

ATTACHMENT 1

**TERMS OF REFERENCE
LOCAL GOVERNMENT
(DELATITE SHIRE COUNCIL)
REVIEW PANEL**

LOCAL GOVERNMENT ACT 1989

APPOINTMENT OF A LOCAL GOVERNMENT PANEL

I, BOB CAMERON, Minister for Local Government, acting under section 220A of the Local Government Act 1989, appoint Mr Roger Male and Mr Julian Stock to be a Local Government Panel to conduct a review of the feasibility and viability of the Delatite Shire Council becoming two separate municipalities, one being based in Benalla and one being based in Mansfield. The municipalities would be separated by a common boundary which would approximate the northern boundary of the former Shire of Mansfield.

In undertaking the review the panel is requested to examine the following, having regard to the Delatite Shire Council's "Preferred Framework for Proposed De-amalgamation of Delatite Shire Council".

- (a) Whether the costings are appropriate for each of the proposed municipalities and if not to recommend what costings should be allowed.
- (b) Whether the proposed staffing structures and staffing levels are appropriate for each of the proposed municipalities and if not to recommend what they should be.
- (c) Recommend an appropriate and equitable manner for distribution of the assets and liabilities of the Delatite Shire Council between the proposed municipalities.
- (d) Whether the proposed resource sharing arrangements will operate in the interests of and adequately meet the needs of the communities of each of the proposed municipalities.
- (e) Recommend an appropriate methodology for calculation of charges between the proposed municipalities that is fair, reasonable and understandable, including an appropriate dispute resolution mechanism.
- (f) The impact of the proposal on the accessibility to and the effective and efficient delivery of local government services in the areas covered by the review. In particular to determine whether and how any changes would effect residents in terms of service delivery and their cost to local residents and ratepayers.
- (g) Whether the proposed new arrangements at least maintain current infrastructure spending levels and also consider the future infrastructure requirements of the areas covered by the review.

2. In undertaking the review the panel is requested to take into account the following –

- (a) Sociological, demographic, topographic, economic and employment factors in the areas covered by the review.
- (b) The sustainable economic development of the areas covered by the review.
- (c) The administrative, financial and rating impact of any proposal.
- (d) Any other relevant matters that may arise as a result of the review.

The Panel is to make recommendations to the Minister for Local Government on any action which may need to be taken on matters which may result from the Panel's enquiries, including actions required to create any new municipalities.

Mr Roger Male will be the Chairperson of the Panel. The remuneration, including travelling, accommodation, and out of pocket expenses payable to each member of the Panel, shall be set in accordance with the Guidelines for the Appointment and Remuneration of Part-Time Non-Executive Directors of State Government Boards and Members of Statutory Bodies and Advisory Committees.

The Panel is directed to provide a report on the above issues to the Minister for Local Government by 30 June 2002 or on a later date as approved by the Minister.

Bob Cameron MP
Minister for Local Government

ATTACHMENT 2

**PROPOSED STAFFING IN THE NEW
BENALLA AND NEW MANSFIELD**

Proposed staffing levels												
EFTs employed in delivering services												
Cost centre	Basis of sharing	New Benalla			New Mansfield			Combined		Delatite		
		Payroll	Shared	Net	Payroll	Shared	Net	Payroll	Net			
Councillors' support		1.00		1.00					1.00		1.00	
Executive services		2.00		2.00			2.00		4.00		2.00	
Economic development		1.00		1.00					1.00		1.00	
Tourism development							1.00		1.00		1.00	
Gallery operations		2.65		2.65					2.65		2.65	
Admin and community services mgt												
Director		1.00		1.00					1.00		1.00	
Secretary/admin		1.00		1.00			1.00		2.00		1.50	
Rates and charges collection		2.00		2.00			1.00		3.00		2.00	
Financial accounting		4.00		4.00			3.00		7.00		4.52	
Customer service		2.50		2.50			1.50		4.00		4.00	
IT operations		1.00		1.00			1.00		2.00		1.50	
Records management		1.20		1.20					1.20		1.20	
Administrative support		2.00		2.00			1.00		3.00		2.00	
Human resources mgt												
Manager Mansfield Shire							1.00		1.00		1.00	
Special projects											0.44	
Best value practices											0.39	
Tech and environmental services												
Engineering		2.00		2.00			1.00		3.00		2.00	
Other							2.00		2.00		2.72	
Delworks - Parks and gardens		6.50		6.50			7.50		14.00		12.00	
Delworks - Mansfield rural							7.00		7.00		7.00	
Delworks - Mansfield urban							3.00		3.00		3.00	
Delworks - Benalla urban		5.00		5.00					5.00		5.00	
Delworks - Benalla rural		7.00		7.00					7.00		7.00	
Delworks - Roads to Recovery											4.00	
Delworks - mtee support Mansfield							3.00		3.00		1.00	
Delworks - mtee support Benalla		6.00		6.00					6.00		6.00	
Delworks - management		1.00		1.00			1.00		2.00		2.00	

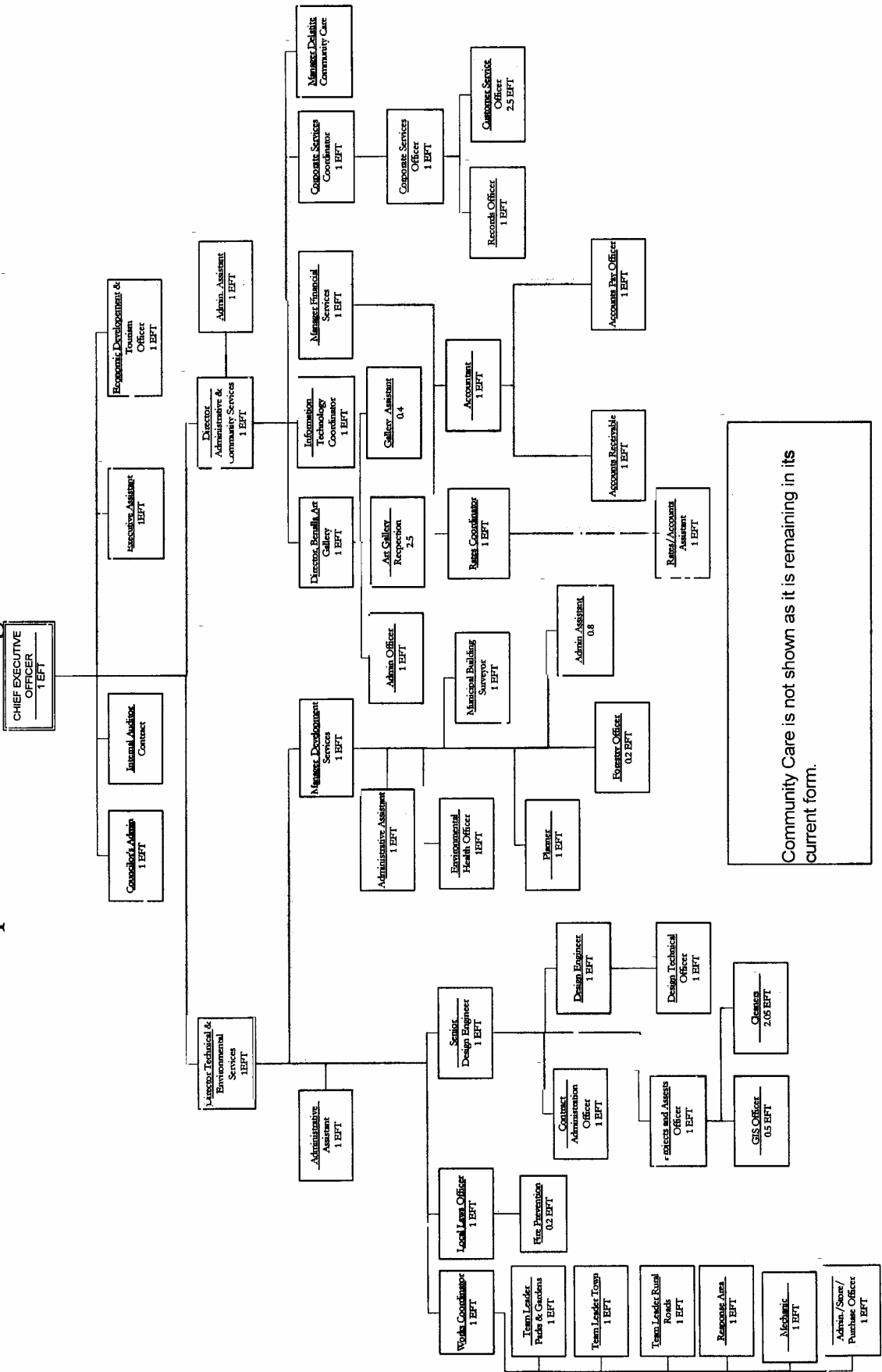
Cost centre	Basis of sharing	New Benalla			New Mansfield			Combined		Delatite
		Payroll	Shared	Net	Payroll	Shared	Net	Payroll	Net	
Delworks - management		2.00		2.00	2.00		2.00	2.00	4.00	3.00
Local laws management										
Local laws officer		1.00		1.00	1.00		1.00	1.00	2.00	2.00
Fire prevention		0.15		0.15	0.15		0.15	0.15	0.30	0.30
School crossings supervision		1.30		1.30	0.50		0.50	1.80	1.80	1.80
Community services management										
Management	0.40	2.00	(0.80)	1.20		0.80	0.80	2.00	2.00	2.00
Admin	1.00	0.50	(0.50)			0.50	0.50	0.50	0.50	0.50
Admin		0.50		0.50				0.50	0.50	0.50
Youth programs	0.39	0.28	(0.11)	0.17		0.11	0.11	0.28	0.28	0.28
E-cafes										
Supervision	1.00	0.79	(0.79)			0.79	0.79	0.79	0.79	0.79
Supervision		0.79		0.79				0.79	0.79	0.79
Case management and assessment										
Home care and assessment	1.00	0.42	(0.42)			0.42	0.42	0.42	0.42	0.42
Assessment officer		1.00		1.00				1.00	1.00	1.00
Food services										
Meals on wheels	1.00	0.07	(0.07)			0.07	0.07	0.07	0.07	0.07
Meals on wheels		0.13		0.13				0.13	0.13	0.13
Coordinator	0.40	0.30	(0.12)	0.18		0.12	0.12	0.30	0.30	0.30
Adult day activities										
Coordinator	0.40	1.00	(0.40)	0.60		0.40	0.40	1.00	1.00	1.00
Work for the dole	0.50	0.20	(0.10)	0.10		0.10	0.10	0.20	0.20	0.20
Group activities	1.00	1.20	(1.20)			1.20	1.20	1.20	1.20	1.20
Group activities		1.22		1.22				1.22	1.22	1.22
Volunteer coordination	0.40	0.70	(0.28)	0.42		0.28	0.28	0.70	0.70	0.70
Cleaning services		2.05		2.05			1.00	3.05	3.05	3.05
Home care										
Coordinator	1.00	0.42	(0.42)	0.00		0.42	0.42	0.42	0.42	0.42
Coordinator		0.63		0.63				0.63	0.63	0.63
Home carers	0.40	14.84	(5.87)	8.96		5.87	5.87	14.84	14.84	14.84

Cost centre	Basis of sharing	New Benalla			New Mansfield			Combined		Delatite
		Payroll	Shared	Net	Payroll	Shared	Net	Payroll	Net	
Linkages and external agencies	0.40	2.17	(0.86)	1.31		0.86	0.86	2.17	2.17	
Home maintenance	0.40	0.20	(0.08)	0.12		0.08	0.08	0.20	0.20	
Maternal and child health										
Nurse		1.00		1.00				1.00	1.00	
Nurse		0.20		0.20				0.20	0.20	
Nurse	1.00	0.60	(0.60)			0.60	0.60	0.60	0.60	
Nurse		0.20		0.20				0.20	0.20	
Home visiting		0.41		0.41				0.41	0.41	
Family day care	0.39	1.61	(0.62)	0.99		0.62	0.62	1.61	1.61	
Family day care in home	0.39	0.21	(0.08)	0.13		0.08	0.08	0.21	0.21	
Veterans affairs	0.40	2.62	(1.04)	1.58		1.04	1.04	2.62	2.62	
CSR officer	0.33	0.63	(0.21)	0.42		0.21	0.21	0.63	0.63	
Financial counsellor	0.67	0.53	(0.36)	0.17		0.36	0.36	0.53	0.53	
Family support counselling										
Social worker		0.50		0.50				0.50	0.50	
Counsellor	1.00	0.50	(0.50)			0.50	0.50	0.50	0.50	
Support workers	0.50	0.67	(0.34)	0.34		0.34	0.34	0.67	0.67	
Rural access program		1.00		1.00				1.00	1.00	
Design and supervision		5.50		5.50			2.00	7.50	7.50	
Development services										
Officers		3.80		3.80			2.00	5.80	5.80	
Building surveyor		1.00		1.00			1.00	2.00	2.00	
Environmental health officer		1.00		1.00			1.00	2.00	2.00	
Forester		0.13		0.13			0.13	0.25	0.13	
Planner							1.00	1.00	1.00	
Total		106.79	(15.75)	91.04		15.75	48.78	155.57	147.52	

ATTACHMENT 3

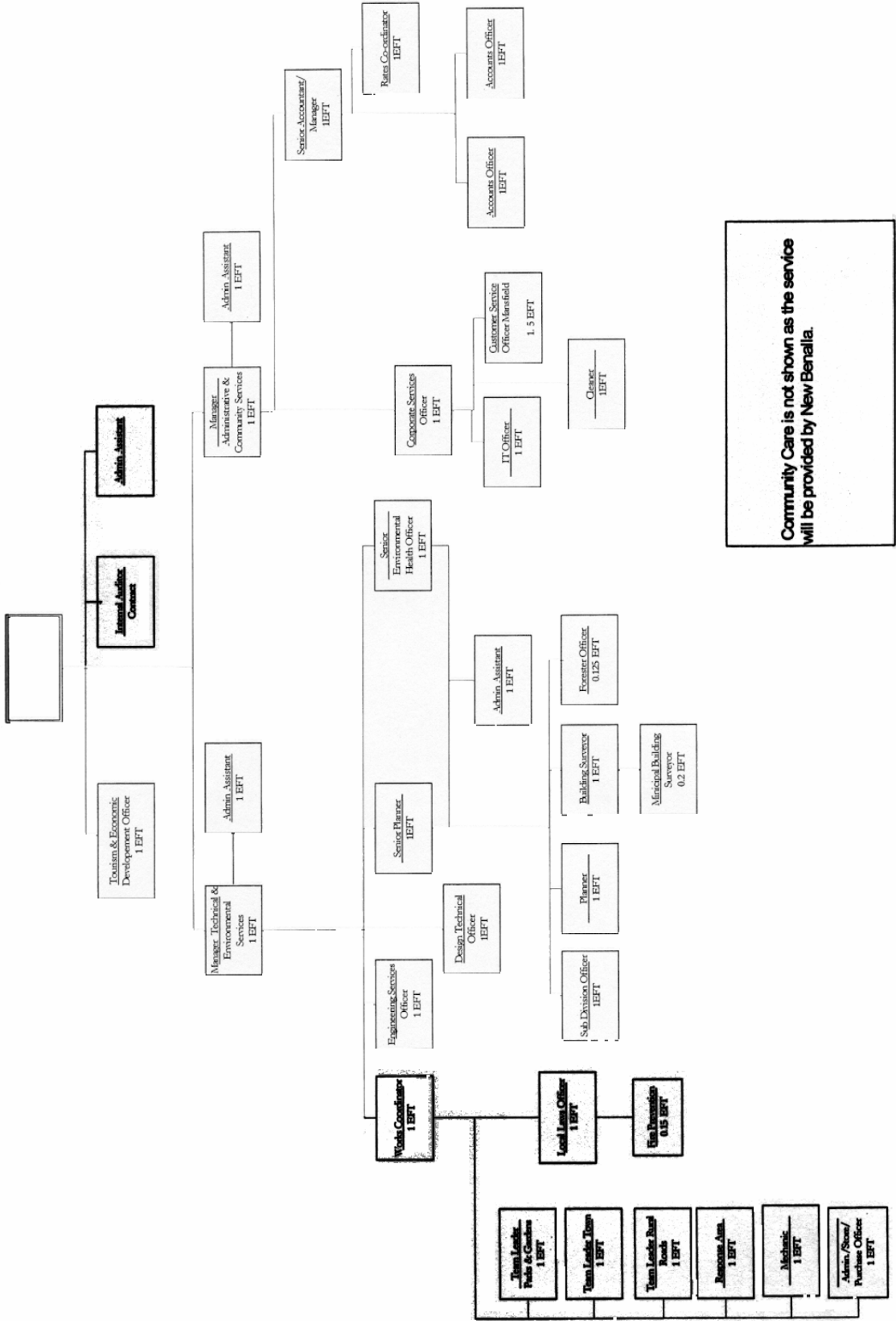
**PROPOSED ORGANISATIONAL
STRUCTURES FOR NEW BENALLA
AND NEW MANSFIELD**

Proposed New Benalla Organisational Structure



Community Care is not shown as it is remaining in its current form.

Proposed New Mansfield Organisational Structure



Community Care is not shown as the service will be provided by New Benalla.

ATTACHMENT 5

**METHODOLOGY USED TO ESTIMATE
INCOME AND EXPENDITURE IN THE
PROPOSED MUNICIPALITIES**

Allocation methodology

The apportionment of the of various income and expenditure amounts between the two municipalities was based on the following principles

Allocation Method	Description
Actual	Direct Cost Apportionment. Reflects actual operating circumstances during 2001/02, or as at 30 June 2002
Actual Parks	Actual number of parks in the north and south
Building Valuation	Proportionate values of council buildings located in the north and south in Delatite
Child Population	Apportionment by collector district of Delatite's resident population under the age of 15 year of age on 1996 census night.
Youth Population	Apportionment by collector district of Delatite's resident population aged between 15 and 24 on 1996 census night.
Escalation	Apportioned on estimation of usage
New Enrolments	Proportionate number of new child enrolments in north and south in 2000/01
Current Enrolments	Proportionate number of enrolments in north and south in 2001/02
Delworks split	Actual split of the Delworks Business Unit employees
Sealed roads	Apportioned of sealed roads in north and south of Delatite
Unsealed roads	Apportioned of unsealed roads in north and south of Delatite
DHS HACC Estimate	Dept of Human Services proportion of funding north and south based on Departments internal Home and Community Care (HACC) formula
DHS Target Levels	Dept of Human Services proportion of funding north and south based on Department targets
Garbage bins	Proportionate number of garbage bins located in the north and south in 2001/02
No of Centres	Proportionate number of Centres in the north and south
Street lights	Proportionate number of street lights located in the north and south
Rate Revenue	Percentage of 2001/02 budgeted rate revenue and municipal charge collected in north and south of Delatite
Max Allowable	Assumes all Councillors (5 in Mansfield and 7 in Benalla) will receive maximum fees allowed by State Government.
Number of Assessments	Percentage of 2001/02 budgeted assessments issued in the north and south of Delatite
Total Population	Apportionment by collector district of total population (including visitors) in Delatite on 2001 census night. Source DOJ Regional Victoria in Fact (based on 1996 ABS Census calculation of total enumerated population north (13,332 or 59.27%) & south (9,161 or 40.72%)

Resident Population	Apportionment collector district of resident population in Delatite on 2001 census night. Source ABS annual population estimates for Benalla (13531 or 67.11 %) and Mansfield (6631 or 32.88%) for 2001
No of Newspapers	Refers to the established local newspapers
No of property sales	Proportion of property sales occurring in north and south budgeted in 2001/02
No of EFT	Proportion of equivalent full time employees on the new municipalities' payrolls under the proposed staff structures
Road Split	Actual local roads
Permits	Proportionate number of permits issued in 2001/02 for building work in the north and south
Registrations	Proportionate number of premises in north and south registered under the environmental health regulations
Applications	Proportionate number of planning applications made in 2001/02 in north and south
New Staff Structure	Reflects the estimated cost (based on 2001/02 budget) of operating the proposed staff structures of the new municipalities
Location	Revenues, expenditures, assets, liabilities that attach to a known geographical area
Specific	Allocation method based on varying factors specific to the nature of the revenue, expenditure, asset or liability
School Crossings	Proportionate number of school crossings in the north and south
Deleted	Removed from calculations
Grants Commission	Victoria Grant Commission calculated revenue for new Benalla and New Mansfield
Estimated	Best estimate
Actual Projects	Strategic Planning Projects estimated number of Projects
Tonnage	Waste weight based on 2001/02 actuals