

Department of Premier
and
Cabinet

Local Government
Division

Data Management
Plan

Data Management Plan

Author:

Department of Premier and Cabinet
Local Government Division

Contact details:

Local Government Division
Department of Premier and Cabinet
GPO Box 123
HOBART TAS 7001

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Local Government Division Data Management Plan

I Introduction

The Department of Premier and Cabinet (DPAC)'s Local Government Division (LGD) has collected data annually from councils since 1999-2000. Data is collected in electronic format, with councils required to complete a detailed spread sheet known as the Consolidated Data Collection (CDC). The data which is collected is primarily financial and asset management data, planning and development data, and workforce statistics.

Under this governance model, the LGD oversees the data collection, validation, storage and distribution. The data sets are primarily used by the State Grants Commission (SGC), the Tasmanian Planning Commission (TPC), the Australian Bureau of Statistics (ABS), the Local Government Association of Tasmania (LGAT) and the LGD. This approach requires close collaboration between the three spheres of government. Ongoing consultation and cooperation continues to improve the system further, minimising demands on councils and improving consistency in data for the purpose of analysis, monitoring and reporting. A summary of the data collection process is outlined in Appendix 1.

2 Objective of the Plan

The Tasmanian Government has developed the *Stats Matters – A long-term strategy to build Tasmanian Government statistical assets and capability*. A copy of the Strategy can be viewed at www.dpac.tas.gov.au/divisions/egovernment

The major actions outlined in Stats Matters are to:

1. identify and manage statistical assets to strengthen government accountability;
2. establish a toolkit of resources to build data quality and support capability;
3. build mechanisms to make sharing and publication of statistical information easier;
4. strengthen collaboration across government to make the best use of statistical information; and
5. develop and implement a plan to improve Tasmanian Government statistical capability.

The objective of the Local Government Division Data Management Plan (the Plan) is to ensure the appropriate management of the data collected, stored and distributed by the LGD and to comply with the values, objectives and actions of Stats Matters.

Central to the Plan are the business rules for data collection and use as detailed in Appendix 2.

3 Why do we collect the data?

The LGD is the central Tasmanian Government repository for local government financial and asset management data, planning and development data, and workforce statistics collected through the CDC. The CDC provides a valuable set of robust and relevant information to a range of stakeholders. It provides a foundation for developing evidence-based policy, and is an important mechanism by which to measure and improve the sustainability and performance of Tasmanian councils.

The authority to collect the data is provided from Section 338 of the *Local Government Act 1993*, which states:

- “A council is to furnish to the Minister, the Treasurer, the Director or the Board –
- (a) any information requested in relation to its activities; and
 - (b) any documents or records as requested”.

Broadly, the data is used to:

- provide clear, relevant and robust data to the local government sector, stakeholders, Tasmanian and Australian Government agencies and the Tasmanian community;
- measure, and assist the sector to measure, local council performance and sustainability;
- develop evidence-based state policy toward sustainability and performance improvement;
- provide data for equitable grants distribution;
- offer an avenue for risk management and contingency planning; and
- assist the local government sector to develop evidence-based policy and in decision-making.

4 How do we collect the data?

The CDC is requested annually by the Director of Local Government. A master Excel spread sheet is maintained by the LGD and is distributed electronically to all 29 Tasmanian councils.

Once councils have populated the spread sheet it is then returned to the LGD and sent for independent validation¹. Following validation the data is:

- provided to the ABS, SGC and TPC; and
- analysed to derive the figures required to complete the Sustainability Objectives and Indicators report.

5 What data is collected?

The CDC is the primary data collection tool for the LGD. Other sources of data are also used to consolidate information for policy and decision-making. These additional sources include the biennial LGAT Community Satisfaction Surveys, data derived from the Australian Government's National Assessment Framework for Asset Management (NAF), and the Auditor-General's Local Government reports to Parliament.

¹ Further information about data validation is provided in Section 8.3.

5.1 Consolidated data collection

The CDC is an annual local government data collection process of primarily financial and asset management data, planning and development data, and workforce statistics. The CDC commenced in the financial year 1999-2000 and data is collected from all councils.

Each financial year consultation is undertaken with the key end-users (ABS, SGC, TPC and LGAT) to ensure the CDC maintains consistency in data collection and to address any queries or any additional data requirements which may have arisen since the previous financial year's collection.

This has ensured that the data collected satisfies the requirements of multiple agencies and minimises duplication in reporting and effort for councils. The type and volume of data collected has matured over time and will continue to evolve based on the needs of end-users.

5.1.1 Financial and asset management data

The CDC collects comprehensive financial and asset management data. The collection is designed to align with councils' financial statements to assist in minimising duplication.

The data is used by various organisations for reporting and in policy development. These organisations include DPAC, LGAT, TPC and SGC.

5.1.2 Planning and development data

The CDC includes planning and development data. It covers land use planning and development application and approval statistics. This information is used to generate the planning and development component of the Sustainability Objectives and Indicators Report and fulfils some reporting requirements of the TPC.

5.1.3 Workforce data

The CDC includes council workforce data. This data is predominately collected for LGAT and includes key workforce characteristics for future workforce planning by councils and LGAT.

5.2 Sustainability objectives and indicators

The Tasmanian Government has worked closely with LGAT, the local government sector and the Auditor-General to develop an effective performance measurement framework that promotes a culture of continuous improvement in local government.

With the approval of the Premier's Local Government Council (PLGC), sustainability objectives and indicators (SOI) (refer to Appendix 3) have been developed to measure councils' performance in key areas of financial management, asset management, planning and development and community satisfaction. Targets in the form of ratios have been established for the financial and asset management indicators.

Taken together the ratios can indicate low, moderate or high financial sustainability risks and can be used to assess both short-term and long-term sustainability. Councils can use the ratios as a comparative assessment between councils and to assess their own current and future financial performance and position.

The majority of data used to derive the indicator values and their respective ratios originate from the CDC but also include important information from the LGAT Community Satisfaction Surveys which commenced in the year 2000 and are undertaken biennially. The fifth round of the Survey was completed in 2011.

It is intended that the indicators will:

- assist councils to identify areas where improvements in performance are required;
- improve transparency of local government performance to the community; and
- assist councils to identify best practice and measure council performance against the same criteria across the State.

5.3 Auditor-General

The Auditor-General uses the financial and asset management sustainability indicators and ratios in reports to Parliament on local government. The indicator ratios used are:

- operating surplus ratio;
- asset sustainability ratio;
- asset renewal funding ratio;
- road asset consumption ratio; and
- net financial liabilities ratio.

The *Audit Act 2008* provides the authority for the Auditor-General to collect this data. The LGD uses the reports generated by the Auditor-General for comparative statistical and analytical purposes.

5.4 National Assessment Framework

The National Assessment Framework (NAF) has been developed by the Australian Government for the use of all Australian councils. The NAF is an evaluation tool designed to measure the level of maturity that councils have reached with regards to their financial and strategic asset management planning and practices.

The LGD works in collaboration with LGAT to aggregate the data which is then incorporated into the NAF on behalf of all Tasmanian councils. As the NAF develops, the data produced will become a valuable asset to the LGD, councils and other entities to support decision-making and policy setting.

6 Who uses the data and how is it used?

6.1 Local Government Division

The LGD is the custodian of the CDC. On receipt of the various data the LGD has it validated (refer to Section 8.5) and then the data is sent through to the ABS, TPC and SGC. The LGD has Memorandums of Understanding (MOUs) with these agencies to ensure clarity and accountability. The LGD's primary use of the CDC is for the following.

6.1.1 State of local government

The LGD analyses the CDC and produces data and information on local government, which can be made available to interested stakeholders. The data and information can include:

- key trends;
- SOI information in the areas of financial management, asset management, planning and development and community satisfaction; and
- a profile of the council area including demographics.

6.1.2 SOI report

The LGD provides an annual analysis of the SOI and publishes the report on DPAC's website at www.dpac.tas.gov.au/divisions/local_government. The report is provided to the PLGC and to all councils.

The report includes results for each council against the indicators for each financial year dating back to 2007-08. It also includes an analysis at an aggregated level for each of the indicators to provide a picture of the local government sector as a whole.

6.1.3 Local government area profiles

The LGD produces council and local government area profiles which details key information and statistics. These include statistics on population, employment, income, education, and economy. This information is available for government and public use. Much of the data for the profiles is sourced from the CDC with additional information being sourced through the ABS. An example of a council profile can be found at Appendix 4 and the process for updating these profiles is outlined in Appendix 5.

6.2 State Grants Commission

The primary function of the SGC is to make recommendations to the State Treasurer concerning the distribution of Australian Government Financial Assistance Grants and Identified Local Roads Funds to councils.

The SGC's assessment processes relies heavily on financial and other data provided directly from councils, through the CDC and other independent external sources, in particular the ABS.

The provision of accurate and timely data is essential for the SGC to achieve its task. Relative movements of data will be reflected in grant recommendations. The SGC faces a challenge to ensure that the data movements are due to actual circumstances and not due to poor reporting standards. This is one reason why the LGD has the CDC financial and asset management data validated every year.

The SGC makes its recommendations to the State Treasurer by the end of March each year based on the data collected for the previous financial year. The SGC uses information from each council on:

- lengths of roads;
- number of properties;
- operating revenue;
- operating expenses;
- functional details on operating activities including depreciation;
- State Government specific purpose payments on current expenditure; and
- Australian Government specific purpose payments on current expenditure.

6.3 Australian Bureau of Statistics

In October 2011 the Tasmanian Government signed a partnership agreement with the ABS, to among other things, provide effective support for national statistical programs.

The ABS requires the CDC data for statistical purposes under the *Census and Statistics Act 1905* (Cth). The ABS uses the data to:

- provide the local government component of the ABS's Government Finance Statistics output, which in turn is used to compile the Australia's National Accounts; and

- service demand for detailed data from the local government sector, from areas within the ABS, researchers, academics and the general public.

The ABS takes detailed financial information from over 1 000 data cells from each council's completed CDC and uses the data collected for the following publications:

- 5512.0 - Government Finance Statistics, Australia;
- 5501.0.55.001 - Government Financial Estimates, Australia, Electronic Delivery;
- 5506.0 - Taxation Revenue, Australia;
- 5518.0.55.001 - Government Finance Statistics, Education, Australia - Electronic Delivery;
- 5204.0 - Australian System of National Accounts;
- 5220.0 - Australian National Accounts: State Accounts;
- 5249.0 - Australian National Accounts: Tourism Satellite Accounts;
- 1350.0 - Australian Economic Indicators; and
- 4183.0 - Cultural Funding by Government, Australia.

Like the SGC, the ABS relies on accurate and timely data. The ABS requires the validated CDC data to be lodged on its website by mid-January each year to meet its deadline of providing edited data to its public finance section by mid-February.

6.4 Tasmanian Planning Commission

The TPC is Tasmania's peak planning body, which manages Tasmania's planning system. It develops and maintains the planning framework and related planning schemes, assesses proposals for major developments, undertakes inquiries, reviews and reports on the use of land and the environment generally.

The TPC uses the planning and development component of the CDC to support policy development and compile reporting for Tasmanian Government and Australian Government purposes.

6.5 Other government agencies, organisations and general public

Given the valuable nature of the LGD data collection, Australian Government agencies, organisations and individuals will at various times have a need and interest in its acquisition for research and analysis. In these cases the LGD will consider the request and any approvals will be actioned under a licence (refer to Section 8.5 for further details).

7 When is the data collected?

Table I outlines the steps and timeframes that the LGD undertakes for the annual collection of the CDC. This timetable is critical to ensure it aligns with the completion of council financial statements for the Auditor-General and to meet the deadlines for the data requirements of the ABS and the SGC.

Table I: Annual Consolidated Data Collection cycle

When	Who	Action
March/April	LGD	Consult with ABS, SGC, TPC, the validator and LGAT on CDC spread sheets
May	LGD	Amendments and quality control of CDC worksheets
June	Consultancy	Amend coding for spread sheet macros if changes to the master sheet are necessary
July	LGD	Final spread sheets sent to councils
August	LGD	Address queries from councils
September	Councils	Data to be returned to LGD by 30 September
	LGD	Forward returned data to validation officer
October	LGD /councils	Follow up outstanding returns
	LGD	Forward returned data to validation officer
November	LGD	Validation completed
December	LGD	Lodge CDCs with ABS via secure website portal Send CDCs to SGC Draft SOI report and report on aspects of the state of local government apparent from the data, and provide feedback to councils on the data collection undertaken
March	SGC	SGC finalises council grants for the year
April	ABS	ABS publishes 'Government Finance Statistics, Australia' (Cat. No. 5512.0)

8 Risk management and contingency planning

As with many data collections there are risks associated with the CDC which require consideration, appropriate planning and, where applicable, development of a contingency to ameliorate undesirable outcomes.

8.1 Communication and consultation

A key attribute of LGD's data collection process is communication and consultation. From the outset of the CDC project there has been close collaboration with major stakeholders. To ensure appropriate communication occurs, one of the first steps in the annual cycle of the CDC has been assigned for consultation (Refer to Table I).

8.2 Data currency

The currency of data is important when it is used to support and direct policy or guide grant funding. As the LGD supplies data to third parties for these purposes, it is important that the

data is supplied in a timely manner. The risk that out-dated data is used for these purposes is real and may have significant consequences for policy setting and grants disbursement.

To manage this risk the LGD maintains a schedule to oversee the CDC process and support the data-providers in returning the data in a timely manner. The process also establishes deadlines for the provision of data to key end-users (Refer to Table 1).

8.3 Data validation

Like any data collection process there are risks associated with invalid data being entered into the CDC process. This could occur as a result of a misunderstanding of data entry guidelines, inaccurate data collection or human error. To mitigate this possibility, the LGD has the information validated through:

- an independent consultant who checks the returned CDC data from each council against the respective councils audited financial statements; and
- other data sources such as the Land Information System Tasmania (LIST) data base (used for road lengths) to ensure that the data provided is accurate.

This process provides a buffer against erroneous data being used which could result in inaccurate decision-making and poor policy setting.

8.4 Memorandums of understanding

As noted above it is important in the CDC process that there is clear communication with stakeholders. There is also a need to understand roles and responsibilities when it comes to the collection and distribution of data. For the major data users (ABS, TPC and the SGC), MOUs have been drawn up to outline the terms of data provision and use, and to provide transparency and accountability in the process.

8.5 Data requests - licensing

Occasionally the LGD will receive requests from other parties to have access to the CDC data. The integrity and permitted use of data are key issues which must be managed in order to maintain good governance arrangements for the project. Inappropriate use or misappropriation of the data is a key risk as it will undermine both the confidence and willingness of councils in providing the data. To maintain integrity with the data and to ensure appropriate use, any approved release of data by the LGD to other parties will be through a licence agreement. The licence agreement will clearly outline a permitted use for the data and other appropriate conditions to ensure the integrity of the CDC.

APPENDICES

Appendix I

Data Collection Summary

1. Organisational Context	
1.1 State Service Agency	Department of Premier and Cabinet (DPAC)
1.2 Division	Local Government
1.3 Director responsible	Phillip Hoysted
1.4 Operational manager	Greg Brown
1.5 Operational officers	Rowena Leonard & Luke Diddams
2. Collection administration	
2.1 Title	Consolidated Data Collection (CDC)
2.2 Collection frequency	Annual – Ongoing
2.3 Collection authority	Section 338 of the <i>Local Government Act 1993</i>
2.4 Commenced	1999-2000
2.5 Data source	Tasmanian councils
2.6 Document location	DPAC – TRIM
3. Collection overview	
3.1 Data type	Numerical - local government financial, asset, workforce and planning and development data
3.2 Purpose	Ongoing monitoring and evaluation of local government performance and sustainability
3.3 Format	Microsoft Excel (.xlsx) spread sheet
3.4 Agency links	Data provided to the Australian Bureau of Statistics, Tasmanian Planning Commission, State Grants Commission (Tasmania) and the Local Government Association of Tasmania
3.5 Annotated timeline	March – June: Consultation and administrative preparation July: Data request to councils Aug – Oct: Address queries, data returned and validated Nov – Dec: Data analysed and distributed
3.6 Quality assurance	Data independently validated
3.7 Outputs / Use	<ol style="list-style-type: none"> 1. Reports: <ul style="list-style-type: none"> • Sustainability Objectives and Indicators • Australian Bureau of Statistics publications 2. State Grants Commission decision support tool 3. Inform state and local government policy development and decision-making

Appendix 2

Business rules for data collection and use

Document Development History

Version	Date	Author	Reason	Sections
1.0	15 May 2013	Greg Brown & Luke Diddams	Initial draft	All

Definitions

ABS – Australian Bureau of Statistics.

CDC – Consolidated Data Collection – Collection of local government data compiled and managed by the LGD of the Department of Premier and Cabinet.

Custodian – The LGD is responsible for the appropriate collation, management and maintenance of the data including implementation of the business rules.

Data-providers – All Tasmanian councils are data-providers to the CDC.

End-users – The end-users of the data are those individuals or agencies that wish to analyse and use the data. The number of end-users may vary and currently include the LGD, ABS, TPC, LGAT and the SGC.

LGAT – Local Government Association of Tasmania.

LGD – Local Government Division.

MOU – Memorandum of Understanding.

NAF – National Assessment Framework.

PLGC – Premier’s Local Government Council.

SGC – Tasmanian State Grants Commission.

SOI – Sustainability Objectives and Indicators.

TPC – Tasmanian Planning Commission.

TRIM – Total Records Information Management.

Summary of business rules

BR 001	The LGD is the custodian of the CDC.
BR 002	The custodian will manage all aspects of the annual CDC.
BR 003	The custodian will send requests to the data-providers in July of each year for completion by the end of September. The custodian will assist the data-providers with issues regarding the CDC sheets throughout the collection process.
BR 004	The custodian will establish and maintain a tracking schedule to facilitate the timely completion of the CDC process.
BR 005	The custodian will consult with the data-providers and the end-users prior to the commencement of the CDC.
BR 006	The custodian will have the annual CDC independently validated.
BR 007	The CDC data will be made available to Tasmanian Government agencies upon written request.
BR 008	The custodian will upload the CDC to the ABS secure portal in accordance with the relevant MOU.
BR 009	The CDC data will be made available to the SGC in accordance with the relevant MOU.
BR 010	The planning and development CDC data will be made available to the TPC in accordance with the relevant MOU.
BR 011	Individual council CDC data will be made available to the respective council upon written request.
BR 012	Access to the CDC data by Australian Government agencies, organisations and individuals not covered by an MOU, will be through a licence agreement with the custodian.
BR 013	The custodian will use the data to produce annual Sustainability Objectives and Indicators reports.
BR 014	The CDC, MOUs, user licences, correspondence and all other associated records will be retained within the Department of Premier and Cabinet's Total Records Information Management (TRIM) filing system.
BR 015	The custodian will maintain appropriate version control of the CDC raw data.
BR 016	The custodian is not responsible for providing training to data-providers or to end-users.

Data collection

Custodian

BR 001 – The LGD is the custodian of the CDC.

Explanation: LGD is the custodian of the CDC and is responsible for the collection, storage and distribution of the data in an appropriate manner.

Consolidated data collection

BR 002 – The custodian will manage all aspects of the annual CDC.

Explanation: The CDC is the annual data collection to collate local government financial and asset management data, workforce statistics and planning and development data. This data is collected from the data-providers, stored, and distributed to end-users by the custodian.

BR 003 – The custodian will send requests to the data-providers in July of each year for completion by the end of September. The custodian will assist the data-providers with issues regarding the CDC sheets throughout the collection process.

Explanation: Timeliness of data provision is paramount in the CDC process in order for the custodian to provide the data to end-users by the required deadlines. The custodian will maintain a schedule to oversee the CDC process, and will support the data-providers in returning the data in a timely manner. The schedule also establishes deadlines for the provision of data to end-users.

BR 004 – The custodian will establish and maintain a tracking schedule to facilitate the timely completion of the CDC process.

Explanation: To assist in maintaining a timely process, the custodian will maintain a system to track each council's returns and implement contingencies to ensure that the data is returned by the due date.

Consultation

BR 005 – The custodian will consult with the data-providers and the end-users prior to the commencement of the CDC.

Explanation: Prior to the CDC commencing, the custodian will consult with the key end-users (LGAT, ABS, TPC and the SGC) to determine necessary changes to the data to be collected, and to ensure that the data collection sheets and methodology are comprehensive and fit for purpose. This process minimises duplication for data-providers and will maintain the broader data collection's integrity.

Data validation

BR 006 - The custodian will have the annual CDC independently validated.

Explanation: An essential step in the data management process is to ensure that the data received is accurate. The custodian will engage a validator to check the returned CDC data from each council against the respective councils audited financial statements. This process provides a buffer against erroneous data being used which could result in inaccurate decision-making and poor policy setting.

Data access, distribution and use

Tasmanian Government

BR 007 - The CDC data will be made available to Tasmanian Government agencies upon written request.

Explanation: The Tasmanian Government uses the CDC data for policy development, planning, decision-making and reporting. Requests for the use of the CDC data by Tasmanian Government agencies are required in writing to the custodian.

Australian Bureau of Statistics

BR 008 – The custodian will upload the CDC to the ABS secure portal in accordance with the relevant MOU.

Explanation: The ABS uses the CDC for various statistical products. The ABS has an online system for agencies to securely deliver data across the internet. The custodian will use the online 'portal' to deliver the CDC data in December of the collection year. This arrangement is outlined within the MOU between the custodian and the ABS.

State Grants Commission

BR 009 – The CDC data will be made available to the SGC in accordance with the relevant MOU.

Explanation: The CDC data informs the decision-making process of the SCG in making recommendations to the Treasurer concerning the distribution of Australian Government Financial Assistance Grants and Identified Local Roads Funds to local government. The custodian will deliver the CDC data to the SGC in December of the collection year to meet the deadlines of the SGC for this process.

Tasmanian Planning Commission

BR 010 – The planning and development CDC data will be made available to the TPC in accordance with the relevant MOU.

Explanation: The CDC includes data required for the TPC's State and national reporting requirements. The custodian will deliver the CDC data in December of the collection year to meet the deadlines of the TPC for these processes.

Local Government

BR 011 - Individual council CDC data will be made available to the respective council upon written request.

Explanation: Councils provide the data annually for the CDC and it is appropriate that the data, including its consolidated form, is available to councils to assist them with planning, policy and decision-making. The custodian will provide individual council CDC data to the respective council upon written request.

Data licensing

BR 012 – Access to the CDC data by Australian Government agencies, organisations and individuals not covered by an MOU, will be through a licence agreement with the custodian.

Explanation: Applications to access the CDC data will be required in writing. The applicant will be required to provide certain information, including the purpose for requesting the data and any other information required by the custodian to make an informed decision for the request.

If the application is approved, the data will be provided through a licence agreement.

Sustainability Objectives and Indicators

BR 013 – The custodian will use the data to produce annual Sustainability Objectives and Indicators reports.

Explanation: The custodian will use the CDC data to derive the sustainability objectives and indicators and produce a report annually. The reports will be provided to councils and made publicly available.

Data security and integrity

Data security

BR 014 – The CDC, MOUs, user licences, correspondence and all other associated records will be retained within the Department of Premier and Cabinet's Total Records Information Management (TRIM) filing system.

Explanation: The Department of Premier and Cabinet has an advanced information technology unit with strict policies with regard to firewall protection, security and back up facilities. The data will be stored in accordance with these policies.

Version control

BR 015 – The custodian will maintain appropriate version control of the CDC data.

Explanation: Version control is an essential component of data collection and validation. The custodian will maintain master copies of the CDC sheets for each year, maintain copies of all returned CDC sheets from data-providers, maintain copies of all validated CDC sheets from data-providers, and maintain a consolidated central repository for all CDC data dating back to 1999-2000.

All of these will be 'finalised' in the TRIM system to maintain original versions of data.

Training

BR 016 – The custodian is not responsible for providing training to data-providers or to end-users.

Explanation: The CDC program has been in effect since 1999-2000. The main data collection sheet has remained largely constant over the years with minor amendments being incorporated as required. To assist the data-providers, the custodian will ensure the CDC sheets contain detailed instructions and definitions and will provide limited support and assistance to the data-providers when they are completing the CDC.

Appendix 3

Sustainability objectives and indicators

Areas of measurement	Objective	Indicator	Indicator questions / descriptions	Data source
I. Financial management	To achieve and/or improve financial sustainability through meeting the requirements of sound fiscal management.	Operating surplus	<p>Description: The difference between day-to-day income and expenses for the period.</p> <p>Comment: An operating surplus (or deficit) arises when operating income (excluding capital income) exceeds (or is less than) operating expenses for a period (usually a year).</p> <p>Calculation: Operating income (excluding amounts received specifically for new or upgraded assets and physical resources received free of charge) less operating expenses for the reporting period.</p>	Consolidated Data Collection (CDC).
		Operating surplus ratio	<p>Description: The percentage by which the major controllable income source plus operating grants varies from day to day expenses.</p> <p>Comment: The operating surplus ratio is the operating surplus (or deficit) expressed as a percentage of general and other rates and operating grants.</p> <p>Calculation: Operating surplus (or deficit) divided by general and other rate income and operating grants.</p>	CDC
		Net financial liabilities	<p>Description: What is owed to others less money held, invested or owed to the entity.</p> <p>Comment: Net financial liabilities equals total liabilities less financial assets.</p> <p>Calculation: Total liabilities less financial assets (cash and cash equivalents plus trade and other receivables plus other financial assets).</p>	CDC

Areas of measurement	Objective	Indicator	Indicator questions / descriptions	Data source
		Net financial liabilities ratio	<p>Description: The significance of net amount owed compared with the period's income.</p> <p>Comment: Indicates the extent to which net financial liabilities could be met by operating income.</p> <p>Calculation: Net financial liabilities divided by operating income.</p>	CDC
2. Asset management	To manage assets in a way that maximises asset service delivery, manages related risks and accounts for whole-of-life costs.	Asset sustainability ratio	<p>Description: The ratio of asset replacement expenditure relative to depreciation for a period. It measures whether assets are being replaced at the rate they are wearing out.</p> <p>Comment: Indicates whether the entity is replacing or renewing non-financial assets at the same rate that its overall stock of assets is wearing out for the period.</p> <p>Calculation: Capital expenditure on replacement / renewal of existing plant and equipment and infrastructure assets divided by their annual depreciation expense.</p>	CDC
		Asset consumption ratio	<p>Description: The average proportion of 'as new' condition left in assets.</p> <p>Comment: Shows the depreciated replacement cost of an entity's depreciable assets relative to their 'as new' (replacement) value</p> <p>Calculation: The depreciated replacement cost of plant, equipment and infrastructure assets divided by the current replacement cost of depreciable assets.</p>	CDC

Areas of measurement	Objective	Indicator	Indicator questions / descriptions	Data source
		Asset renewal funding ratio	<p>Description: The ratio of net present value of asset renewal funding accommodated over a ten year period in a long-term financial plan relative to the net present value of the projected capital renewal expenditures identified in an asset management plan for the same period.</p> <p>Comment: Indicates whether the entity has the financial capacity to fund asset renewal as required and therefore continue to provide existing levels of asset-based services in the future without additional operating income or reductions in operating expenses, or an increase in net financial liabilities above that currently projected.</p> <p>Calculation: The net present value of projected ten-year capital renewal funding outlays in a long-term financial plan divided by the net present value of projected ten-year capital renewal expenditures in an asset management plan in current values.</p>	CDC
3. Planning and development	To develop, implement and improve planning and development strategies that improve the quality of life for communities through supplying access to facilities and services, appropriate infrastructure provision and sustainable environmental practices.	Percentage of Development Applications (DAs) completed within statutory timeframe.	What percentage of DAs was completed within the statutory timeframe of 42 days?	CDC
		Average days to process planning and development applications (statutory time as per legislation, exclude days where clock stopped).	<p>What are the:</p> <ul style="list-style-type: none"> ● Average number of calendar days to process applications: <ul style="list-style-type: none"> - planning: permitted use - planning: discretionary use - building ● Total number of all planning applications lodged ● Total number of all building applications lodged 	CDC

Areas of measurement	Objective	Indicator	Indicator questions / descriptions	Data source
		Number of appeals determined in favour of council by the Resource Management and Planning Appeals Tribunal (RMPAT)	What were the number of appeals not upheld by the Resource Management and Planning Appeals Tribunal?	CDC
4. Community satisfaction	To ensure communities are satisfied with councils' provision of services in the areas of:			LGAT survey
a) Planning and development		Satisfaction with councils' performance in planning and development.	On a scale of 1-5, how do respondents rate their satisfaction on their council's performance in consistent and appropriate planning policies (see footnote 4 below)	LGAT survey, section A1 – planning and development, question 2.1
b) Community involvement		Satisfaction with councils' performance in community involvement.	On a scale of 1-5, how do respondents rate their satisfaction on their council's performance in community involvement in relation to: <ul style="list-style-type: none"> informing residents about council activities involving residents in local decision making access to councillors / aldermen 	LGAT survey, section A1 – community involvement Question 1.1 Question 1.2 Question 1.3.
c) Infrastructure		Safe and well maintained roads, pedestrian areas and local road networks.	On a scale of 1-5, how do respondents rate their satisfaction on their council's performance in providing: <ul style="list-style-type: none"> safe and well maintained local roads safe and well maintained pedestrian areas an efficient road network 	LGAT survey, section A3 – roads, footpaths and traffic Question 3.1 Question 3.2 Question 3.3
d) Environmental management / waste		Waste management	On a scale of 1-5, how do respondents rate their satisfaction on their council's performance in: <ul style="list-style-type: none"> household garbage collection recycling services – including kerbside recycling and depots 	LGAT survey, section A4 – waste management Question 4.1 Question 4.2

Areas of measurement	Objective	Indicator	Indicator questions / descriptions	Data source
			<ul style="list-style-type: none"> operation of local tip and transfer stations maintaining a clean and tidy city/town providing household hazardous waste collection services 	Question 4.3 Question 4.4 Question 4.5
e) Recreation, cultural facilities and programs		Provision and management of recreational and cultural facilities and programs.	On a scale of 1-5, how do respondents rate their satisfaction on their council's performance in: <ul style="list-style-type: none"> sports grounds and recreation facilities parks and playgrounds community centres and halls arts and entertainment facilities including museums and art galleries arts and entertainment activities and special events 	LGAT survey, section A8 – recreation, cultural facilities and programs Question 8.1 Question 8.2 Question 8.3 Question 8.4 Question 8.5
f) Community health and safety		Hygiene standards of food outlets, restaurants and public facilities, council immunisation programs and animal control.	On a scale of 1-5, how do respondents rate their satisfaction on their council's performance in: <ul style="list-style-type: none"> hygiene standards of food outlets, restaurants and public facilities council immunisation programs animal control 	LGAT survey, section A6 – community health and safety. Question 6.1 Question 6.2 Question 6.3
g) Overall satisfaction		Satisfaction with overall performance of council.	On a scale of 1-5, how satisfied are you with your council's performance overall?	LGAT survey, section A9 – Question 9.1

Appendix 4

Council profile example

COUNCIL AND LOCAL GOVERNMENT AREA PROFILE



XXXXXXXXXX COUNCIL

Local Government Division
Department of Premier and Cabinet
May 2013

COUNCIL SUMMARY

Mayor:

General Manager:

Deputy Mayor:

Council Telephone Contact:

Council Address:

Elected Members

Name	Term Expires
Councillor	0000

Council Staff

Position	Name
General Manager	
Director XXXXXXX	

Employee Data

Council Employees (FTEs) ¹ :	00 FTEs
FTEs per 1000 population:	00 FTEs
Average FTEs per 1000 population for UM(Urban Medium) Council Classification:	00 FTEs

COUNCIL FINANCIAL INFORMATION

Sustainability Objectives and Indicators (SOI)

Indicator	Benchmark	2007-08	2008-09	2009-10	2010-11	2011-12	Council Average Over Time	Average All Councils 2011-2012
Operating Surplus								-473,000
Operating Surplus Ratio	>0							-1.2%
Net Financial Liabilities								5,833,703.70
Net Financial Liabilities Ratio	Between 0 & -50%							41%
Asset Sustainability Ratio	>100%							92.59%
Road Asset Consumption Ratio	>60%							65.57%
Asset Renewal Funding Ratio	90%-100%							97.33%

Cash Reserves:	\$
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Council Income (2010-2011):	\$
- Comprising of ³ :	
Rates	00%
Grants	00%
Fees	00%

MUNICIPAL INFORMATION

	Council		Tasmania		Australia	
	Dec 2011	Dec 2012	Dec 2011	Dec 2012	Dec 2011	Dec 2012
Unemployment Rate ⁴ :	00%	00%	00%	00%	00%	00%

Median Age ⁵ :	00 years	00 years	00 years
Median Weekly Household Income ¹⁰ :	\$00	\$00	\$00

	Council	Tasmanian LGA Average
Population ⁶ :		17,656
Rate of Population Growth ⁷ :	0.0%	
Population Growth Ranking ⁸ :	00	
Square Kilometres ⁹ :	00 m ²	2,343 km ²
Persons per Square Kilometre:	00	7.5
Roads:	00 km	476 km
Bridges:	00 sqm	4,280 sqm

Main Industries¹¹:	0
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These figures have been sourced from the Local Government data collection 2010-2011 and 2011-2012 DPAC, the Australian Bureau of Statistics, Department of Employment and Workplace Relations, and the Tasmanian Audit Office.

1 Report of the Auditor-General No. 4 of 2012-2013.

2. UM Classification defined by Local Government Division, DPAC as having a population between 30,000 – 70,000.

3. Total will be less than 100% as there are a number of smaller sources of income such as interest.

4 This is calculated from the December Quarter 2012 *DEEWR Small Area Labour Markets* report.

5 ABS 2011 Census Data

6 June 2011, ABS Regional Population data.

7 This is calculated from the ABS Regional Population data and refers to growth over the period June 2011 to June 2012.

8As at June 2012, the ABS rated Launceston municipal area as the 17th fastest growing population of all 29 municipal areas in Tasmania.

9 June 2010, ABS Launceston Regional Profile

10 ABS 2011 Census Data

11 As measured by Industry of Employment, from the ABS 2011 Census data.

MUNICIPAL MAP



Tasmania
Explore the possibilities

Local Government Division
Department of Premier and Cabinet

GPO Box 123, Hobart 7001

Phone: (03) 6232 7022

Email: LGD@dpac.tas.gov.au

Visit: www.dpac.tas.gov.au/divisions/local_government

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