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# **2014 NSW Local Government HR Metrics Benchmarking Generic Summary Report**

November 2014

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## Executive Summary

This report provides an overview of the results for the fourth NSW Local Government HR Metrics Benchmarking survey. It is based on data from the 77 councils that completed the 2013/2014 HR Metrics Benchmarking Survey, providing a participation rate of 51%.

The survey was developed by the Local Government Management Solutions (LGMS) in conjunction with local government HR practitioners. The only major change to previous years has been to include questions seeking to identify Council's HR response to State Government's Local Government Reform program.

This report contains information on the data gathered and its interpretation, the results for three top-level comparison groups, and information on enhanced reporting options. Where available, results from last year have also been included to enable tracking of trends.

Some key results include:

- The New Starter Turnover Rate has increased.
- The Excess Annual Leave Rate has increased, highlighting an area which may require additional focus.
- There have been significant improvements in WH&S in the industry, especially in Rural Councils.
- Pre-1993 Sick Leave Liability is reducing, meaning it may be more pro-actively managed.

This report is only possible with the support of the large number of councils who submit their survey data. LGMS would like to thank all who contributed to the ongoing development of this survey and all those who submitted their survey data.

## Introduction & Overview

### Introductory Information

#### Comparison groups

This generic summary report includes the results for participating councils in three different comparison groups. These are:

- “All Councils” in NSW,
- “Urban Councils” in NSW, and
- “Rural Councils” in NSW.

The distinction between “Urban” and “Rural” councils is based on their group number according to the Division of Local Government (DLG). A break-down of the DLG groupings is included in the Appendix.

More detailed reports can be obtained for a wider range of comparison groups, depending on participation rates. These include more refined council classifications and regional classifications.

The more refined council classifications in use by LGMS have been determined by identifying councils with similar profile characteristics. In doing so, data provided by the Local Government Remuneration Tribunal, DLG and the Australian Classification of Local Governments has been consulted.

The following classifications are used: Urban Large, Urban Medium/Small, Regional Centre, Rural Large, Rural Medium, and Rural Small. Councils in each classification are listed in the Appendix.

Regional comparison groups have been identified using the DLG’s demarcations. The regions and councils in each region are listed in the Appendix.

## Data sources and description

The report contains HR metrics benchmarking data contributed by councils that participated in the NSW Local Government HR Metrics Benchmarking survey. A list of councils that contributed data is included in the Appendix. The survey questions and formulae for each measure are also included in an Appendix. Due to different internal reporting systems, not all councils were able to contribute data for each measure.

The report also contains profile data (Population, Population Change, Total Ordinary Expenditure, and Full-Time Equivalent Staff) to allow better comparison of councils. This data is based on the most recent *Comparative Information on NSW Local Government 2012 - 2013*, published by the Office of Local Government.

## Minimum reporting requirements

To protect the confidentiality of contributing councils, no results are reported where less than three councils provided valid data for a measure in a particular comparison group.

## Report Interpretation

### Navigating the report

For each comparison group, the report shows a list of all the metrics that were compared. For each metric, the sample size is indicated as well as the average and median result for contributing councils in that particular comparison group.

### Statistical terms used

Average or Mean: the average or mean of a set of data values is the sum of all of the data values divided by the number of data values.

Median: the median of a set of data values is the middle value of the data set when it has been ordered from lowest to highest. If the number of values in the data set is even, then the median is the average of the two middle values.

### Interpreting the data

Some notes on interpreting the various measures provided:

- Average – this provides an very simple description of the data set, however, it is heavily influenced by extreme / outlying values;

- Median – the mid-point of a particular distribution – this is considered the more reliable measure to describe the data set as it is less prone to being skewed by extreme values. For this reason it is frequently used when discussing real estate prices.

If the Average is higher than the Median, this indicates that there are some very high outlying results at the top end of the remuneration scale. The inverse applies if the Average is less than the Median.

## Enhanced reporting options

The Appendix contains a sample page showing the detail of information available to contributing councils. This includes:

- Descriptive statistics (minimum / maximum / percentiles) for profile data of all councils in a comparison group;
- Descriptive statistics (minimum / maximum / percentiles) for the results and profile data of councils with valid data for a particular HR metric, including a chart showing the distribution of the data; and
- Data and descriptive statistics of the results and profile data for your particular council (including percentiles in the sample and the whole comparison group, as well as a chart showing the results for your council).

## Results – All Councils

	2014 Results			2013 Results*	
	Average	Median	Sample Size	Median	Sample Size
1.1. Headcount*	352	276	49%	281	53%
1.2. Full-time equivalent staff	334.2	265.1	49%	260	53%
1.3. Casual and Labour Hire Staff Rate	15.4%	15.3%	46%	14.5%	
1.4. Management : Staff Ratio	10.0%	9.1%	47%	8.8%	
2.1. Voluntary Turnover Rate*	8.4%	8.1%	49%	8.3%	53%
2.2. New Starter Turnover Rate	13.4%	7.0%	45%	6.4%	
2.3. Retirement Rate*	1.2%	1.1%	49%	1.1%	53%
3.1. Unplanned Absence Rate - Overall	3.7%	3.6%	40%	3.8%	46%
3.2. Unplanned Absence Rate - Sick Leave	2.9%	2.9%	39%	3.1%	47%
3.3. Unplanned Absence Rate - SL (Carer)	0.6%	0.6%	38%	0.5%	
3.4. Unplanned Absence Days Per FTE	12.1	9.9	41%	10.4	45%
4.1. Overtime Hours Rate	4.1%	3.2%	39%	3.2%	47%
5.1. Excess Annual Leave Liability Rate*	15.3%	15.1%	49%	14.1%	53%
5.2. Average Excess AL Liability	11.6	11.6	42%	11.4	48%
5.3. Excess Long Service Leave Liability Rate*	24.1%	23.7%	49%	24.5%	53%
5.4. Average Excess LSL Liability	25.7	26.1	42%	26.8	48%

(\*) in the first column indicates a mandatory question.

A blank field for “2013 Results” means the measure was added in 2014 or the definition has changed.



	2014 Results			2013 Results*	
	Average	Median	Sample Size	Median	Sample Size
6.1. Type of insurance*	WorkCover	6.8%		5.7%	
	StateCover	82.4%	49%	78.4%	53%
	Self-Insured	10.8%		15.9%	
6.2. Lost Time Injury Frequency Rate	21.5	19.0	36%	24.3	45%
6.3. Lost Time Injury Severity Rate	14.5	12.1	39%	12.2	47%
6.4. Lost Time Injury Incident Rate	4.2	4.0	42%	4.1	49%
6.5. Employer Claims Cost Rate (ECCR)	0.8%	0.6%	38%	0.9%	46%
6.6. Workers Compensation Premium Rate	2.7%	2.6%	37%	3.6%	46%
7.1. L&D Investment as % of labour costs	1.4%	1.3%	39%	1.1%	47%
7.2. L&D Investment per staff member	\$1,034	\$993	40%	\$850	47%
7.3. L&D Investment per FTE staff member	\$1,093	\$1,057	40%	\$921	47%
7.4. Staff receiving education assistance*	8.8%	6.4%	48%	5.7%	53%

	2014 Results			2013 Results*	
	Average	Median	Sample Size	Median	Sample Size
<b>8.1 Demographics - Age</b>					
8.1.1. Staff aged 15 to 19	1.2%	0.5%		0.8%	
8.1.2. Staff aged 20 to 24	4.2%	3.3%		3.7%	
8.1.3. Staff aged 25 to 29	6.6%	6.6%		6.8%	
8.1.4. Staff aged 30 to 34	8.6%	8.5%		9.2%	
8.1.5. Staff aged 35 to 39	10.1%	10.2%		10.5%	
8.1.6. Staff aged 40 to 44	12.6%	12.9%	49%	13.0%	53%
8.1.7. Staff aged 45 to 49	14.2%	14.3%		13.7%	
8.1.8. Staff aged 50 to 54	16.5%	16.0%		16.7%	
8.1.9. Staff aged 55 to 59	14.1%	14.3%		14.0%	
8.1.10. Staff aged 60 to 64	9.0%	8.5%		8.1%	
8.1.11. Staff aged 65 or older	3.5%	2.9%		2.8%	
<b>8.2 Demographics - Gender</b>					
8.2.1. Male staff	59.2%	60.6%	48%	61.3%	53%
8.2.2. Female staff	40.9%	39.4%		38.7%	

	2014 Results			2013 Results*	
	Average	Median	Sample Size	Median	Sample Size
8.3. Demographics - Other					
8.3.1. ATSI staff	2.2%	1.4%	38%	1.6%	43%
8.3.2. Staff with a disability	1.4%	0.9%	34%	1.2%	39%
8.3.3. CALD staff	5.9%	2.2%	33%	2.3%	38%
9.1. Employee Engagement	793	876	2%	808	5%
10.1. Pre-1993 Sick Leave					
10.1.1. Pre-1993 SL Liability Rate	9.6%	9.5%	36%	12.2%	41%
10.1.2. Pre-1993 SL : Salary & Wages	3.3%	2.4%	32%	3.9%	36%
10.2. Local Government Reform					
10.2.1. Current support beyond EAP (Yes)		17.3%	34%		
10.2.2. Planning of support (Yes)		12.5%	32%		

## Results – Urban Councils

	2014 Results			2013 Results*	
	Average	Median	Sample Size	Median	Sample Size
1.1. Headcount*	489	401	58%	436	67%
1.2. Full-time equivalent staff	461.5	382.3	58%	387	67%
1.3. Casual and Labour Hire Staff Rate	15.7%	14.9%	57%	14.7%	59%
1.4. Management : Staff Ratio	8.4%	8.0%	58%	7.0%	59%
2.1. Voluntary Turnover Rate*	8.5%	8.3%	58%	8.9%	67%
2.2. New Starter Turnover Rate	14.6%	9.1%	56%	5.9%	57%
2.3. Retirement Rate*	1.1%	1.1%	58%	1.1%	67%
3.1. Unplanned Absence Rate - Overall	3.6%	3.6%	52%	3.8%	51%
3.2. Unplanned Absence Rate - Sick Leave	2.8%	2.9%	52%	3.2%	49%
3.3. Unplanned Absence Rate - SL (Carer)	0.5%	0.6%	51%	0.5%	48%
3.4. Unplanned Absence Days Per FTE	10.4	10.0	52%	10.5	53%
4.1. Overtime Hours Rate	4.0%	2.6%	51%	2.8%	52%
5.1. Excess Annual Leave Liability Rate*	14.1%	14.8%	58%	12.3%	67%
5.2. Average Excess AL Liability	11.5	11.6	51%	11.2	51%
5.3. Excess Long Service Leave Liability Rate*	26.1%	26.0%	58%	26.0%	67%
5.4. Average Excess LSL Liability	26.1	26.7	52%	26.9	53%

(\*) in the first column indicates a mandatory question.

A blank field for “2013 Results” means the measure was added in 2014 or the definition has changed.

	2014 Results			2013 Results*	
	Average	Median	Sample Size	Median	Sample Size
6.1. Type of insurance*	WorkCover	10.9%		9.3%	
	StateCover	71.7%	57%	64.8%	67%
	Self-Insured	17.4%		25.9%	
6.2. Lost Time Injury Frequency Rate	19.2	17.8	46%	20.2	46%
6.3. Lost Time Injury Severity Rate	14.1	12.6	52%	12.2	53%
6.4. Lost Time Injury Incident Rate	3.8	3.6	54%	3.8	53%
6.5. Employer Claims Cost Rate (ECCR)	0.7%	0.6%	49%	1.0%	49%
6.6. Workers Compensation Premium Rate	2.5%	2.4%	48%	3.1%	48%
7.1. L&D Investment as % of labour costs	1.2%	1.1%	53%	1.0%	51%
7.2. L&D Investment per staff member	\$905	\$841	53%	\$741	53%
7.3. L&D Investment per FTE staff member	\$966	\$918	53%	\$815	53%
7.4. Staff receiving education assistance*	6.7%	5.7%	57%	5.7%	67%

	2014 Results			2013 Results*	
	Average	Median	Sample Size	Median	Sample Size
<b>8.1 Demographics - Age</b>					
8.1.1. Staff aged 15 to 19	0.9%	0.4%		0.5%	
8.1.2. Staff aged 20 to 24	3.9%	3.1%		3.7%	
8.1.3. Staff aged 25 to 29	7.0%	7.3%		7.3%	
8.1.4. Staff aged 30 to 34	9.6%	9.9%		9.6%	
8.1.5. Staff aged 35 to 39	11.0%	10.9%		10.9%	
8.1.6. Staff aged 40 to 44	13.2%	13.4%	58%	13.5%	67%
8.1.7. Staff aged 45 to 49	14.1%	14.1%		13.7%	
8.1.8. Staff aged 50 to 54	15.9%	15.5%		16.0%	
8.1.9. Staff aged 55 to 59	13.8%	14.2%		13.3%	
8.1.10. Staff aged 60 to 64	8.2%	8.2%		7.8%	
8.1.11. Staff aged 65 or older	3.2%	2.8%		2.6%	
<b>8.2 Demographics - Gender</b>					
8.2.1. Male staff	56.8%	56.6%	58%	56.5%	67%
8.2.2. Female staff	43.3%	44.0%		43.5%	

\* Gender total may not add up to 100% due to being the median result for each gender, reported separately.

	2014 Results			2013 Results*	
	Average	Median	Sample Size	Median	Sample Size
8.3. Demographics - Other					
8.3.1. ATSI staff	1.7%	1.5%	46%	1.5%	46%
8.3.2. Staff with a disability	1.9%	1.3%	40%	1.4%	46%
8.3.3. CALD staff	8.7%	4.2%	38%	8.2%	41%
9.1. Employee Engagement	793	876	4%	808	4%
10.1. Pre-1993 Sick Leave					
10.1.1. Pre-1993 SL Liability Rate	9.2%	9.2%	46%	12.1%	47%
10.1.2. Pre-1993 SL : Salary & Wages	3.2%	2.0%	43%	2.9%	41%
10.2. Local Government Reform					
10.2.1. Current support beyond EAP (Yes)		17.1%	43%		
10.2.2. Planning of support (Yes)		12.5%	40%		

## Results – Rural Councils

	2014 Results			2013 Results*	
	Average	Median	Sample Size	Median	Sample Size
1.1. Headcount*	121	122	39%	98	48%
1.2. Full-time equivalent staff	112.6	111.1	38%	90	48%
1.3. Casual and Labour Hire Staff Rate	14.8%	16.2%	34%	13.8%	30%
1.4. Management : Staff Ratio	12.9%	12.1%	35%	10.3%	32%
2.1. Voluntary Turnover Rate*	8.1%	7.8%	39%	7.7%	48%
2.2. New Starter Turnover Rate	11.3%	4.0%	32%	9.3%	31%
2.3. Retirement Rate*	1.4%	1.0%	39%	1.0%	48%
3.1. Unplanned Absence Rate - Overall	4.0%	3.6%	27%	3.6%	25%
3.2. Unplanned Absence Rate - Sick Leave	3.0%	3.0%	24%	2.5%	25%
3.3. Unplanned Absence Rate - SL (Carer)	0.8%	0.6%	23%	0.6%	27%
3.4. Unplanned Absence Days Per FTE	15.8	9.4	28%	9.7	25%
4.1. Overtime Hours Rate	4.3%	4.0%	25%	4.8%	25%
5.1. Excess Annual Leave Liability Rate*	17.4%	15.8%	39%	17.2%	48%
5.2. Average Excess AL Liability	11.8	11.9	32%	12.1	27%
5.3. Excess Long Service Leave Liability Rate*	20.6%	20.5%	38%	21.8%	48%
5.4. Average Excess LSL Liability	25.0	24.8	31%	26.5	27%

(\*) in the first column indicates a mandatory question.

A blank field for “2013 Results” means the measure was added in 2014 or the definition has changed.



		2014 Results			2013 Results*	
		Average	Median	Sample Size	Median	Sample Size
6.1. Type of insurance*	WorkCover		0.0%		0.0%	
	StateCover		100.0%	39%	100.0%	48%
	Self-Insured		0.0%		0.0%	
6.2. Lost Time Injury Frequency Rate		26.5	27.1	24%	28.9	18%
6.3. Lost Time Injury Severity Rate		15.2	9.7	25%	13.4	25%
6.4. Lost Time Injury Incident Rate		5.1	5.2	28%	5.9	25%
6.5. Employer Claims Cost Rate (ECCR)		3.1%	2.8%	24%	0.8%	23%
6.6. Workers Compensation Premium Rate		3.1%	2.8%	24%	3.9%	23%
7.1. L&D Investment as % of labour costs		1.7%	1.7%	24%	1.8%	23%
7.2. L&D Investment per staff member		\$1,342	\$1,176	25%	\$1,077	24%
7.3. L&D Investment per FTE staff member		\$1,396	\$1,253	25%	\$1,188	24%
7.4. Staff receiving education assistance*		12.5%	10.1%	38%	5.8%	48%

	2014 Results			2013 Results*	
	Average	Median	Sample Size	Median	Sample Size
<b>8.1 Demographics - Age</b>					
8.1.1. Staff aged 15 to 19	1.7%	1.4%		1.2%	
8.1.2. Staff aged 20 to 24	4.7%	4.2%		3.8%	
8.1.3. Staff aged 25 to 29	5.7%	5.1%		4.3%	
8.1.4. Staff aged 30 to 34	6.9%	6.6%		7.6%	
8.1.5. Staff aged 35 to 39	8.6%	9.1%		9.4%	
8.1.6. Staff aged 40 to 44	11.5%	11.6%	38%	12.0%	48%
8.1.7. Staff aged 45 to 49	14.4%	14.0%		13.7%	
8.1.8. Staff aged 50 to 54	17.6%	17.5%		18.0%	
8.1.9. Staff aged 55 to 59	14.5%	14.9%		14.7%	
8.1.10. Staff aged 60 to 64	10.4%	10.0%		8.8%	
8.1.11. Staff aged 65 or older	4.0%	3.1%		3.2%	
<b>8.2 Demographics - Gender</b>					
8.2.1. Male staff	63.4%	66.1%	37%	68.4%	48%
8.2.2. Female staff	36.6%	33.9%		30.3%	

	2014 Results			2013 Results*	
	Average	Median	Sample Size	Median	Sample Size
8.3. Demographics - Other					
8.3.1. ATSI staff	3.1%	1.2%	28%	1.9%	28%
8.3.2. Staff with a disability	0.6%	0.0%	27%	0.0%	28%
8.3.3. CALD staff	1.2%	0.0%	27%	0.0%	28%
9.1. Employee Engagement	<3 SS				0%
10.1. Pre-1993 Sick Leave					
10.1.1. Pre-1993 SL Liability Rate	10.5%	10.8%	24%	13.5%	20%
10.1.2. Pre-1993 SL : Salary & Wages	3.7%	3.3%	20%	5.4%	15%
10.2. Local Government Reform					
10.2.1. Current support beyond EAP (Yes)		17.6%	24%		
10.2.2. Planning of support (Yes)		12.5%	23%		

## Local Government Management Solutions

### Overview: People – Expertise – Partnership

LGMS is a business unit of Local Government NSW (LGNSW). LGNSW represents 152 general purpose councils, 12 special purpose councils and the NSW Aboriginal Land Council. LGNSW represents the views of these councils by advocating councils' views to governments, promoting Local Government to the community and providing specialist advice and services.

The LGMS unit was initially established in 1992 to primarily provide recruitment services to member councils. Our range of services has since expanded to include a range of Human Resource services on a fee for service basis:

- Executive & specialist recruitment
- Performance review facilitation
- Organisational and structural reviews
- Staff engagement and leadership survey facilitation
- NSW Council Comparative Data (Remuneration and HR Metrics)

Working for the peak industry body and dealing with Councillors, General Managers and other executive staff in councils on a daily basis, LGMS is fully aware of the pressures the industry faces and how this translates to decision-making on the ground. Since its establishment in 1992, Local Government Management Solutions and its earlier incarnations have recruited over 400 Executive Positions in NSW councils. We provide positive performance management services to, on average, 50 councils. In recent years we have also conducted an average of three organisational reviews per year.

#### Contact

Website:

- <http://lgnsw.org.au/member-services/management-solutions>

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## Appendices

### Classifications, Regions and Participation

#### LGMS Classifications

UMS Urban Medium / Small  
 UL Urban Large  
 RC Regional Centre  
 RL Rural Large  
 RM Rural Medium  
 RS Rural Small

#### DLG Classifications

All Urban DLG Groups 1-7  
 All Rural DLG Groups 8-11

#### DLG Regions

CFW Central / Far West  
 HR Hunter  
 IA Illawarra  
 ME Murrumbidgee  
 MNC Mid-North Coast  
 MY Murray  
 NN Northern  
 NW North-Western  
 RT Richmond-Tweed

SE South-Eastern  
 SI Sydney Inner  
 SO Sydney Outer  
 SS Sydney Surrounds

Council	LGMS						Division of Local Government				2014 Participant
	UMS	UL	RC	RL	RM	RS	Group Number	All Urban	All Rural	Region	
Albury City Council			x				4	x		MY	x
Armidale Dumaresq Council			x				4	x		NN	
Ashfield Council	x						2	x		SI	
Auburn City Council	x						3	x		SO	
Ballina Shire Council			x				4	x		RT	x

Council	LGMS						Division of Local Government				2014 Participant
	UMS	UL	RC	RL	RM	RS	Group Number	All Urban	All Rural	Region	
Balranald Shire Council						x	9		x	MY	x
Bankstown City Council		x					3	x		SO	
Bathurst Regional Council			x				4	x		CFW	x
Bega Valley Shire Council				x			4	x		SE	
Bellingen Shire Council				x			11		x	MNC	x
Berrigan Shire Council					x		10		x	MY	x
Blacktown City Council		x					3	x		SO	
Bland Shire Council					x		10		x	CFW	x
Blayney Shire Council					x		10		x	CFW	
Blue Mountains City Council	x						7	x		SS	x
Bogan Shire Council						x	9		x	NW	x
Bombala Council						x	9		x	SE	
Boorowa Council						x	9		x	SE	
The City of Botany Bay Council	x						2	x		SI	
Bourke Shire Council						x	9		x	NW	
Brewarrina Shire Council						x	8		x	NW	
Broken Hill City Council				x			4	x		CFW	
Burwood Council	x						2	x		SI	
Byron Shire Council				x			4	x		RT	x
Cabonne Council				x			11		x	CFW	
Camden Council	x						6	x		SO	x
Campbelltown City Council		x					7	x		SO	x
City of Canada Bay Council	x						3	x		SI	x
City of Canterbury Council		x					3	x		SI	
Carrathool Shire Council						x	9		x	ME	
Central Darling Shire Council						x	9		x	CFW	

Council	LGMS						Division of Local Government				2014 Participant
	UMS	UL	RC	RL	RM	RS	Group Number	All Urban	All Rural	Region	
Cessnock City Council			x				4	x		HR	x
Clarence Valley Council			x				4	x		MNC	
Cobar Shire Council					x		10		x	NW	
Coffs Harbour City Council			x				5	x		MNC	x
Conargo Shire Council						x	8		x	MY	x
Coolamon Shire Council						x	9		x	ME	
Cooma-Monaro Shire Council					x		11		x	SE	x
Coonamble Shire Council						x	9		x	NW	
Cootamundra Shire Council					x		10		x	ME	x
Corowa Shire Council					x		11		x	MY	
Cowra Shire Council				x			11		x	CFW	x
Deniliquin Council					x		4	x		MY	x
Dubbo City Council			x				4	x		NW	x
Dungog Shire Council					x		10		x	HR	x
Eurobodalla Shire Council				x			4	x		SE	x
Fairfield City Council		x					3	x		SO	x
Forbes Shire Council				x			10		x	CFW	
Gilgandra Shire Council					x		9		x	NW	x
Glen Innes Severn Council					x		10		x	NN	x
Gloucester Shire Council						x	10		x	HR	x
Gosford City Council		x					7	x		SS	
Goulburn Mulwaree Council				x			4	x		SE	
Great Lakes Council				x			4	x		HR	
Greater Hume Shire Council					x		11		x	MY	x
Greater Taree City Council			x				4	x		MNC	x
Griffith City Council				x			4	x		ME	

Council	LGMS						Division of Local Government				2014 Participant
	UMS	UL	RC	RL	RM	RS	Group Number	All Urban	All Rural	Region	
Gundagai Shire Council						x	9		x	ME	
Gunnedah Shire Council				x			11		x	NN	x
Guyra Shire Council							9		x	NN	
Gwydir Shire Council					x		10		x	NN	
Harden Shire Council						x	9		x	SE	
Hawkesbury City Council	x						6	x		SS	x
Hay Shire Council						x	9		x	ME	x
The Hills Shire Council		x					7	x		SO	
Holroyd City Council	x						3	x		SO	x
Hornsby Shire Council		x					7	x		SO	
Hunters Hill Council	x						2	x		SI	
Hurstville City Council	x						3	x		SI	x
Inverell Shire Council				x			11		x	NN	x
Jerilderie Shire Council						x	8		x	MY	
Junee Shire Council						x	10		x	ME	
Kempsey Shire Council				x			4	x		MNC	x
Kiama Municipal Council				x			4	x		IA	x
Kogarah City Council	x						2	x		SI	x
Ku-ring-gai Council	x						3	x		SO	x
Kyogle Council					x		10		x	RT	x
Lachlan Shire Council					x		10		x	CFW	
City of Lake Macquarie Council		x					5	x		HR	x
Lane Cove Council	x						2	x		SI	
Leeton Shire Council				x			11		x	ME	x
Leichhardt Council	x						2	x		SI	
Lismore City Council			x				4	x		RT	x



Council	LGMS						Division of Local Government				2014 Participant
	UMS	UL	RC	RL	RM	RS	Group Number	All Urban	All Rural	Region	
Lithgow City Council				x			4	x		CFW	
Liverpool City Council		x					7	x		SO	
Liverpool Plains Shire Council					x		10		x	NN	
Lockhart Shire Council						x	9		x	ME	
Maitland City Council			x				5	x		HR	
Manly Council	x						2	x		SI	x
Marrickville Council	x						3	x		SI	x
Mid-Western Regional Council			x				4	x		CFW	
Moree Plains Shire Council				x			11		x	NN	x
Mosman Council	x						2	x		SI	x
Murray Shire Council					x		10		x	MY	
Murrumbidgee Shire Council						x	9		x	ME	
Muswellbrook Shire Council				x			11		x	HR	x
Nambucca Shire Council				x			11		x	MNC	
Narrabri Shire Council				x			11		x	NN	x
Narrandera Shire Council					x		10		x	ME	x
Narromine Shire Council					x		10		x	NW	x
The City of Newcastle Council		x					5	x		HR	
North Sydney Council	x						2	x		SI	x
Oberon Council						x	10		x	CFW	x
Orange City Council			x				4	x		CFW	x
Palerang Council				x			11		x	SE	
Parkes Shire Council				x			11		x	CFW	
Parramatta City Council		x					3	x		SO	x
Penrith City Council		x					7	x		SO	x
Pittwater Council	x						2	x		SO	

Council	LGMS						Division of Local Government				2014 Participant
	UMS	UL	RC	RL	RM	RS	Group Number	All Urban	All Rural	Region	
Port Macquarie-Hastings Council			x				5	x		MNC	x
Port Stephens Council			x				4	x		HR	x
Queanbeyan City Council			x				4	x		SE	x
Randwick City Council		x					3	x		SI	
Richmond Valley Council				x			4	x		RT	x
Rockdale City Council	x						3	x		SI	x
City of Ryde Council		x					3	x		SO	x
Shellharbour City Council			x				4	x		IA	
Shoalhaven City Council		x					5	x		IA	x
Singleton Council				x			4	x		HR	x
Snowy River Shire Council					x		10		x	SE	x
Strathfield Council	x						2	x		SI	
Sutherland Shire Council		x					3	x		SO	
City of Sydney Council		x					1	x		SI	x
Tamworth Regional Council			x				4	x		NN	
Temora Shire Council					x		10		x	ME	
Tenterfield Shire Council					x		10		x	NN	
Tumbarumba Shire Council						x	9		x	MY	
Tumut Shire Council				x			11		x	SE	
Tweed Shire Council			x				5	x		RT	x
Upper Hunter Shire Council				x			11		x	HR	x
Upper Lachlan Shire Council					x		10		x	SE	
Uralla Shire Council					x		10		x	NN	
Urana Shire Council						x	8		x	MY	x
City of Wagga Wagga Council			x				4	x		ME	x
Wakool Shire Council						x	9		x	MY	



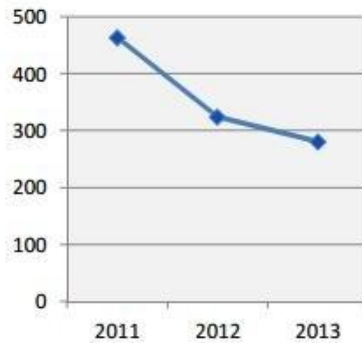
Council	LGMS						Division of Local Government				2014 Participant
	UMS	UL	RC	RL	RM	RS	Group Number	All Urban	All Rural	Region	
Walcha Council						x	9		x	NN	
Walgett Shire Council					x		10		x	NW	
Warren Shire Council						x	9		x	NW	
Warringah Council		x					3	x		SO	x
Warrumbungle Shire Council					x		11		x	NW	
Waverley Council	x						2	x		SI	
Weddin Shire Council						x	9		x	CFW	
Wellington Council					x		10		x	NW	
Wentworth Shire Council					x		10		x	MY	
Willoughby City Council	x						3	x		SI	x
Wingecarribee Shire Council	x						4	x		IA	
Wollondilly Shire Council	x						6	x		SS	x
Wollongong City Council		x					5	x		IA	
Woollahra Municipal Council	x						2	x		SI	x
Wyong Shire Council		x					7	x		SS	x
Yass Valley Council					x		11		x	SE	
Young Shire Council				x			11		x	SE	

## Enhanced Reporting sample

### 1.1. Headcount\*

### Sample Council

#### Comparison Group Trend (Median)



#### 2013 Sample Statistics

Councils in sample	88
Sample size	58%
Average	366
Minimum	32
25th Percentile	123
<b>Median</b>	<b>281</b>
75th Percentile	476
Maximum	1,830

#### 2013 Council Results

Submitted data	359
<b>Percentile in sample</b>	<b>62nd</b>

#### Metric Definition

(Number of full-time staff + Number of part-time staff)

#### 2013 Data Distribution

