Index

Advancing Local Government in Western Australia Report (SRAC Report)

```
contents of, 61-2
    viability criteria identified by, 61
Advisory Council for Intergovernmental Relations
  constitutional recognition of local government, formation as response to failed
      referenda, 164
Allan Report see Independent Inquiry into Sustainability of Local Government
(Allan Report)
Amalgamation of councils
  controversy surrounding, 3
  Electoral and Administrative Review Commission, council amalgamations
      recommended by, 75
  Nixon Report, amalgamations proposed as result of, 10
  passive response to, 168
  policy lessons, broader, from amalgamation experience, 6, 140-1
  Queensland, amalgamation, de-amalgamation and, 4, 74-84
    four councils, January 2014 de-amalgamation of, 81-3
    manner of prosecuting amalgamation, importance of, 84
    2008 council amalgamations, 5, 76-81
  regionalism, and 2008 council amalgamations, 77
  voluntary
    local government Boundaries Commission (NSW), and, 124-5
    Tasmania, voluntary program, 26-7
Assets
  asset maintenance ratio, infrastructure management and, 52-3
  asset management
    better practices, developing, 56-7
    capacity, developing, and maturity, 56-7
    charter for responsible, 47
    framework, national, elements of, 57
    Institute of Public Works Engineering Australia (IPWEA), recommendation
         as to asset management practice by, 49, 58
    International Infrastructure Management Manual (IIMM), development in
         accordance with, 49, 58
    plans, preparation of strategic, 47, 49
    Special Schedule 7, and reporting on condition of public works
      audit of, 54
```

report reviewing status of, 47 asset rich, local government as, 171 Australian Centre for Excellence for Local Government (ACELG) strategic capacity, view of, 150 Barnett Government Greater Perth, contemporary local government reform in, 64-5, 67-9, 71 Boundary reforms South Australia, in, 4, 29, 36-7 Local Government Boundary Reform Board, facilitation of voluntary reduction of numbers by, 37 Break O'Day and Glamorgan-Spring Bay Councils structural reform episode, 3, 13-14 Building infrastructure asset renewal ratio, infrastructure management and, 53-4 Charter for councils Local Government Act 1993 (NSW), inclusion in, 47 Clarence Valley Council (CVC) benefits of mergers, assessing, 89-90 comparative post-merger economic performance, 93-8 TCorp financial assessment and benchmarking report, 97-8 democratic impacts, local, 5, 92-3 early challenges, 88-9 economic consequences, 5, 90-1 forced merger process, 87-8 future, financially sustainable, 99 historic evolution, 5, 86-9 2004 amalgamation, before, 86-7 voluntary reform, 1997-2000, 87 performance, comparative, 5 Code of Conduct Model, review of, 125-6 Statistical Report, release of, 127 Collaboration local government, in, 6, 145-6 Hunter Council of Mayors model, 156-9, 160 inter-council collaboration, 6, 145-6 regional collaboration, groupings of councils as strategic capacity providers, Regional Joint Organisations, as way forward, 154

shared services, 153-4

Commonwealth grants program, as source of local government income, 71 South Australian local government, relationship with federal government, Commonwealth priorities, implementing, 41-2 funding, 41-2 government policy, influencing, 41 Consolidation compulsory council, effect of, 2 structural reform through, 8 Constitution local government, formal constitutional recognition, formal, 6, 162, 163-6 Advisory Council for Intergovernmental Relations, formation as response to failed referenda, 164 conventions, consideration of local government at, 163 Hawke Government, referendum proposal of, 165 support for, 166 Whitlam Government, failed referendum proposals of, 164 Council of Mayors Hunter Council of Mayors model, 156-9, 160 model, 6, 156-9 County councils core functions, 152 Regional Organisations of Councils (ROCS), and stronger, 152 Debt increased use of, by councils, 56 service ratio, infrastructure management and, 3 Delatite Shire de-amalgamation of, 139-40 Destination 2036 Action Plan released by, 118 consultation at, 159 convening of conference, 118, 144 intergovernmental agreement following, 119 local government reform policy debate, 146-7 Donut councils meaning, 62 Early intervention laws introduction of, 126-7 dysfunction, to deal with poor performance and, 127

```
Efficiency
  operational, of local government, 1
Electoral and Administrative Review Commission (EARC)
  council amalgamations recommended by, 75
  establishment of, 75
Employment
  local government, contribution by, 1
Enabling Acts
  local government, expansion of role by, 1
Environmental harm
  Environment Management and Pollution Control Act 1994 (Tas) and, 9
Financial sustainability
  central concern, as, 149-50
    strategic capacity, from financial sustainability to, 150-1
  Independent Local Government Review Panel, principal recommendations
      specific to, 50-1
  NSW Treasury Corporation Report on, 51-4
  recognition of local government and, 6, 162, 169
    external funding schemes, radical, 171
    GST, and return of funds from, 171
  reform, as key driver for, 46-8
  review, reforms introduced as result of 2005, 4, 37-8
    Financial Sustainability Review Board (FSRB)
       discussion paper produced by, 37
      reform options touted by, 38
Fit for the Future reform program
  Independent Local Government Review Panel
    appointment, 50, 118, 144
    final report and recommendations of, 5, 127-9, 144, 147-8
    financial sustainability, principal recommendations specific to, 50-1
      NSW Government's response to, 5
    rationale, genesis and evolution, 5
    ratios, use of reporting, 58
    reform process, 2011-2014, 5, 58
  NSW Government's, 3, 51
    elements, key, of, 130
Gillard Government
  constitutional recognition of local government, and, 166
Greater Perth
  contemporary local government reform in, 4
    Barnett Government, 64-5, 67-9, 71
```

```
Greater Perth (cont)
  contemporary local government reform in (cont)
    Castrilli initiative, 65-7
    white flag, 71
Gregorini Report
  recommendations of, 62
Hawke Government
  constitutional recognition of local government, referendum proposal of, 165
Hunter Councils
  entities comprising, 155
  financial resources available to, 155-6
  Hunter Council of Mayors model, 156-9, 160
  Integrated Local Area Council (ILAC) system, development of model using,
      154
Independent Inquiry into Sustainability of Local Government (Allan Report)
  infrastructure backlog, quantification of size by, 48-9
Independent Local Government Review Panel (ILGRP)
  appointment, 50, 118, 144
  discussion papers produced by, 119
  final report and recommendations of, 5, 127-9, 144, 147-8
  financial sustainability, principal recommendations specific to, 50-1
    strategic capacity, from financial sustainability to, 150-1
  NSW Government's response to, 5
  reports of, 147-8
  terms of reference, 118
Indigenous community interests
  reform program, 2008, role in, 107-13
Infrastructure backlog
  addressing, 4, 54-6
  Independent Inquiry into Sustainability of Local Government (Allan Report),
      quantification of size by, 48-9
  Local Government Infrastructure Audit report, identified by, 47–8
  Local Infrastructure Renewal Scheme (LIRS), effect on, 122
  ratio, as criterion to infrastructure management, 52
  strategic planning, as method of addressing, 50
Institutional recognition
  local government, of, 6, 162, 166-9
    active participation, recent data concerning, 168
    economic reform agenda, and national, 167
    subsidiarity, international trends enhancing, 169
```

```
Institute of Public Works Engineering Australia (IPWEA)
  asset management practice, recommendation by, 49, 58
Integrated Local Area Council (ILAC) system
  Hunter Councils, development of model using, 154
Intergovernmental relations
  financial relationship, between Tasmanian Government and local government,
  local government, and radical reform of, 172
  Northern Territory reform program 2008, effect on, 5, 109-10
    outcomes, key, since 2008 reform, 111-12
    power relations, intergovernmental, in rural local government, 109-10
  South Australian Government, intergovernmental relations between local
      government and, 4, 30
    agreement, intergovernmental, 33-4, 42
    constitutional standing, legislative standing and, 31-3
    co-operation, areas of, 42
    discontent, areas of, 35-6
    funding, as contentious area, 35
  South Australian local government, relationship with federal government,
    Commonwealth priorities, implementing, 41-2
    funding, 41-2
    government policy, influencing, 41
International Infrastructure Management Manual (IIMM)
  asset management, development in accordance with, 49, 58
Kennett Government
  structural reforms, 134-7
    criticisms of, 138-9
Kentish Council
  democratic local government and, 3, 12-13
Local Excellence Expert Panel
  recommendations of, 38-9
    Local Government Excellence Program, 38–9
Local government
  amalgamation of councils
    controversy surrounding, 3
    passive response to, 168
  asset rich, local government as, 171
  consolidation, effect of compulsory council, 2
  constitutional recognition, formal, 6, 162, 163-6
    Advisory Council for Intergovernmental Relations, formation as response to
         failed referenda, 164
```

```
Local government (cont)
  constitutional recognition, formal (cont)
    conventions, consideration of local government at, 163
    Hawke Government, referendum proposal of, 165
    support for, 166
    Whitlam Government, failed referendum proposals of, 164
  efficiency, operational, of, 1
  employment, contribution by, 1
  enabling Acts, expansion of role by, 1
  financial sustainability, recognition and, 6, 162, 169
    external funding schemes, radical, 171
    GST, and return of funds from, 171
  Fit for the Future reform program, NSW Government's, 3
  income poor, local government as, 171
    Commonwealth grants program, as source of income, 71
  institutional recognition, 6, 162, 166-9
    active participation, recent data concerning, 168
    economic reform agenda, and national, 167
    subsidiarity, international trends enhancing, 169
  intergovernmental relations, and radical reform of, 172
  mergers, forced, as major instrument of reform, 2
  problems facing, 1
  recognition of sector,
    constitutional recognition, formal, 162
    institutional recognition, 162
  reforms
    Canada, dimensions of programs, 2
    financial, 2
    functional, 2
    internal governance, management and, 2
    jurisdictional, 2
    ongoing, 2
    structural, 2
    sustainability, financial, as key driver for, 46-8
  revenue raising capacity, limited, 169-70
    expenditure, and, 170
  role of, 165
  size, average, of Australian councils, 2
  symbolic recognition, 6
  taxation, contribution by, 1
  weak position addressing, 162, 173
Local Government Acts Taskforce (LGAT)
  discussion papers released by, 120
  establishment of, 119
```

recommendations, 120, 149 terms of reference, 148-9 Local Government Association of Queensland (LGAQ) voluntary reform program instigated by, 75, 78 Local Government Infrastructure Audit report infrastructure backlog identified by, 47-8 key findings, 48 Local Government Project establishment, 18 interim report, 18 objectives, 18 reform process, ongoing role of, 3, 18-20 Strategic Action Plan, 19 Local Government Reform Commission deficiencies in report of, 79 recommendations of, 78 Local Government Reform Fund announcement by Prime Minister of, 50 asset management plans, support to develop, 50 Local Infrastructure Renewal Scheme (LIRS) infrastructure backlog, effect on, 122 introduction of, 121 Mergers Clarence Valley Council (CVC) benefits of mergers, assessing, 89-90 comparative post-merger economic performance, 93-8 TCorp financial assessment and benchmarking report, 97-8 forced merger process, 87-8 forced, as major instrument of reform, 2 Local Government Board's Voluntary Mergers Report, principles emerging from, 3 Tasmanians for Reform, calls for municipal mergers, 19 Voluntary Mergers Report, 4, 14-16 limitations in volunteer approach to mergers, 15 Ministerial Advisory Group recommendations of review by, 36 Munro Report 2011 Tasmania, in, 3, 16-17 recommendations of, 17

```
New South Wales local government
  amalgamations, voluntary and local government Boundaries Commission,
       124 - 5
  asset maintenance ratio, infrastructure management and, 52-3
  asset management
    better practices, developing, 56-7
    capacity, developing, and maturity, 56-7
    charter for responsible, 47
    framework, national, elements of, 57
    Institute of Public Works Engineering Australia (IPWEA), recommendation
         as to asset management practice by, 49, 58
    International Infrastructure Management Manual (IIMM), development in
         accordance with, 49, 58
    plans, preparation of strategic, 47, 49
    Special Schedule 7, and reporting on condition of public works
      audit of, 54
      report reviewing status of, 47
  Australian Centre for Excellence for Local Government (ACELG), view of
      strategic capacity, 150
  building and infrastructure asset renewal ratio, infrastructure management
      and, 53-4
  charter for councils, inclusion in Local Government Act 1993, 47
  Clarence Valley Council (CVC)
    benefits of mergers, assessing, 89-90
    comparative post-merger economic performance, 93-8
    TCorp financial assessment and benchmarking report, 97-8
    democratic impacts, local, 5, 92-3
    early challenges, 88-9
    economic consequences, 5, 90-1
    forced merger process, 87-8
    future, financially sustainable, 99
    historic evolution, 5, 86-9
      2004 amalgamation, before, 86-7
      voluntary reform, 1997-2000, 87
    performance, comparative, 5
  Code of Conduct
    Model, review of, 125-6
    Statistical Report, release of, 127
  collaboration, in local government, 6, 145-6
    Hunter Council of Mayors model, 156-9, 160
    inter-council collaboration, 6, 145-6
    regional collaboration, groupings of councils as strategic capacity providers,
      Regional Joint Organisations, as way forward, 154
    shared services, 153-4
```

```
Council of Mayors model, 6, 156-9
  core functions, 152
  Regional Organisations of Councils (ROCS), and stronger, 152
debate in reform, synoptic account of, 6
debt
  increased use of, by councils, 56
  service ratio, infrastructure management and, 3
Destination 2036
  Action Plan released by, 118
  consultation at, 159
  convening of conference, 118, 144
  intergovernmental agreement following, 119
  local government reform policy debate, 146-7
early intervention laws, introduction of, 126-7
  dysfunction, to deal with poor performance and, 127
financial reform in, 4
Fit for the Future reform program, NSW Government's, 3, 51
  elements, key, of, 130
  Independent Local Government Review Panel
    appointment, 50, 118
    final report and recommendations of, 5
    financial sustainability, principal recommendations specific to, 50-1
    NSW Government's response to, 5
  rationale, genesis and evolution, 5
  ratios, use of reporting, 58
  reform process, 2011-2014, 5, 58
Hunter Councils
  entities comprising, 155
  financial resources available to, 155-6
  Hunter Council of Mayors model, 156-9, 160
  Integrated Local Area Council (ILAC) system, development of model using,
Independent Local Government Review Panel (ILGRP)
  appointment, 50, 118, 144
  discussion papers produced by, 119
  final report and recommendations of, 5, 127-9, 144, 147-8
  financial sustainability, principal recommendations specific to, 50-1
  strategic capacity, from financial sustainability to, 150-1
  NSW Government's response to, 5
  reports of, 147-8
  terms of reference, 118
infrastructure backlog
  addressing, 4, 54-6
  Independent Inquiry into Sustainability of Local Government (Allan Report),
       quantification of size by, 48-9
```

```
New South Wales local government (cont)
  infrastructure backlog (cont)
    Local Government Infrastructure Audit report, identified by, 47–8
    ratio, as criterion to infrastructure management, 52
  key reform initiatives, history of, 4
  Local Government Acts Taskforce (LGAT)
    discussion papers released by, 120
    establishment of, 119
    recommendations, 120, 149
    terms of reference, 148-9
  Local Government Infrastructure Audit, 47-8
    key findings, 48
  Local Government Reform Fund
    announcement by Prime Minister of, 50
    asset management plans, support to develop, 50
  Local Infrastructure Renewal Scheme (LIRS)
    infrastructure backlog, effect on, 122
    introduction of, 121
  reform
    local government sector financial weakness, and rationale for, 122-3
    rationale for, 122-4
    Regional Organisations of Councils (ROCS), as reform option, 123-4
  Regional Joint Organisations
    Regional Organisations of Councils (ROCS), as reform option, 123-4
    stronger, enhanced system of county councils and, 152-3
    way forward, as, 154
  strategic planning
    Four Year Management Plan, 49
    Integrated Planning and Reporting (IPR) framework
      infrastructure backlog, as method of addressing, 50
      introduction of, 49
  sustainability
    financial, as central concern, 149-50
      strategic capacity, from financial sustainability to, 150-1
    Independent Inquiry into Sustainability of Local Government (Allan Report),
         48 - 9
    meaning, 4, 46-7
    NSW Treasury Corporation Report on financial sustainability, 51-4
    pathway to, 57-8
    reform, and case for, 46-8
    what defines council as sustainable, 46-7
  Treasury Corporation (TCorp)
    local government financial analysis, 120-1
    Report on financial sustainability, 51-4
```

Nixon Report Tasmania, in, 3, 9-12 amalgamations proposed as result of, 10 local government, recommendations affecting, 10 Northern Territory local government reform program, 2008, 102-13 governance outcomes, key, since, 108-9 Indigenous community interests, role in, 107–8 intergovernmental relations, effect on, 5, 109-10 outcomes, key, since 2008 reform, 111-12 power relations, intergovernmental, in rural local government, 109-10 shires local governance reform, establishment as, 107-8 structural reform, 2008 regionalisation process as, 5, 103-6 functional outcomes, key, of 2008 reform, 104-6 rational solutions to functional problems, as case for reform, 103-4 Queensland local government amalgamation, de-amalgamation and, 4, 74-84 four councils, January 2014 de-amalgamation of, 81-3 manner of prosecuting amalgamation, importance of, 84 2008 council amalgamations, 5, 76–81 de-corporatising local governments, and the application of WorkChoices legislation, 80 Electoral and Administrative Review Commission (EARC) council amalgamations recommended by, 75 establishment of, 75 Local Government Association of Queensland (LGAQ), voluntary reform program instigated by, 75, 78 Local Government Reform Commission deficiencies in report of, 79 recommendations of, 78 regionalism, and 2008 council amalgamations, 77 Size, Shape and Sustainability (SSS) program, 75 withdrawal of support from, 81 structural reform of, 4 overview, brief, of, since 1990, 5, 75-6 Recognition of local government sector, constitutional recognition, formal see Constitutional recognition institutional recognition see Institutional recognition symbolic recognition, 6 Regional Joint Organisations Regional Organisations of Councils (ROCS), as reform option, 123-4 stronger, enhanced system of county councils and, 152-3 way forward, as, 154

```
Regionalism
  council amalgamations, and, 77
Shires (NT)
  local governance reform, establishment as, 107-8
  structural reform, 2008 regionalisation process as, 5, 103-6
    functional outcomes, key, of 2008 reform, 104-6
    rational solutions to functional problems, as case for reform, 103-4
Size, Shape and Sustainability (SSS)
  program, 75
    withdrawal of support from, 81
South Australia local government
  boundary reforms, 4, 29, 36-7
    Local Government Boundary Reform Board, facilitation of voluntary reduc-
         tion of numbers by, 37
  current reform, 4, 38-40
    Local Excellence Expert Panel, recommendations of, 38-9
    Local government Excellence Program, 38-9
  expenditure, overview of 2011-2012, 31, 32
  federal government, relationship with, 41-2
    Commonwealth priorities, implementing, 41–2
    funding, 41-2
    government policy, influencing, 41
  legislative changes, 33
  Ministerial Advisory Group, recommendations of review by, 36
  overview, brief, of, 4, 29, 30-1
  planning reforms, proposed, 39-41
    recommendations, 40
  reduction, voluntary, of council numbers, 4
  revenue, overview of 2011-2012, 31, 32
  SA Government, intergovernmental relations between local government and,
    agreement, intergovernmental, 33-4, 42
    constitutional standing, legislative standing and, 31-3
    co-operation, areas of, 42
    discontent, areas of, 35-6
    funding, as contentious area, 35
  sustainability review, reforms introduced as result of 2005, 4, 37-8
    Financial Sustainability Review Board (FSRB)
      discussion paper produced by, 37
      reform options touted by, 38
Southern Tasmanian Councils Authority (STCA)
  Munro Report, recommendations of, 17
  options paper developed by independent panel appointed by, 17
```

structural review, funding for, 16 SRAC Report see Advancing Local Government in Western Australia Report (SRAC Report) Strategic planning Four Year Management Plan, 49 Integrated Planning and Reporting (IPR) framework infrastructure backlog, as method of addressing, 50 introduction of, 49 Sustainability financial see Financial sustainability Independent Inquiry into Sustainability of Local Government (Allan Report), 48 - 9meaning, 4, 46-7 NSW Treasury Corporation Report on financial sustainability, 51-4 pathway to, 57-8 reform, and case for, 46-8 review, reforms introduced as result of 2005, 4, 37-8 Financial Sustainability Review Board (FSRB) discussion paper produced by, 37 reform options touted by, 38 what defines council as sustainable, 46-7 Tasmanian local government amalgamations program, voluntary, 26-7 Break O'Day and Glamorgan-Spring Bay Councils, structural reform episode, 3, 13-14council consolidation, efforts at structural reform through, 8 elections, 2014, 19 financial relationship, between Tasmanian Government and local government, Kentish Council, democratic local government and, 3, 12-13 legislative reform environmental harm, Environment Management and Pollution Control Act 1994, 9 Local Government Act 1993, 9 Local Government Board's Voluntary Mergers Report, principles emerging from, 3 Local Government Project reform process, ongoing role of, 3, 18–20 Munro Report 2011, 3, 16-17 recommendations of, 17 Nixon Report, 3, 9-12 amalgamations proposed as result of, 10 local government, recommendations affecting, 10

```
Tasmanian local government (cont)
  Role of Local Government Project
    establishment, 18
    interim report, 18
    objectives, 18
    Strategic Action Plan, 19
  Southern Tasmanian Councils Authority (STCA)
    Munro Report, recommendations of, 17
    options paper developed by independent panel appointed by, 17
    structural review, funding for, 16
  structural reform in, 8-9
    Nixon Inquiry, since 1996, 3
  Tasmanians for Reform
    advertising campaign by, 19
    municipal mergers, calls for, 19
  Voluntary Mergers Report, 4, 14–16
    limitations in volunteer approach to mergers, 15
  water and sewerage reforms, controversial, 3, 20-6
    corporations, operation of new, 25
    infrastructure, failure to keep pace with demand, 21
    Ministerial Water and Sewerage Taskforce
       Bills resulting from recommendations, 23
       establishment, 22
       terms of reference, 22
    recommendations of report into water and sewerage industries, 20-1
    regional bodies, formation of, 24
    single State-wide corporations, establishment of, 25
    Taswater, reform of water industry and, 25
Treasury Corporation (TCorp)
  local government financial analysis, 120-1
  Report on financial sustainability, 51-4
Victorian local government
  Delatite Shire, de-amalgamation of, 139-40
  policy lessons, broader, from amalgamation experience, 6, 140-1
  radical reform program of 1990s, 5
  rationale for structural reform, overview of, 5, 132-3
  structural reform in, 133
    Kennett reforms, 134-7
       criticisms of, 138-9
    merger savings, 138
    precursors to Kennett reforms, 133-4
Water and sewerage
  Tasmania, controversial reforms in, 3, 20-6
```

```
corporations, operation of new, 25
    infrastructure, failure to keep pace with demand, 21
    Ministerial Water and Sewerage Taskforce
       Bills resulting from recommendations, 23
      establishment, 22
      terms of reference, 22
    recommendations of report into water and sewerage industries, 20-1
    regional bodies, formation of, 24
    single State-wide corporations, establishment of, 25
    Taswater, reform of water industry and, 25
Western Australian local government
  Advancing Local Government in Western Australia Report (SRAC Report),
    viability criteria identified by, 61
  donut councils, meaning, 62
  Greater Perth, contemporary local government reform in, 4
    Barnett Government, 64-5, 67-9, 71
    Castrilli initiative, 65-7
    white flag, 71
  Gregorini Report, recommendations of, 62
  poll provisions, of Local Government Act 1995, 4, 63-4
  purgatory, local councils as, 69-70
  reform, 4
    change, failure to achieve, 71-2
    net outcomes, of reform agenda, 63
    underlying objectives, of local government reform in Western Australia, 60-1
  structural change, history of, 4, 60-3
  Western Australian Local Government Association, recommendations of
       report by, 62-3
    SSS Report, 62
Whitlam Government
  constitutional recognition of local government, failed referenda proposals of,
WorkChoices legislation
  de-corporatising local governments, and the application of, 80
```