

Appendix A: Summary of draft Destination 2036 Action Plan

Efficient and Effective Service Delivery

Initiative 1 - Facilitate greater resource sharing and cooperation between councils.

Key Activities	Coordinating Agency	Timeframes	Linked Act review?
1a Councils to work with their ROCs to identify the range of services and activities that ROCs can provide on their behalf	Councils/ROCs	Commenced, ongoing	No
1b Develop and release for consultation a proposed strategy to support ROCs and strengthen collaboration on a regional basis	DLG	By March 2012	Yes
1c Conduct a workshop to develop models and legislative options	DLG	Mid 2012	Yes
1d Examine and develop options for state-wide procurement and technology	LGS/DLG	2012 - 2014	Yes

Efficient and Effective Service Delivery

Initiative 2 - Establish Local Government as an employer of choice.

Key Activities	Coordinating Agency	Timeframes	Linked Act review?
2a Develop a program for sharing specialist professional, technical and other staff between councils in rural areas, on a regional basis and between urban and rural councils	LGS/LGMA (NSW)	2012 - 2013	No
2b Develop a program for partnering and mentoring between large/small and urban/rural councils	LGSA	2013	No
2c Explore opportunities for increasing flexible working arrangements to support a variety of models of local government	LGS/LGMA (NSW)	2012 - 2013	No
2d Develop and implement strategies to increase the diversity and skill range of council staff	LGS/LGMA (NSW)	Immediately and ongoing	No

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Efficient and Effective Service Delivery

Initiative 3 - Encourage and facilitate Innovation.

Key Activities	Coordinating Agency	Timeframes	Linked Act review?
3a Undertake research into innovation and better practice in Local Government in NSW, Australia and internationally	LGSA	2012 - 2013	No
3b Ensure councils take advantage of the National Digital Economy Strategy and the National Broadband Network to improve capacity and service delivery	LGSA	2012 - 2014	No
3c Develop a consistent performance measurement approach for councils	DLG	2012 - 2014	No

Efficient and Effective Service Delivery

Initiative 4 - Enable a range of operating frameworks to be utilised to achieve efficient service delivery.

Key Activities	Coordinating Agency	Timeframes	Linked Act review?
4a Identify barriers to establishing inter-council contractual arrangements sharing staff, including general managers and senior staff as well as commercialising services	LGSA/LGMA (NSW)	Oct 2012	Yes
4b Develop alternative service delivery business models	LGMA (NSW)	Oct 2012	Yes

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Quality Governance			
Initiative 5 - Incorporate into the proposed Local Government Act review the recommendations and findings from relevant Destination 2036 actions.			
Key Activities	Coordinating Agency	Timeframes	Linked Act review?
5 The proposed Act review and the Destination 2036 Action Plan are linked	DLG	Throughout 2012	Yes

Quality Governance			
Initiative 6 - Ensure the legislation provides flexibility and reduces red tape.			
Key Activities	Coordinating Agency	Timeframes	Linked Act review?
6a The need for flexibility and reduced red tape to be recognised in the Act review	DLG	Commenced, ongoing	Yes
6b Identify opportunities to reduce red tape while ensuring accountability and not compromising good governance	LGSA	June 2012	Yes

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Quality Governance				
Initiative 7 - Ensure strong and effective local governance.				
Key Activities	Coordinating Agency	Timeframes	Linked Act review?	
7a Review and amend the Model Code of Conduct and relevant provisions of the Local Government Act to ensure the highest standards of behaviour	DLG	April 2012	No	
7b Examine the pros and cons of alternative governance models.	DLG	Oct 2012	Yes	
7c Develop strategies designed to increase the diversity and skill range of candidates and elected councillors	DLG/LGSA	Immediately and ongoing	No	
7d Develop and implement a Councillor Development Strategy including mentoring and orientation	DLG/LGSA	By Sept 2012	No	

Financial Sustainability				
Initiative 8 - Review the revenue system to ensure greater flexibility and self reliance.				
Key Activities	Coordinating Agency	Timeframes	Linked Act review?	
8a Review and update key elements of the Allan Inquiry, to determine the extent to which recent policy developments have improved or hindered financial sustainability	DLG	By Oct 2012	Yes	
8b Examine current rating provisions of the Local Government legislation to ensure the system is contemporary	DLG	By Oct 2012	Yes	
8c Identify new own-source revenue opportunities	DLG	By Oct 2012	Yes	

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Financial Sustainability

Initiative 9 - Develop strategies that maximise opportunities to secure funding from other levels of government.

Key Activities	Coordinating Agency	Timeframes	Linked Act review?
9a Representations to the Commonwealth Government to provide Local Government with a greater share of income and a "fairer" distribution of funds between councils through the Commonwealth's review of Financial Assistance Grants	LGSA	2012-2013	No
9b Representations to the Commonwealth Government to ensure permanency of the 'Roads to Recovery' program	LGSA	Immediate and ongoing	No
9c Actively apply for and secure project specific grant funding from other levels of Government	Councils and ROCs	Immediate and ongoing	No
9d Develop skills in rural and regional councils to better ensure that they secure grant funding from other levels of Government	LGMA (NSW)	2012	No

Financial Sustainability

Initiative 10 - Establish a range of funding models to enable the long term maintenance, replacement and creation of different classes of assets.

Key Activities	Coordinating Agency	Timeframes	Linked Act review?
10a State Government to invest in new local infrastructure in accordance with NSW 2021	To be developed through the Regional and Local Action Plan process	Already commenced. Plans to be finalised by July 2012	No
10b Establish and implement the Local Infrastructure Renewal Scheme	DLG	Already commenced. Annual program funded until 30 June 2015.	No
10c Provide support to councils to develop asset management plans and better understand asset management issues	LGRF Group	Already commenced, until July 2012	No
10d Representations to the Commonwealth Government to develop coordinated infrastructure strategies and funding	LGSA	Ongoing	No
10e Undertake a council-by-council audit of asset backlog	DLG	Already commenced. To be completed by March 2013	No

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Appropriate Structures				
Initiative 11 - Develop a number of different structural models for local government.				
Key Activities	Coordinating Agency	Timeframes	Linked Act review?	
11a Undertake research into alternative structural models of Local Government in Australia and other jurisdictions, identifying their key features and assessing their applicability to NSW	DLG	Feb 2012	Yes	
11b Develop, with volunteer councils, a variety of models for the structure of councils in NSW	DLG	Oct 2012 and beyond	Yes	

Appropriate Structures				
Initiative 12 - Encourage and facilitate voluntary amalgamations and boundary alterations.				
Key Activities	Coordinating Agency	Timeframes	Linked Act review?	
12 Identify barriers and incentives to encourage the voluntary amalgamation or boundary adjustment of councils	LGSA	Oct 2012 and beyond	Yes	

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Strong Relationships			
Initiative 13 - More clearly define the functions, roles and responsibilities of Local and State Government.			
Key Activities	Coordinating Agency	Timeframes	Linked Act review?
13a Desktop research all functions provided by Local Government to determine where core LG functions have been legislated/regulated	DLG	By early 2012	Yes
13b Identify those functions that are clearly state or Local Government responsibility and identify those that cannot be readily defined	DLG	By mid 2012	Possibly

Strong Relationships			
Initiative 14 - Align State and Local Government planning frameworks.			
Key Activities	Coordinating Agency	Timeframes	Linked Act review?
14a Contribute to the review of the EP&A Act	LGSA	2012	Possibly
14b Contribute to Regional and Local Action Plans that link to NSW 2021 and that address the key issues in each region and local area	Individual councils/ROCs	By July 2012	No
14c Improve access to state agency information and data to assist councils and ROCs with local and regional planning	DLG	Ongoing	No
14d Identify the range of regional and sub-regional boundaries used by federal, state and Local Government agencies	Southern Councils Group	End 2012	No

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Strong Relationships			
Initiative 15 - Negotiate a new Inter-Governmental Agreement (IGA).			
Key Activities	Coordinating Agency	Timeframes	Linked Act review?
15 Establish a forum and a process to review the existing IGA	DLG & LGSA	Mid 2012	No

Strong Relationships			
Initiative 16 - Recognise Local Government as a legitimate and important sphere of government.			
Key Activities	Coordinating Agency	Timeframes	Linked Act review?
16 Support and promote the recognition of Local Government in the Australian Constitution	LGSA	Ongoing to 2013	No