall - Finley Cemetery
Resolved OCM 254/23			
Moved: Cr Matthew Hannan			
Seconded: Cr John Taylor			
That Council work in partnership with Finley Lions Club to erect an ashes wall at Finley Cemetery, with the wall to be half the height of the proposed wall and the colour remaining as proposed. CARRIED			
10 Oct 2023 1:20pm Hansen, Matthew			
DCEO made contact with Finley Lions to discuss project from here.			
07 Nov 2023 4:39pm Hansen, Matthew			
Meeting on site with Lions Club on 10 November to agree on site			

Meeting	Officer/Director	Section	Subject
Council 20/09/2023	Srivastava, Rohit Srivastava, Rohit	Action	Updated for November SPW
Action			
Cr Renee Paine requested that Director Infrastructure prepare an update on Berrigan Tank Paddock and Road Grading List at the November SPW.			

Meeting	Officer/Director	Section	Subject
Council 18/10/2023	Hansen, Matthew Fry, Tahlia	Reports to Council	Tocumwal Carpark - request for extension



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Resolved **OCM 283/23**

Moved: Cr Renee Paine

Seconded: Cr John Taylor

That the Council:

1. Note the report detailing progress on Action Item 372/2023 relating to the Tocumwal Carpark precinct and
2. Extend the target date to act on this resolution until 30 June 2024.
3. Staff to provide a report on 11 Barooga Street and 23 Flynn Street at the November Strategic and Policy Workshop.

CARRIED

07 Nov 2023 4:41pm Hansen, Matthew

DSPD provided report to November SPW on Flynn St and Barooga St

Meeting	Officer/Director	Section	Subject
Council 18/10/2023	Hansen, Matthew Fry, Tahlia	Action	Deputy CEO to request advice from Office of Local Government
Action			
Deputy CEO to request advice from the Office of Local Government.			
02 Nov 2023 9:44am Hansen, Matthew			
Email to OLG seeking advice sent on 2/11/2023. Awaiting a response			

Meeting	Officer/Director	Section	Subject
Council 18/10/2023	Hansen, Matthew Fry, Tahlia	Reports to Council	Key Worker Housing - Lewis St, Finley
Resolved OCM 290/23			
Moved: Cr Matthew Hannan			



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Seconded: Cr Renee Paine

That the Council, regarding the construction of key worker housing at 45 Lewis Crescent Finley, direct the CEO to prepare:

1. a design and construct specification for the construction of two townhouses, and
2. a Capital Expenditure Review as per the Capital Expenditure Guidelines issued by the Office of Local Government, including considerations of other delivery models.
3. Both documents to be presented to a Council meeting no later than February 2024.

CARRIED

31 Oct 2023 11:54am Hansen, Matthew
Started work on Capital Expenditure Review



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Meeting	Officer/Director	Section	Subject
Council 18/10/2023	Hansen, Matthew Fry, Tahlia	Reports to Council	ARIC advice during policy reviews
Resolved OCM 275/23			
Moved: Cr Renee Paine			
Seconded: Cr John Taylor			
That the Council request ARIC review the policies listed below as they fall due for review, with the exception of the Asbestos Policy.			
			CARRIED
31 Oct 2023 11:27am Hansen, Matthew - Completion			
Completed by Hansen, Matthew (action officer) on 31 October 2023 at 11:27:50 AM - ARIC informed of policies where Council is seeking ARIC review before adoption.			

Meeting	Officer/Director	Section	Subject
Council 18/10/2023	McDonald, Keelan Fry, Tahlia	Reports to Council	Council Seal and Execution of Legal Documents Policy
Resolved OCM 285/23			
Moved: Cr John Taylor			
Seconded: Cr Roger Reynoldson			
That the Council adopt the Council Seal and Execution of Legal Documents Policy attached as Appendix 1 to this report.			
			CARRIED
02 Nov 2023 3:17pm McDonald, Keelan - Completion			
Completed by McDonald, Keelan (action officer) on 02 November 2023 at 3:17:51 PM - Updated Policy on website			

Meeting	Officer/Director	Section	Subject
Council 18/10/2023	McDonald, Keelan Fry, Tahlia	Reports to Council	Media Policy



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Resolved OCM 286/23

Moved: Cr John Taylor
Seconded: Cr Renee Paine

That the Council

1. Revoke its Media Policy adopted on 15 March 2017
2. Adopt the Media Policy attached as Appendix 1, with the amendment to include Deputy CEO as a designated media officer.
3. Schedule a comprehensive review of the Media Policy for the ordinary meeting to be held in February 2024.

CARRIED

02 Nov 2023 3:18pm McDonald, Keelan - Completion

Completed by McDonald, Keelan (action officer) on 02 November 2023 at 3:18:07 PM - Updated Policy on website

Meeting	Officer/Director	Section	Subject
Council 18/10/2023	Hansen, Matthew Fry, Tahlia	Reports to Council	Public Interest Disclosures Policy
Resolved OCM 287/23			
Moved: Cr John Taylor Seconded: Cr Matthew Hannan			
That the Council			
<ol style="list-style-type: none">1. Revoke its Internal Reporting and Protected Disclosures Policy adopted on 19 October 2022, and2. Adopt the Public Interest Disclosures Policy attached to this report.			
CARRIED			
08 Nov 2023 9:08am Hansen, Matthew - Completion			
Completed by Hansen, Matthew (action officer) on 08 November 2023 at 9:08:52 AM - Implemented and on Council website. Training to be rolled out progressively.			



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Meeting	Officer/Director	Section	Subject
Council 18/10/2023	Hansen, Matthew Fry, Tahlia	Reports to Council	Gifts and Benefits Policy
Resolved OCM 288/23			
Moved: Cr John Taylor			
Seconded: Cr Roger Reynoldson			
That the Council adopt the Gifts and Benefits Policy attached as Appendix 1 to this report.			
			CARRIED
02 Nov 2023 2:57pm Hansen, Matthew - Completion			
Completed by Hansen, Matthew (action officer) on 02 November 2023 at 2:57:24 PM - Policy adopted and roll-out underway.			

Meeting	Officer/Director	Section	Subject
Council 18/10/2023	Hansen, Matthew Fry, Tahlia	Reports to Council	Local Roads and Community Infrastructure - Phase 4
Resolved OCM 289/23			
Moved: Cr Roger Reynoldson			
Seconded: Cr Matthew Hannan			
That:			
1. The Local Roads and Community Infrastructure – Phase 4 Grant is used to fund refurbishments of the roof at Tocumwal War Memorial Hall, Berrigan Sportsground, Berrigan War Memorial Hall, Berrigan CWA Hall, Finley Seniors Citizen Hall.			
2. \$500K be delegated to the safety works needed on Vermont St Barooga.			
			CARRIED
31 Oct 2023 11:54am Hansen, Matthew			
Started preparation of works program form. Waiting on quantities from other directors			
02 Nov 2023 9:53am Hansen, Matthew - Completion			
Completed by Hansen, Matthew (action officer) on 02 November 2023 at 9:53:43 AM - Initial LRCI Phase 4 works schedule submitted			



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Meeting	Officer/Director	Section	Subject
Council 18/10/2023	Ewer, Karina Ewer, Karina	Reports to Council	Local Government Remuneration Tribunal 2024 Annual Review
Resolved OCM 303/23			
Moved: Cr John Taylor			
Seconded: Cr Renee Paine			
That the Council direct the Chief Executive Officer to prepare a draft submission to the Local Government Remuneration Tribunal review of the 2024 annual determination for consideration at the ordinary meeting of Council on 15 November 2023.			
The submission is to be based on:			
<ul style="list-style-type: none">• the submission made for the 2023 review and• the letter from the Mayor to the Minister of Local Government dated 26 September 2023.			
			CARRIED
02 Nov 2023 2:54pm Ewer, Karina - Completion			
Completed by Ewer, Karina (action officer) on 02 November 2023 at 2:54:14 PM - Being presented to November Ordinary Council meeting			

Meeting	Officer/Director	Section	Subject
Council 18/10/2023	Fry, Tahlia Fry, Tahlia	Action	Action Item - From July HR Scan
Action			
Council direct the Director Corporate Services to provide a report on the last five years of wages to the November Ordinary Meeting.			
09 Nov 2023 12:34pm Fry, Tahlia - Completion			
Completed by Fry, Tahlia (action officer) on 09 November 2023 at 12:34:03 PM - Report provided to the November Council meeting.			

Meeting	Officer/Director	Section	Subject
Council 18/10/2023	McDonald, Keelan	Confirmation of Minutes Extraordinary Council Meet	Confirmation of Minutes Extraordinary Council Meeting - 20 September 2023



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Fry, Tahlia

Resolved OCM 268/23

Moved: Cr John Taylor

Seconded: Cr Renee Paine

That the minutes of the Extraordinary Council Meeting held in the Council Chambers Wednesday 20 September, 2023 be confirmed, with the update to the Barooga ARC Advisory Group.

CARRIED

09 Nov 2023 2:03pm McDonald, Keelan - Completion

Completed by McDonald, Keelan (action officer) on 09 November 2023 at 2:03:21 PM - Updated

Meeting	Officer/Director	Section	Subject
Council 18/10/2023	McDonald, Keelan Fry, Tahlia	Motion	Motion
Resolved OCM 313/23			
Moved: Deputy Mayor Carly Marriott			
Seconded: Cr Matthew Hannan			
That Council go on record opposing the Water Bill (Restoring our Rivers 2023) and issue a media release putting forward Council's stance.			
CARRIED			
02 Nov 2023 3:18pm McDonald, Keelan - Completion			
Completed by McDonald, Keelan (action officer) on 02 November 2023 at 3:18:43 PM - Media realse sent and video done of Cr Marriott			