FIGURE 128. LISAROW INDUSTRIAL AREA

Source: CCELS, 2004.

The major industrial sites in Gosford, including their size, occupancy levels, dominant land use and other characteristics have been listed in .

TABLE 38. GOSFORD MAJOR INDUSTRIAL SITES

Location	Designation/dominant land use	Characteristics
Somersby	Manufacturing and freight and logistics	The part which is serviced currently accommodates a range of activities including, CSR-Hebel, Sulo, Weir Engineering, Sapphire Aluminium, Industries, Aluminium Shapemakers, Wella Products, Scholastic Books, Delta Laboratories and Coles Logistics.
Erina	Retail trade	Erina is dominated by commercial and retail activities. Future development in the area is most likely to have a strong orientation towards retailing and to a lesser extent, office based activity.
Lisarow	Light manufacturing	Its significance arises from the food processing operations of Sarah Lea Pastries and Chickadee Foods, the educational book-publishing organisation Scholastic Australia and the technical textile producer, Albany International.
West Gosford	Retail trade	Increasingly, substantial areas are being developed for newer forms of retailing activity, particularly bulky goods (e.g. Domayne Furniture, Homelink Centre). This is primarily concentrated at the southern end of Manns Road, where there is a high level of exposure to the Pacific Highway (e.g. Officeworks).
Wyoming/North Gosford	Retail trade	Ranging from small service and retail based enterprises (the Citygate Shopping Centre, Coles Supermarket etc) to relatively modest light industrial operations (motor related, storage, bulky goods)

APPENDIX 3 – MODELLING

Following is the ANZSIC-BLC concordance matrix obtained from the land audit data. This is used to translate BTS precinct level ANZSIC job growth rates to the precinct level BLC job growth rates which are then applied to current floorspace by BLC.

TABLE 39. ANZSIC-BLC CONCORDANCE MATRIX: LGA DATA

BLC	Agriculture, Forestry and	Mining	Manufacturing	Electricity, Gas, Water and	Construction	Wholesale Trade	Retail Trade	Accommodation and Food Services	Transport, Postal and	Information Media and Telecommunications	Financial and Insurance	Rental, Hiring and Real Estate	Professional, Scientific and	Administrative and Support Services	Public Administration and Safety	Education and Training	Health Care and Social	Arts and Recreation	Other Services	Unclassified
Business / Office Parks	0%	0%	1%	11%	9%	12%	10%	8%	2%	10%	37%	7%	28%	11%	0%	27%	6%	9%	4%	0%
Office	0%	100%	0%	0%	2%	0%	0%	3%	1%	15%	41%	5%	21%	43%	0%	5%	16%	4%	1%	0%
Retail - Big Box	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Bulky Goods Retail	0%	0%	0%	0%	0%	10%	36%	0%	0%	0%	0%	0%	1%	0%	0%	11%	0%	0%	2%	0%
Retail - Main Street	0%	0%	0%	0%	0%	0%	10%	32%	0%	0%	0%	1%	1%	0%	0%	2%	0%	5%	0%	0%
Short-term Accommodation	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Prim & sec. education and comm. services	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	2%	0%	0%	24%	33%	26%	2%	0%
Tertiary education and health services	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	7%	21%	20%	0%	0%
Local light industrial and urban support	0%	0%	9%	4%	37%	35%	39%	55%	10%	58%	8%	66%	16%	7%	7%	6%	4%	16%	78%	0%
Manufacturing - Light	100%	0%	76%	12%	41%	12%	1%	4%	6%	0%	14%	2%	20%	21%	0%	5%	0%	2%	8%	0%
Manufacturing - Heavy	0%	0%	4%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Freight and Logistics	0%	0%	8%	32%	10%	31%	4%	0%	81%	4%	0%	19%	12%	19%	93%	13%	20%	17%	5%	0%
Urban Services	0%	0%	1%	41%	0%	0%	0%	0%	0%	13%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
TOTAL	**100%**	**100%**	**100%**	**100%**	**99%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**0%**

Source: SGS Economics and Planning, 2012.

The following table shows the inter-precinct constraints ranking and within-precinct BLC ranking used in the Stage 2 Rank algorithm demand allocation process. The former ranking uses both environmental and infrastructure constraints, while the latter ranking is based on strategic planning consideration pertaining to land uses suitability.

TABLE 40. INTER-PRECINCT AND WITHIN-PRECINCT RANKING: USED IN STAGE 2 ALLOCATION

Rank	Precinct	Rank by BLC				Rating against constraints analysis		
		1	2	3	4	Environmental	Infrastructure	Total
1	Tuggerah Business Park	BP	O	LL	FL	-0.7	0.0	-0.7
2	Tumbi Gardens Industrial	LL	ML	FL	-	-1.0	0.0	-1.0
3	Long Jetty Industrial Area	LL	FL	ML	-	0.0	-1.0	-1.0
4	Gwandalan Industrial	LL	ML	-	-	-1.6	0.0	-1.6
5	Fountaindale Industrial	FL	ML	US	MH	-2.2	0.0	-2.2
6	Berkeley Vale Industrial	FL	ML	US	MH	-1.3	-1.0	-2.3
7	Wyong Employment Zone - Warnervale Business Park	FL	MH	ML	US	-0.6	-2.0	-2.6
8	Craigie Ave Enterprise Corridor*	LL	ML	FL	US	-0.9	-2.0	-2.9
9	North Wyong Industrial	LL	ML	FL	MH	-1.2	-2.0	-3.2
10	Tuggerah Straight	LL	ML	RBG	BP	-3.2	-2.0	-5.2
11	Ourimbah Industrial Area	LL	FL	ML	US	-2.6	-4.0	-6.6
12	Charmhaven Industrial	LL	FL	RBG	ML	-1.0	-6.0	-7.0
13	Bateau Bay Industrial	ML	LL	FL	MH	-4.0	-3.0	-7.0
14	Doyalson Industrial	LL	FL	ML	-	-2.0	-5.0	-7.0
15	Tuggerah Station Industrial	LL	ML	US	MH	-3.3	-4.0	-7.3
16	Doyalson East*	LL	FL	ML	-	-2.6	-5.0	-7.6
17	Wyong Employment Zone - Airport Lands*	FL	MH	ML	US	-1.3	-7.0	-8.3
18	Warnervale North East*	LL	FL	RBG	ML	-2.3	-6.0	-8.3
19	Doyalson West*	LL	FL	ML	-	-1.7	-7.0	-8.7
20	Warnervale South West*	LL	BP	US	ML	-2.0	-7.0	-9.0

Rank	Precinct	Rank by BLC				Rating against constraints analysis		
		1	2	3	4	Environmental	Infrastructure	Total
21	Doyalson North East*	FL	ML	MH	US	-3.1	-6.0	-9.1
22	Darkinjung South*	FL	MH	ML	US	-2.0	-8.0	-10.0
23	Doyalson South West*	MH	ML	US	-	-2.2	-8.0	-10.2
24	Lake Munmorah Employment Area*	FL	ML	MH	US	-2.2	-8.0	-10.2
25	Hue Hue Road*	FL	MH	ML	US	-1.7	-9.0	-10.7
26	Bushells Ridge – remainder*	FL	MH	ML	US	-2.8	-8.0	-10.8
27	Hunter Land*	FL	MH	ML	US	-2.8	-8.0	-10.8
28	Wannervale North West*	LL	ML	US	FL	-1.9	-9.0	-10.9
29	Wallarah No.2*	FL	ML	MH	US	-1.9	-9.0	-10.9
30	Darkinjung *	FL	MH	ML	US	-1.1	-10.0	-11.1
31	Bushells Ridge North East*	LL	ML	US	MH	-1.2	-10.0	-11.2
32	Wyong Employment Zone - North West*	FL	MH	ML	US	-1.2	-10.0	-11.2
33	Buttonderry Waste Disposal Facility*	FL	MH	ML	US	-3.5	-8.0	-11.5
34	Wyong Employment Zone - Sparks Road North	LL	FL	MH	ML	-1.0	-12.0	-13.0

Note: This analysis includes the tip cells within Buttonderry. '*' symbol denotes potential precinct.

APPENDIX 4 – AUDIT METHOD

An audit of Wyong's industrially zoned land was completed using a method developed by SGS Economics and Planning in association with the Department of Planning and Infrastructure, and also drawing from that used for a detailed survey of internal floor space of non-residential buildings, employment and establishment details conducted by SGS Economics and Planning in the City of Sydney.

Four levels of information were collected about each lot in **existing areas** in the land audit ().

TABLE 41. LAND AUDIT DATA

	Data Collected	Source of Data
Level 1	Zoning, size of lot,	Cadastre with LEP overlay
Level 2	Building envelope, above-ground car parking	GIS base for on-ground verification (digitised building outlines using aerial photographs)
Level 3	Building size, Broad Land Use Category and ANZSIC categories of land use	On-ground field survey
Level 4	Employment numbers	Internal survey / contact with business

The field work and internal building survey built on the **Level 1** and **Level 2** data inputted via GIS. The field and internal survey included direct data entry through the use of hand-held Palm Pilots.

- **Level 1** was used to identify the land parcels to be audited. Zoning information was added to the cadastre and land by zone was calculated.
- **Level 2** From geo-referenced satellite (2010) and aerial (2012) images provided, building footprints and key permanent structures (including above ground car parks) were digitised. The respective zoning information from the cadastre layer addressed in Level 1 was added to these building records.
- **Levels 3 and 4** involved site by site visits and building auditing. In this stage each building was allocated an SGS Economics and Planning Broad Land Use Category (e.g. urban services, light industry, light manufacturing), and all ANZSIC activities being conducted on each storey of the building were recorded. Full and part time employment at each site is also recorded for the different use areas, and has been aggregated to be identified by ANZSIC category. If buildings were identified that were not on satellite or aerial images, then the building dimensions were estimated and digitised.

The final stage of the land audit involved ensuring the data is clean and error free before all levels are combined and assessed. The aim is ultimately to describe each of Wyong's industrial precincts by:

- area (ha)
- current uses
- vacant floor space
- vacant sites
- current FSRs
- capacity under existing controls
- building to land ratios
- range of lot sizes
- broad land use category (office, light manufacturing, vacancies)
- full and part time employment at each site, allocated to the different use areas.

The data generated is highly detailed and can be updated in future surveys or, desirably, it could become a platform on which 'real time' data from DAs could be included.

The categorised data will allow for additional future analysis to be conducted. With the identification of employment by ANZSIC industries and looking at the future demand for these industries, the gap between current supply (the combination of current vacant floor space, underdeveloped lots under existing controls and vacant lots) and future demand will be determined.

As Broad Land use Categories (BLCs) describe the possible function of the land and existing built form, as well as the actual employment activity, assessing land use in terms of BLCs allows for the consideration of the future character of an area. Converting the forecast employment numbers from ANZSIC categories to BLC floor space figures will allow the gap analysis to be expressed in BLCs.

Identifying the current gap between supply and demand in terms of BLCs will allow SGS Economics and Planning to identify the future needs of Wyong's industrial employment lands and to develop strategic planning directions addressing these needs. This will be the focus for the next phase of work.

6.8 ANZSIC codes and Broad Land Use Categories (BLCs)

In terms of ANZSIC information, data has been gathered at a fine grain (4-digit ANZSIC) and coarse grain (1-digit ANZSIC). below displays the one digit ANZSIC categories.

TABLE 42. 1-DIGIT ANZSIC CATEGORIES

1 Digit Code	ANZSIC 1 Digit Category
A	Agriculture, Forestry and Fishing
B	Mining
C	Manufacturing
D	Electricity, Gas and Water Supply
E	Construction
F	Wholesale Trade
G	Retail Trade
H	Accommodation, Cafes and Restaurants
I	Transport and Storage
J	Communication Services
K	Finance and Insurance
L	Property and Business Services
M	Government Administration and Defence
N	Education
O	Health and Community Services
P	Cultural and Recreational Services
Q	Personal and Other Services

Source: ABS, 2006.

The ANZSIC industry categories are not the most useful way to understand land use patterns as the categories cut across land use types and zones. For example, for the Manufacturing ANZSIC category, parts of a manufacturing business may be in heavy industrial areas, other parts may be in light industrial areas and jobs in head office/ administrative functions in the same manufacturing firms may be in commercial areas (in offices).

Different industries operate at different geographic scales and have different key drivers. Local service industries – such as automotive repairs, printing, domestic storage – need to be relatively close to customers, and are responsive to (and change with) population growth. On the other hand, large transport and warehouse distribution centres are more sensitive to state or nationwide population growth and shifts in freighting technologies and dependencies. They have different locational and access needs. These issues have significant implications for forecasting the demand for industrial or employment lands.

Consequently, 'Broad Land Use Categories' (initially developed with the Department of Planning and Infrastructure in previous employment land planning investigations) have also been used. These describe activities in a way that is much more useful to land use planning. These are listed in .

TABLE 43. BROAD LAND USE CATEGORIES (BLCS)

Land Use Category	Description
Freight and Logistics (FL)	Warehousing and distribution activities. Includes buildings with a number of docking facilities; 'hard stand' areas with trucks or goods awaiting distribution; and large storage facilities. Warehousing and distribution is a metro level issue with activities preferably locating close to air, sea and inter-modal inland ports, or with access to the motorway system.
Local light industrial and urban support (LL)	Car service and repair; joinery, construction and building supplies; and domestic storage. Wide range of businesses that service other business (components, maintenance and support) and Subregional populations. Needed at local (LGA) to Subregional level.
Manufacturing – Heavy (MH)	Large scale production activity. Likely to be characterised by high noise emission; emission stacks; use of heavy machinery; and frequency of large trucks. Heavy manufacturing is in decline in Sydney, but will continue to cluster in some locations such as Wetherill Park, Campbelltown/ Ingleburn etc. There are strong arguments for collocation in terms of raw material delivery and to concentrate externalities (though impacts on surrounding uses are generally moderate).
Manufacturing – Light (ML)	Clothing manufacturing, boat building and electrical equipment manufacturing Small scale production with lower noise and emission levels than heavy manufacturing.
Urban Services (US)	Concrete batching, waste recycling and transfer, construction and local and state government depots, sewerage, water supply, electricity construction yards. These typically have noise dust and traffic implications and need to be isolated or buffered from other land uses. Needed in each sub-region.
Office (O)	Administration, clerical, business services, research. Office buildings that are independent (i.e., are not ancillary to another use on site) and likely to accommodate a significant number of administration staff (>10 people).
Business / Office Parks (BP)	Integrated warehouse, storage, R&D, 'back-room' management and administration with typically a higher office component.
Retail - Main Street (RM)	Retailing services traditionally found in main street locations (e.g., supermarkets) and small cluster or strips of stores located next to a street or road.
Retail – Big Box (RB)	Large shopping complexes, including Westfield.
Retail Bulky Goods (RBG)	Typically large, one-story buildings surrounded by car-parking, usually located out of centre and in high exposure (main road) locations.
Special Activities (S)	Tertiary level education, health, and community services. Typically require strategic locations and needed in each sub-region.
Dispersed Activities (D)	Primary and secondary education, lower level health, social and community services, trades construction, other 'nomads'.
Residential (R)	Residential development.
Accommodation (Short Term) (AST)	Hotels and Motels (not including pubs), backpacker establishments.
Car park (CP)	Stand-alone car parking stations
Vacant sites/lots (VSI)	Vacant sites
Vacant buildings (VBL)	Vacant buildings

Source: SGS Economics and Planning, 2009.

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SGS Economics & Planning

INDEX

ALCOHOL FREE ZONES IN WYONG SHIRE

1


Lake Macquarie
KULLAROO RD
CAMS BVD
MURABAN RD
GURRAI PL
CAMS BVD
MURABAN RD
GINGANUP RD
MURRUMBONG RD
GINGANUP RD
CAMS BVD
Summerland Point
WARRINA AVE
ANEMBO AVE
YERAMBA RD
ILLAWONG RD
TRADEWINDS AVE
ANCHORAGE CR
Alcohol Free Zone
Summerland Point
Suburb Boundaries
Summerland Point Alcohol Free Zone

2

Alcohol Free Zone

Gwandalan

3


BALLARAT AVE
BARCLAY AVE
GREENWAY AVE
GYMEA CR
MACQUARIE RD
VALES RD
Lake Macquarie
MONTEREY AVE
CHERYL ST
Mannering Park
DUNVEGAN ST
WARWICK AVE
SPENCER RD
HARWOOD CL
RUPERT ST
Alcohol Free Zone
Mannering Park
Suburb Boundaries
Mannering Park Alcohol Free Zone

4

Alcohol Free Zone
Chain Valley Bay North

Suburb Boundaries
Chain Valley Bay North Alcohol Free Zone

5


Lake Macquarie
Kingfisher Shores
Chain Valley Bay
LLOYD AVE
SCAYSBROOK AVE
Chain Valley Bay Community Hall
Lake Munmorah
Alcohol Free Zone
Chain Valley Bay South
Suburb Boundaries
Chain Valley Bay South Alcohol Free Zone


6
PACIFIC HWY
COLORADO DR
BOKHARA AVE
BLUE HAVEN
GOORAMA AVE
PACIFIC HWY
ALLAMBEE CR
BRAVA AVE
COSTA AVE
SAN REMO
COSTA AVE
COSTA AVE
EMU DR
CHARMHAVEN
NORAMA AVE
Alcohol Free Zone
Suburb Boundaries
Alcohol Free Zone


Alcohol Free Zone
Budgewoi
Budgewoi Lake
Lake Munmorah
Budgewoi
Budgewoi


CHARNHAVEN AVE
MOALA PDE
Charmhaven
HUNTER ST
PANORAMA AVE
LAKE HAVEN DR
Lake Haven
Shopping Centre
Carpark
Gorokan
High School
GOOBARABAH AVE
Lake Haven
MELROSE AVE
Gorokan
CORALDEEN AVE
DANBURY AVE
WESTBROOK PDE
DUDLEY ST
CHRISTOPHER CR
Alcohol Free Zone
Lake Haven
Suburb Boundaries
Lake Haven Alcohol Free Zone

9


Toukley
Noraville
Norah Head
Tasman Sea
ELIZABETH DR
BUDGEWOI RD
ADA AVE
MAIN RD
HARGRAVES ST
BUNGAREE RD
CHELSEA CL
Alcohol Free Zone
Noraville
Suburb Boundaries
Noraville Alcohol Free Zone
Norah Head Alcohol Free Zone


Alcohol Free Zone
Wadalba
Wadalba
PACIFIC HWY
FIGTREE BOULEVARD
VAN STAPPEN ROAD
ORCHID WAY
Wadalba High School
The Dam Hotel
Hamlyn Terrace
Wadalba Sporting Complex
Kanwal
LOUISIANA RD
LOUISIANA
10

11


Noraville
Tasman Sea
BUNGARY RD
HENDERSON ST
WILFRED BARRETT DR
Norah Head
Alcohol Free Zone
Norah Head
Suburb Boundaries
Norah Head Alcohol Free Zone
Noraville Alcohol Free Zone

12

Alcohol Free Zone

The Entrance North

Metres

Suburb Boundaries

The Entrance North Alcohol Free Zone


Tuggerah Lake
TUGGERAH PDE
GORDON RD
THE ENTRANCE ROAD
ARCHBOLD RD
FRASER RD
KITCHENER RD
TOOWOON BAY RD
THOMPSON ST
PACIFIC ST
ELSIEMER ST
STELLA ST
WATKINS ST
Long Jetty
SURF ST
GLADSTAN AVE
SWADLING ST
ALFRED ST
LINDSAY ST
BELLEVUE ST
OAKS AVE
MCLACHLAN AVE
Shelly Beach
Alcohol Free Zone
Long Jetty
Suburb Boundaries
Long Jetty Alcohol Free Zone


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LORD ST
BELLEVUE ST
GRANDVIEW ST
SHELLY BEACH RD
Shelly Beach
SHELLY BEACH RD
GRANDVIEW ST
Beach
Shelly
Alcohol Free Zones
Shelly Beach
Suburb Boundaries
Shelly Beach Alcohol Free Zone
Bateau Bay Zone 1 Alcohol Free Zone

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EASTERN RD
NORTHUMBERLAND WAY
Tumbi Umbi
Killarney Vale
PLAYFORD RD
Bateau Bay
DEBRA ANNE DR
ROTHERHAM ST
Alcohol Free Zones
Bateau Bay - Zone 2
Suburb Boundaries
Bateau Bay Zone 2 Alcohol Free Zone

16

Alcohol Free Zones
Bateau Bay - Zone 3

Suburb Boundaries
Bateau Bay Zone 3 Alcohol Free Zone

17


FERNDALE ST
SHAW ST
LUCINDA AVE
GARLAND AVE
FERNDALE ST
DAVIDSON AVE
FERNDALE ST
WYONG RD
WYONG RD
WYONG RD
SOUTH ST
HUME BVD
FARRAR RD
HUME BVD
HUME BVD
EAST ST
HUME BVD
HUME BVD
WYONG RD
Killarney Vale
FARRAR RD
MACARTHUR ST
CUNNINGHAM RD
SHORTLAND AVE
DAMPIER BVD
BROOKE AVE
Alcohol Free Zone
Killarney Vale
Suburb Boundaries
Killarney Vale Alcohol Free Zone


Chittaway Bay
Enterprise Dr
Platypus Rd
Lakedge Ave
Bluebell Ave
Tuggerah Lake
Wyong Road
Berkeley Vale
Glenning Valley
Lakedge Ave
Emerald Place
Tumbi Umbi
Killarney Vale
Alcohol Free Zones
Berkeley Vale
Suburb Boundaries
Berkeley Vale Alcohol Free Zone


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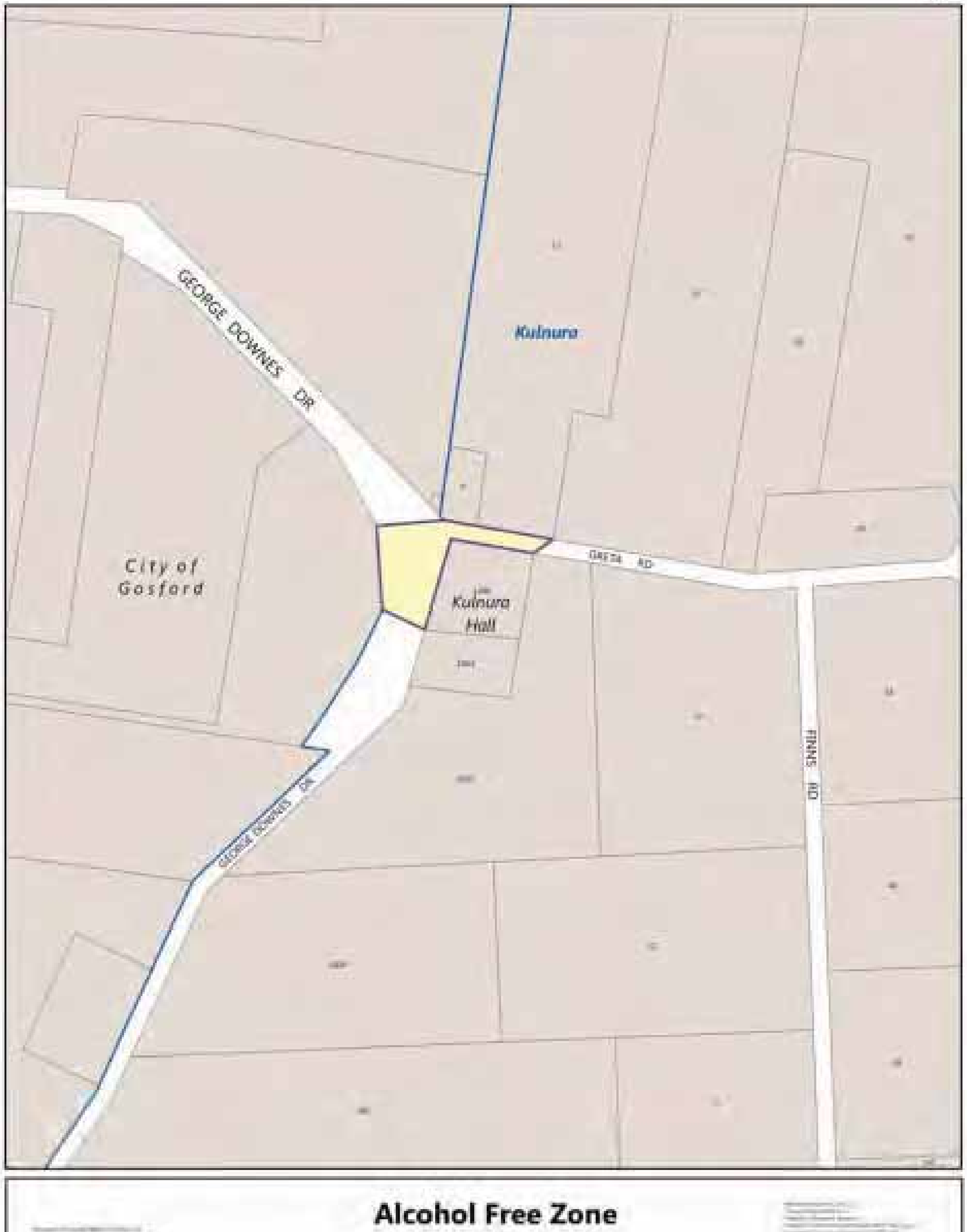
Watanobbi
CASEY DR
CUTLER DR
CUTLER DR
PACIFIC HWY
WATANOBBI RD
Wyong
CHAPMAN AVE
NORTH RD
PACIFIC HWY
Main Northern Railway
Alcohol Free Zones
Wyong - Zone 1
Suburb Boundaries
Wyong Zone 1 Alcohol Free Zone
Wyong Zone 2 Alcohol Free Zone


GEORGE DOWNES DR
Kulnura
City of Gosford
Kulnura Hall
GRETA RD
FINNS RD
GEORGE DOWNES DR
Alcohol Free Zone
Kulnura
Suburb Boundaries
Kulnura Alcohol Free Zone

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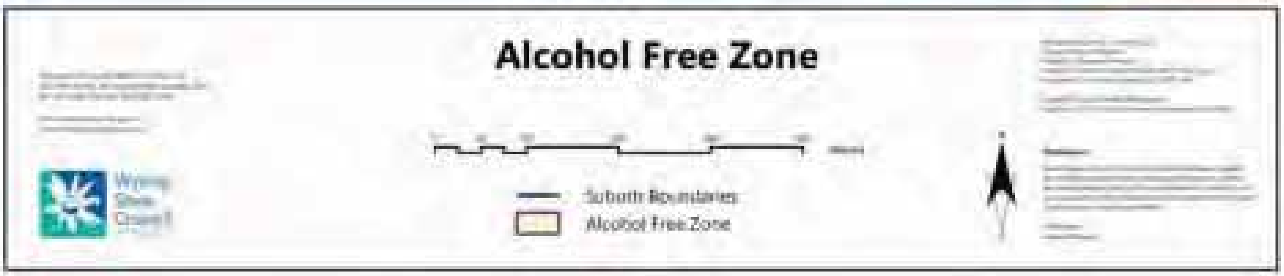
PACIFIC HWY
PACIFIC H
CARTERS RD
LAKE MUNMORAH


Alcohol Free Zone
Suburb Boundaries
Alcohol Free Zone


Alcohol Free Zone
TOUKLEY
MAIN RD
BEACHCOMBER PDE
ANCHOR AVE
CROWN ST
PEEL ST
LAKEVIEW ST
VICTORIA AVE
WILSON ST
ALICE PDE
NORMAN ST
22


23
THE ENTRANCE ROAD
TUGGERAH PDE
THE ENTRANCE
CORAL ST
VICTORIA AVE
MARINE PDE
OCEAN PDE
BEACH ST
FAIRVIEW AVE
SHORT ST
ASHTON AVE
DENING ST
TAYLOR ST
OAKLAND AVE
CAMPBELL AVE
WARRIGAL ST
Alcohol Free Zone
Suburb Boundaries
Alcohol Free Zone


24
BLUE BAY
BEENBAH AVE
BAY RD
TOOWOON BAY RD
THOMPSON ST
BINBURRA AVE
LONG JETTY
PACIFIC ST
BAY RD
ELOORA RD
NIRVANA ST
ELSIEMER ST
ELSIEMER ST
CHARLTON ST
STELLA ST
TOOWOON BAY
STELLA ST
ALFRED ST
BAY RD
KOONGARA ST
THELMA ST
SWADLING ST
Alcohol Free Zone
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KILLARNEY VALE
SHELLY BEACH
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Alcohol Free Zone
Suburb Boundaries
Alcohol Free Zone
Wyong Shire Council

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WYONG
MARDI
TUGGERAH
PACIFIC HWY
Alcohol Free Zone
Suburb Boundaries
Alcohol Free Zone

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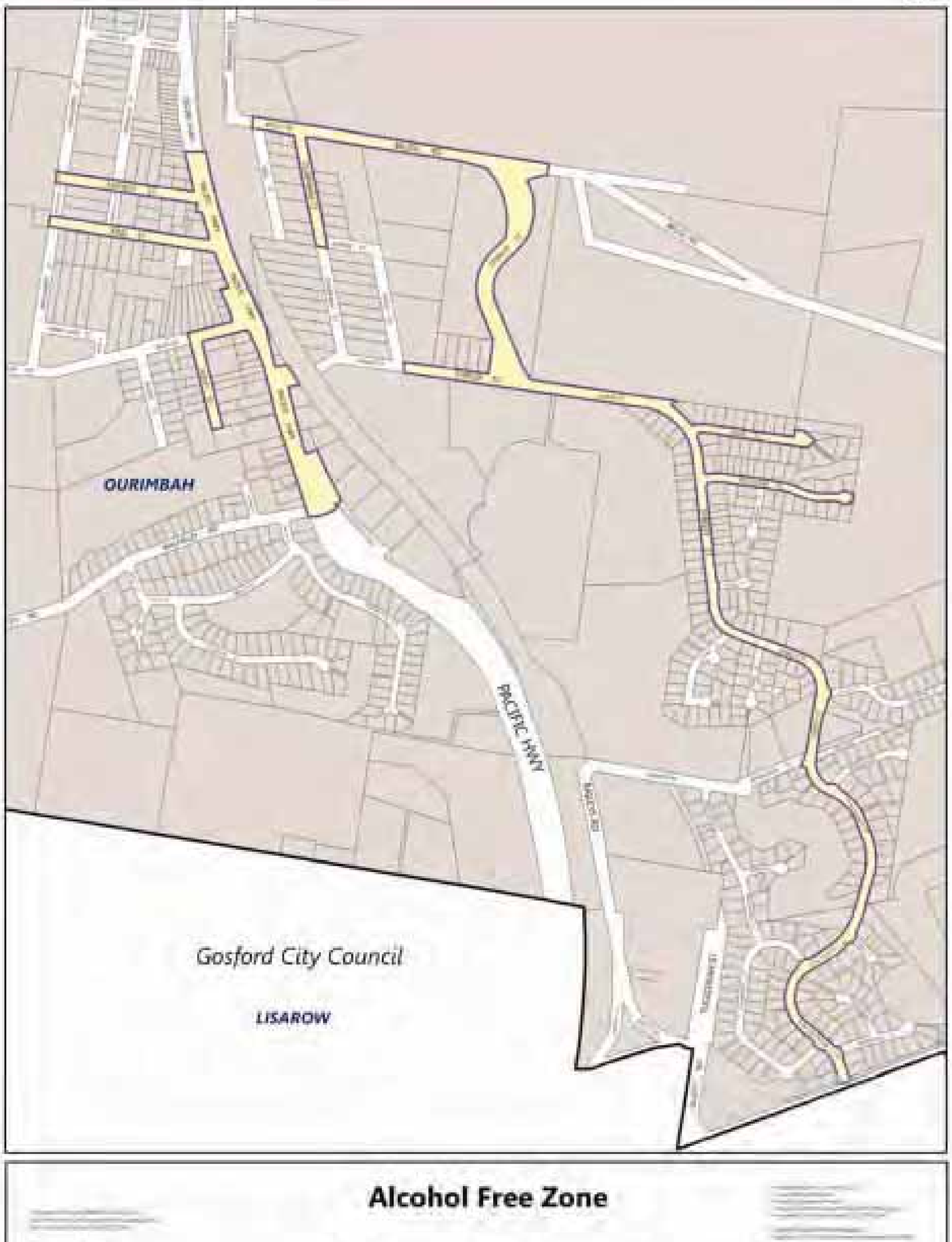
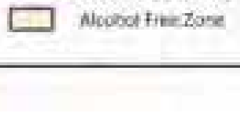


Alcohol Free Zone



The Case for Sustainable Change

Summary discussion paper

January 2013

About the Independent Review . . .

The Independent Local Government Review Panel was appointed by Local Government Minister, the Hon Don Page MP, in March 2012, following an approach from the Local Government and Shires Associations.

The Panel Chairman is Professor Graham Sansom. Other members of the Panel are Ms Jude Munro AO and Mr Glenn Inglis, all of whom have extensive experience as local government leaders.

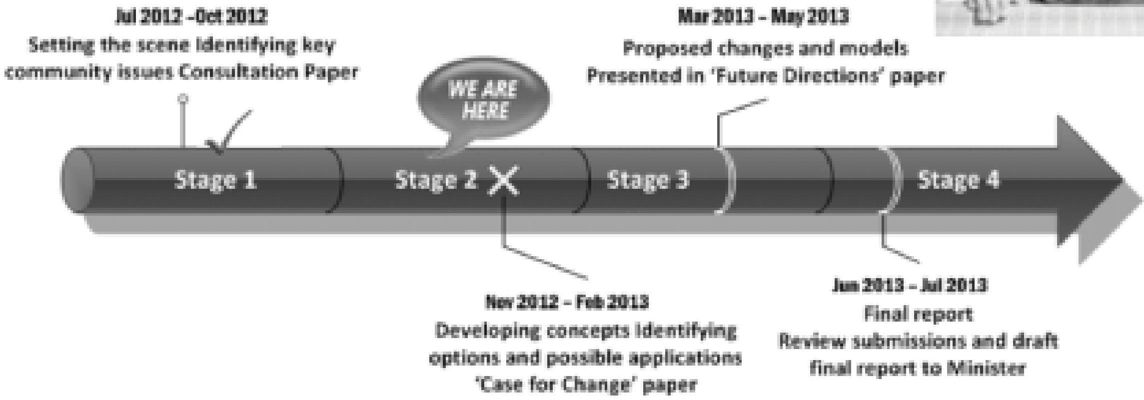
The Review follows the successful Destination 2036 event, held in 2011, where councils from throughout NSW discussed the future of local government. Destination 2036 highlighted the need to take a closer look at local government structures and finances and the way that councils would deliver services in the future. These issues have been included in the Panel's Terms of Reference.

The Review is being conducted in four stages and the Panel will be considering all aspects of the local government system – including councils, regional organisations and associations, statutory bodies and key state agencies who work with local government.

INDEPENDENT LOCAL GOVERNMENT REVIEW PANEL

Read biographies of panel members Glenn Inglis, Jude Munro and Graham Sansom

Progress of the review . . .



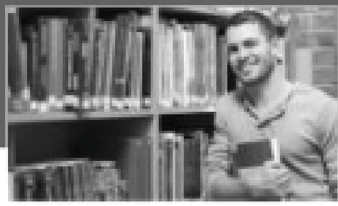
A new approach to reform

The Panel is currently undertaking Stage Two of the Review process and a further stage of consultation is planned before the final report is presented to the Minister in July 2013. Activities so far have included consultation with communities, councils and other stakeholders, commissioning of further research and development of new models for local government. In the past, one single solution or model has been applied to every council in NSW. The Review will consider the possibility that different models may be applied to different councils within the State, depending on their circumstances and the needs of their communities. This move away from the "one size fits all" approach opens the way for innovation and a more sustainable outcome for the Sector.

Activities so far . . .

Consultation	► A State-wide listening tour was conducted during July-August 2012, with 32 consultation sessions at 18 regional venues. Read the feedback from the Tour ► More than 200 written submissions were received in response to the Panel's first Discussion Paper. Read a summary report ► A series of Round Table discussions was conducted in December for key stakeholders. Read feedback from these sessions
Research	The Panel has commissioned further research into key areas of interest including: ► Existing arrangements of Regional Organisations of Councils and possible future models ► Lessons learned from previous council amalgamations ► Key communities of interest throughout NSW ► A review of community surveys on council performance ► A series of briefing papers on key Terms of Reference for the Review
Discussion	► Two Discussion Papers have been prepared for public comment. The first, *"Strengthening Your Community"* was released in July and provided an outline of key issues of the Review. ► The second discussion paper: *"Better, Stronger Local Government: The Case for Sustainable Change"* provides further insight into possible directions for local government reform. It will be available for public comment until March 2013

Creating the future . . .



Local government must change

Local government in New South Wales must change. The future is challenging but also full of potential. Local councils must embrace the challenges and realise the potential. They can be catalysts for improvement across the whole public sector. They can demonstrate how to tackle complex problems by harnessing the skills and resources of communities, and how effective place-shaping can boost the State's economy and enhance people's quality of life.

The fortunes of NSW have slipped in recent years and the State government's goal is 'To Make NSW Number One'. The State Plan refers to the need to 'rebuild', to 'renovate' and to 'restore'. None of this can be achieved without a local government system that is also 'Number One'. NSW local councils employ over 50,000 people and spend close to $10 billion every year; in many cases they are the lifeblood of local economies, and both individually and collectively they can play a central role in promoting state development.

Yet with notable exceptions, local government seems to have been stuck in a rut, waiting for others to take the lead and seeking 'silver bullet' solutions to its problems: a share of federal tax, an end to cost-shifting and rate-pegging, constitutional recognition. Some of these things should happen, but they are not in themselves the way forward. Local government must first look to its own resources, structures and performance. Then it must forge a new partnership with the State government based on its renewed strength and competence . . .

. . . This paper sets out the Panel's current thinking on some of the key aspects of local government – and its relationship to the State – that are most in need of fresh thinking and new ideas. Throughout the paper, we identify "Signposts" for the rest of the review. These are summarised below:

Signposts for reform

1 The local government system and challenges faced

- Local councils are part of a broader local government system. Understanding how the overall system works is essential to achieve lasting improvements.
- Profound changes in local government's operating environment call for equally far-reaching responses. Each community in NSW needs a local government with the necessary strategic capacity to deal with future challenges.

2 Fiscal responsibility and financial management

- The Panel will explore the feasibility and desirability of changes to the distribution of financial assistance grants. It also sees scope for further streamlining of rate-pegging, recognising in particular the importance of funding essential infrastructure.
- NSW local government has some way to go in advancing fiscal responsibility. Key organisations such as the Associations, the Division of Local Government, IPART and the Auditor General need to contribute to reaching that objective.

3 Services and infrastructure

- Councils must be able to decide how best to respond to the particular needs of their local communities. The Panel will explore opportunities for an enhanced 'whole of government' perspective on service delivery capacity, and will be examining a range of options for service delivery in rural and remote regions.
- Tackling local infrastructure needs and backlogs warrants the highest priority. This will require continued efforts to improve asset management, make more efficient use of available resources and build the capacity of smaller councils. Areas of rapid growth will require particular attention.
- There needs to be a concerted effort to improve the efficiency, productivity and competitiveness of NSW local government. The Panel will be looking at how to develop much stronger frameworks and new entities for regional collaboration, advocacy and shared services.

Continued next page . . .

Creating the future . . .

Signposts for reform

Structures and boundaries

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- The Panel will investigate the need for new local government structures at regional and sub-council levels. It will also explore a range of possible new models of cooperative governance and service delivery in western NSW.
- The Panel will seek further evidence on the benefits and drawbacks of amalgamations in different circumstances. It will formulate proposals for boundary changes, new regional entities and shared services as appropriate throughout NSW. There is a case to consider significant consolidation of local government across the Sydney metropolitan area, in other major urban regions and some regional centres.
- If further boundary changes are to be pursued, especially on a voluntary basis, there will need to be a well-resourced, strongly proactive process. The Panel will consider how that might best be facilitated.

Good governance

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- Issues of political governance go to the heart of local government's reputation and, ultimately, its capacity to deliver desired community outcomes and to be a trustworthy partner in government. The Panel will give further consideration to alternative governance models.
- The Panel sees considerable potential in enhancing the role and stature of mayors, as well as a need for further measures to improve working relations between councillors and General Managers, within a framework of checks and balances.
- The Panel sees a compelling case for a shift from compliance to innovation and improvement, underpinned by better data collection and expanded benchmarking and performance reporting, linked to the Integrated Planning and Reporting Framework and supported by internal and external audit.

A compact for change and improvement

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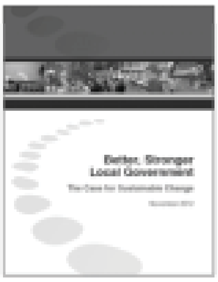
- There is a particular role for the Division of Local Government and the new Local Government Association to drive change.
- The Panel's goal is to reach agreement on a package of changes that amount to a new "compact" between State and local government in NSW. This will need to engage all stakeholders in the system of local government, and will provide a platform to increase the capacity of the system to build stronger communities and make NSW Number 1.

Have your say

You can read the full text of the Discussion Paper on the review website. Comments will be received until 22 March 2013. Written submissions are welcome. A survey is available on the website.
You can follow the progress of the Review on Facebook, or register to receive regular email alerts.



Further consultation will be completed in February/ March 2013.
Keep watching the Panel's website and Facebook page for more details of consultation events.

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