



Australasian LG Performance Excellence Program

... making local government the leading level of government

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Chief Executive Officer's Foreword



On behalf of Local Government Professionals Australia, NSW, it gives me great pleasure to invite you to join the Australasian LG Performance Excellence Program. Through the collaborative spirit, skill and leadership of participating councils and regional partners, we have developed the largest self-directed innovation in the Australasian local government sector, as evidenced with our 135* councils now participating.

This is the fourth year we have provided this world class program to councils in Australia specifically in New South Wales (NSW) and we are delighted to have had Western Australia (WA) and New Zealand (NZ) join part way through this time. As a result of the program's success, we are excited by the opportunity to continue to welcome new councils from across Australia and New Zealand.

Participating councils have found being involved has enabled them to make better management and operational decisions, prioritise and optimise their resources, drive change internally, enhance their strategic capacity and operational planning as well as support specific service delivery enhancements. Unique to the program is the participation of NSW amalgamated councils, and we are pleased to be able to support them especially during this time of significant organisational change.

Our unique collaborative model with PwC, local government associations and participating council leaders has produced a program that allows councils to determine and drive their own improvement and therefore collectively drive improvement in local government. This prospectus provides you with an understanding of the power and scope of this unique program and the benefits it will produce for your council.

Thank you for considering the Australasian LG Performance Excellence Program and I look forward to welcoming you to our growing network of councils that are making local government the leading level of government.

Yours sincerely,

A handwritten signature in cursive script that reads "Annalisa Haskell".

Annalisa Haskell
Chief Executive Officer
Local Government Professionals Australia, NSW

*Includes NSW councils counted as pre-amalgamation entities.

The Largest Comprehensive Council Performance Excellence Program

LG Professionals, NSW is proud to present the Australasian LG Performance Excellence Program which includes a semi-customised individual Performance Excellence Report, a Comparative Analysis Tool and participation in our network of connected professionals. In collaboration with PwC, we have developed a contemporary industry-led system of council performance measurement that has been delivering results for participating councils for over four years. The program measures and provides councils strategic and operational insights into; corporate leadership, workforce management, finance management, operations management, risk management, asset management and service delivery. Using this information, each council receives an annual Performance Excellence Report along with direct access to the additional Comparative Analysis Tool enabling them to drill into the program's data themselves.

Uniquely, through the Comparative Analysis Tool participating councils can compare and benchmark their performance against the overall sample, pre identified sub-segments of the sample, new bespoke segments (as created by the council themselves), as well as all other individual de-identified participating councils in the sample.



Corporate
Leadership

Workforce
Management

Finance
Management

Operations
Management

Risk
Management

Asset
Management

Service
Delivery

Our Organisation

LG Professionals, NSW is an industry-led not-for-profit association for all NSW local government professionals and managers. We are dedicated to strengthening the professional capability of our members and the local government sector as a whole, helping it to become a leading level of government. We are committed to providing access to the best resources and support through our member networks, training courses, programs and awards, industry communications, advocacy, council services and events. Our philosophy is to ensure the association's members and their councils are industry leaders at the forefront of good practice, change, innovation and continuous improvement.

We are proud to be part of a national federation made up of most Australian states and territories and to be working in partnership with SOLGM (Society of Local Government Managers) in NZ. LG Professionals, NSW members represent nearly half of all NSW local government middle and senior professionals with over 800 members. We are supported by a strong array of corporate partners and supporters and have thousands of NSW professionals participating annually in our activities.

LG Professionals, NSW continually ensures its charter and membership services best serve the interests of our members and NSW local government, and share knowledge and information within our federation to support local government everywhere.



"The Australasian LG Performance Excellence Program is producing real results for participating councils across Australia in what is truly a world first. Council management's ability to act on insights into operational decisions, resource allocations, change management and strategic capacity, is revolutionary for the sector. We have worked tirelessly to ensure this program produces meaningful insights into the areas councils themselves have identified as critical. As a General Manager of a council in the midst of reform in New South Wales, I have seen firsthand the benefit from these metrics in providing a clear picture of our opportunities and risks."

- Barry Smith, President of LG Professionals, NSW and General Manager, Hunter's Hill Council, NSW



Lauren Oakey

Chief Executive Officer
LG Professionals Australia



Warren Pearce

Chief Executive Officer
LG Professionals, WA



Annalisa Haskell

Chief Executive Officer
LG Professionals, NSW



Karen Thomas

Chief Executive
SOLGM

Federation Associates and Partners

“There is increasing pressure for councils to improve performance especially in the midst of local government reform. For my council, we already have a strong understanding as to how well we perform, but we were delighted to participate in the design of this new tool that will allow us to benchmark ourselves not only against other councils, but also Australian businesses and other levels of government through the expertise of PwC analytics. We will not only understand how we sit on the range of results, but it will provide unique insights to allow us to make informed decisions and better strategic planning. It is providing us with meaningful data which we can use to engage with our staff and community.”



- Brian Bell, Director of LG Professionals, NSW and General Manager, Lake Macquarie City Council, NSW



Origins

The Australasian LG Performance Excellence Program was developed following LG Professionals, NSW’s leadership in the development of the Destination 2036 Action Plan for the NSW local government sector. As part of this process, the association led six reform working parties and through this extensive process, it became apparent that a deeper understanding of strategic capacity, workforce management, efficient operations, strong leadership and good governance was essential for an effective local government system. It was evident that strengthening these elements was a priority and there was a commitment to creating better solutions to help the sector improve.



PILOT COUNCILS

Albury City Council

Auburn City Council

Bankstown City Council

City of Canada Bay

City of Sydney Council

Hornsby Shire Council

Lake Macquarie City Council

Parkes Shire Council

Parramatta City Council

Port Stephens Council

Randwick City Council

Snowy River Shire Council

Sutherland Shire Council

Tamworth Regional Council

The Hills Shire Council

Development of the Program

In 2013, LG Professionals, NSW worked in collaboration with PwC Australia to create the Australasian LG Performance Excellence Program. Impressed with PwC's extensive local government experience, analytics expertise, and willingness to expand on traditional benchmarking approaches, we initiated a unique collaborative relationship.

Development began with stakeholder discussions with our members which identified key areas for council performance benchmarking. This process led to a highly successful pilot with 15 NSW councils across metropolitan, regional and rural areas. After further content reviews by PwC and our technical working group, we released the final program in 2014. It rapidly expanded in NSW and became available through our partnerships with other associations, firstly in NZ and now WA.

As a member of the Local Government Professionals Australia Federation, our program benefits from the knowledge shared among states and from our national relationships with the Federal Government. Through our relationships with our international partners along with having access to the international resources of PwC, we can ensure we always remain leading edge globally and provide unique and relevant performance insights.

Working in collaboration with PwC and our other partner associations, we are committed to continually monitoring the sector to ensure the ongoing development of the program. Our most recent example of this is the inclusion of comparative service delivery reporting that will provide information on the relative effectiveness and efficiency of council services taking account of service levels, councils and area characteristics.

“We are proud to support local government as a leading level of government by collaborating with LG Professionals, NSW on this program. We have been working in close collaboration for nearly five years to get to this point, and we are proud of this program's development. It is so exciting for us to be delivering a program that provides benefits from the largest to the smallest sized councils. PwC will continue to invest in this program with support from the sector, and will continue to innovate to meet the needs of councils and help them to direct their own improvement priorities.”



- Stuart Shinfield, Partner, PwC



World Class Analytics that Complement Other Frameworks

We actively monitor a variety of existing benchmarking frameworks including Victoria’s Know Your Council initiative; Queensland’s Comparative Information Report; Western Australia’s Integrated Planning and Reporting Framework, Tasmania’s Sustainability Objectives and Indicators Framework; and New Zealand’s Better Local Government Programme. As a member of the NSW Ministerial Advisory Group and Fit for the Future Working Group, we also ensure our program complements the performance metrics promoted by the NSW Government.

Leaders of all participating councils benefit from the practical insights and actions for on the ground decision making within a broader strategic industry context. The program complements and does not compete with other state government or industry initiatives. World class PwC analytics provide insights and the necessary confidence for local government professionals to drive increased performance, regardless of their own jurisdiction or other reporting requirements.

“Councils continue to review operational performance independently without the ability to gain real contextual insight on their performance - well now they can. This tool is invaluable for providing real context to a council’s performance so that it can be both recognised and improved. Thank you to all SOLGM members who have worked with us to review this so that it is relevant for NZ councils, enabling them to benefit cost effectively from what exists internationally”.



- Barbara McKerrow, President, SOLGM and Chief Executive, New Plymouth District Council, NZ

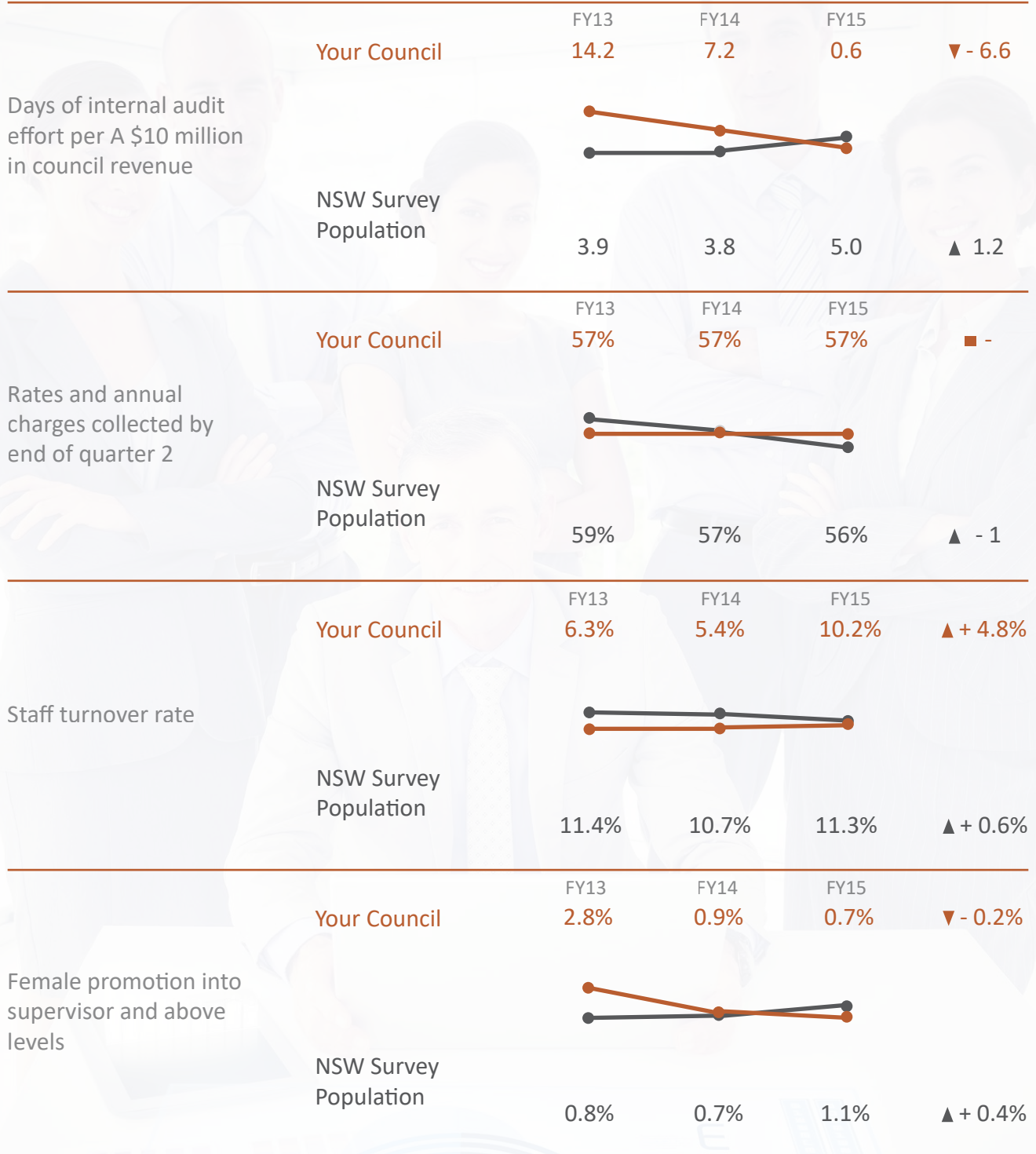
“We are really impressed with what has been achieved in Australia and New Zealand as part of the Australasian LG Performance Excellence Program. It was a delight to have Annalisa visit and outline her innovation for the benefit of our members. I believe that there is real scope to work together in partnership across UK and Australia and develop some best practice models in performance measurement and we are more than happy to share our expertise and experience as the leading UK performance measurement organisation with LG Professionals, NSW. I am sure that between us we can develop a close relationship for the benefit of local government globally.”



- Paul O'Brien, Chief Executive, APSE, UK



An Example of Current Trend Analysis



“We wanted to see this Program in Western Australia. It offered something very different for WA local governments and provided our Members the opportunity to meaningful compare their performance with local governments from across Australia and New Zealand. It provides critical information that is supporting our Members better manage their local governments and it is helping our sector demonstrate its commitment to improving the performance and efficiency of WA local governments.”

- Warren Pearce, Chief Executive Officer, LG Professionals, WA

The Program has Almost Doubled in the Last Three Years

The Australasian LG Performance Excellence Program is powered by 135* councils from across Australia and New Zealand – almost doubling in size over the last three years.

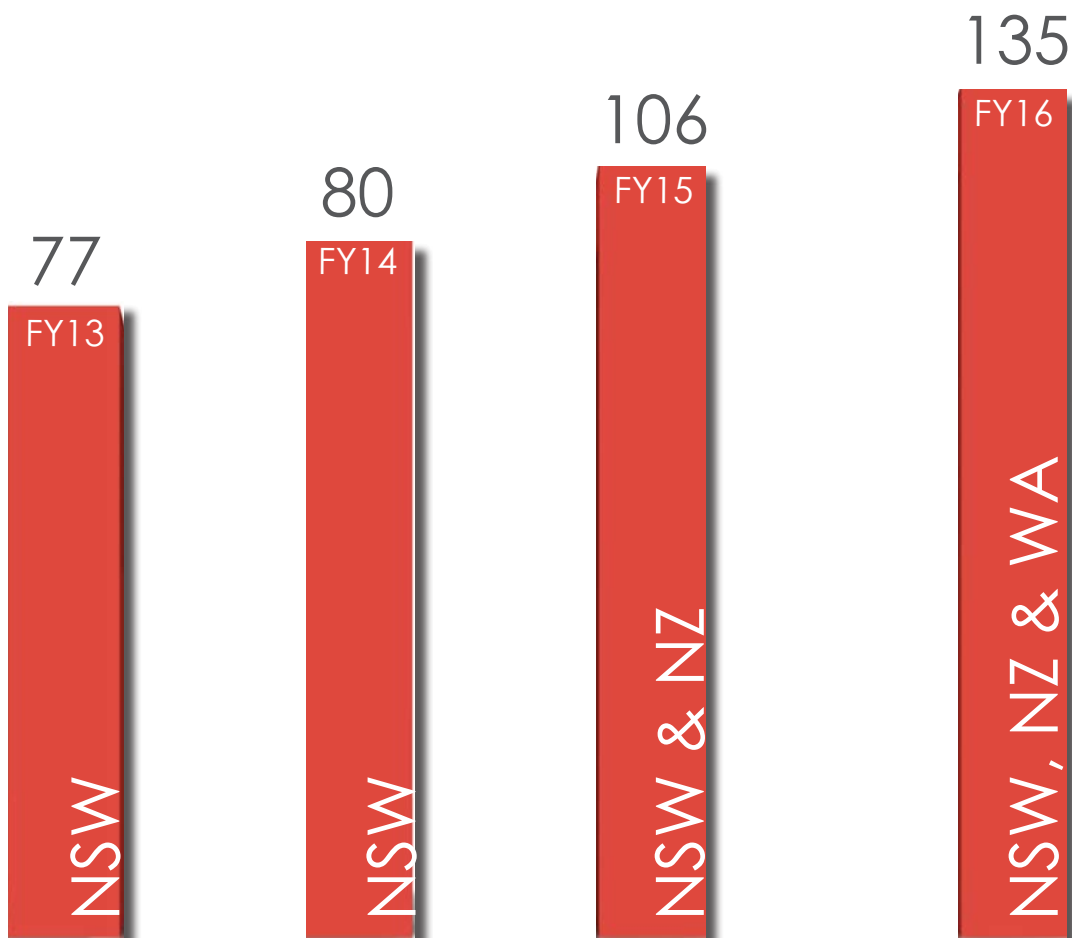
The dataset is the most comprehensive empirical dataset on the nature of local government performance. It is invaluable in allowing all participants to benefit from having access to the analytical power of such significance. Participating councils are from a broad array of socio-economic and demographic areas that make up local government - including small, medium and large metropolitan, regional and rural councils. In more recent times, we also now have nine newly amalgamated NSW councils continuously tracking in the data set, allowing them to have access to a unique resource that will track pre and post-amalgamation performance.

The scale, range and strength of the data allows for authoritative council comparative analysis in the Performance Excellence Report to be conducted by PwC and with extra support provided in the Comparative Analysis Tool. The scope of reach means councils from any jurisdiction in Australia and NZ can confidently participate and gain a unique performance advantage.



“We owe our deepest gratitude to the CEOs and general managers of all participating councils whether they joined from the beginning or in later years. Without their vision and desire to trust us and walk together down a new road towards a more intelligent and insightful future, this new national asset just would not have been possible.”

- Annalisa Haskell, CEO, LG Professionals, NSW



Reach of The Program to Date

NSW

Albury City Council
Armidale Regional Council
Ballina Shire Council
Bayside Council
Bega Valley Shire Council
Bellingen Shire Council
Bland Shire Council
Blayney Shire Council
Broken Hill City Council
Byron Shire Council
Cabonne Shire Council
Cessnock City Council
City of Canada Bay Council
Coffs Harbour City Council
Coolamon Shire Council
Dubbo Regional Council
Eurobodalla Shire Council
Greater Hume Shire Council
Griffith City Council
Gwydir Shire Council
Hilltops Council
Hunter's Hill Council
Inner West Council
Kempsey Shire Council
Kiama Municipal Council
Kyogle Council
Lake Macquarie City Council
Lane Cove Council
Lismore City Council
Lithgow City Council
Liverpool City Council
Mid-Coast Council
Murrumbidgee Council
Narrabri Shire Council
Newcastle City Council
Oberon Council
Parkes Shire Council
Penrith City Council
Port Macquarie-Hastings Council
Port Stephens Council
Queanbeyan-Palerang Regional Council
Richmond Valley Council
Shellharbour City Council
Shoalhaven City Council
Singleton Council
Snowy Monaro Regional Council
Snowy Valleys Council
Sutherland Shire Council
Temora Shire Council
Tweed Shire Council
Upper Hunter Shire Council
Upper Lachlan Shire Council
Uralla Shire Council
Willoughby City Council
Wollongong City Council
Yass Council

WA

City of Albany
City of Armadale
City of Bayswater
City of Bunbury
City of Canning
City of Cockburn
City of Gosnells
City of Greater Geraldton
City of Joondalup
City of Kalgoorlie Boulder
City of Melville
City of Nedlands
City of Perth
City of Rockingham
City of Subiaco
City of Swan
City of Wanneroo
Shire of Augusta Margaret River
Shire of Broome
Shire of Capel
Shire of Cuballing
Shire of Dardanup
Shire of Harvey
Shire of Irwin
Shire of Kalamunda
Shire of Katanning
Shire of Merredin
Shire of Mundaring
Shire of Murray
Shire of Northam
Shire of Serpentine Jar-rahdale
Town of Cambridge
Town of Claremont
Town of Mosman Park
Town of Port Hedland
Town of Victoria Park

NZ

Ashburton District Council
Auckland Council
Central Otago District Council
Clutha District Council
Dunedin City Council
Far North District Council
Gisborne District Council
Gore District Council
Hauraki District Council
Horowhenua District Council
Hurunui District Council
Masterton District Council
Napier City Council
Nelson City Council
New Plymouth District Council
Northland Regional Council
Otago Regional Council
Palmerston North City Council
Porirua City Council
Rangitikei District Council
Ruapehu District Council
South Taranaki District Council
South Waikato District Council
Southland District Council
Waimakariri District Council
Wairoa District Council
Waitaki District Council
Wellington City Council
Western Bay of Plenty District Council
Whakatane District Council



PARTICIPATING COUNCILS

Areas of Focus

The program focuses on the critical areas that council leaders have control of ensuring they can deliver for the community. We understand that sometimes elements affect local government's performance that are not necessarily controllable by management. Therefore, we are focused on the areas that are. The program is a way to reliably compare the performance of a council overall and at a relevant service area level while incorporating contextually relevant elements.

Workforce Management

The effective use and development of people is a fundamental measure of local government performance. The program gathers data on not only the workforce profile but also on its capacity, performance and productivity. This data provides deep insights into the performance of the council's workforce and identifies efficiencies and concerns for future workforce planning. Additionally, this creates the opportunity to engage staff in your organisation's vision and can assist in internal change management.

Finance Management

The program measures how well the finance function operates as well as the finance systems and processes that support the organisation. Specifically, the program collects information on the council's financial strategy, rates collection, capex and budget management. This provides unique insights into efficiency, effectiveness and resilience of the strategic finance capability essential in the protection of future business needs.

Operations Management

To measure whether council operations are cohesive, planned and well managed, the program analyses operations planning, customer service commitment, outsourcing, sharing services and internal systems management. Corporate services capacity and costs are profiled, along with a review of performance strategies and service reviews. It explores the effectiveness of council operations and services illustrates how councils are strategically positioned in relation to key business enablers like technology and customers.

Risk Management

Data provided on the council's risk framework, key risk indicators and internal auditing practices enables analysis on the current level and type and depth of risk management practices in operation. It provides guidance to deepen an understanding of the culture of risk in council operations and how it is being effectively managed.

Corporate Leadership

Effective corporate leadership is determined through analysis of corporate development strategies, strategic planning strategies, decision-making practices, and policy quality measures. Analysis of senior leadership effectiveness and cohesion, communications and accountability provides further insight. This guides the level of commitment a council has to the principles of responsible management and strategic planning.

“Our council is a significant inner city Sydney metropolitan council which was previously made up of three separate councils. Thankfully all three of the councils had previously been involved in this program and this made it easier to start to understand, plan and organise our approach to many critical aspects of our organisational’ transition – both individually and in working together across councils. As a leader in the transition team, I found the foundational information was an excellent baseline for us to quickly be informed on the nature, shape and unique aspects of each organisation, so that in planning the transition, we were able to prioritise areas needing our attention. It assisted us in organising ourselves and the multitude of projects to ensure that we met our key tasks and time critical actions in the merger project management.”



- Simone Schwarz, Director of LG Professionals, NSW and Group Manager Communications, Engagement and Events, Inner West Council, NSW

Asset Management

Managing assets strategically is critical for long-term sustainability and ensuring robust processes are underpinning it is essential. Insights into the level of strategic capability in resourcing and asset management will enable councils to drive efficiencies, optimise asset utility and provide increased customer service. The program explores how well councils are addressing this important area specifically in asset management systems, condition ratings, strategic asset management plans, long-term financial plans and long-term self-sustaining asset renewal.

Service Delivery

The nature, type and service mix profile of a council is critical to understanding overall service delivery performance. We analyse the capacity within the main service areas against outputs and associated costs and cost profiles to identify efficiencies in the provision of services so that over or under investment can be identified and compared. Specifically, we also identify the most important factors, where identified, in these main services - roads, waste and parks and gardens, and providing perspectives around comparative investment on these important services.



Governance
and Admin.



Roads and
Bridges



Sewerage
Services



Solid Waste
Management



Other
Environment



Water
Supplies





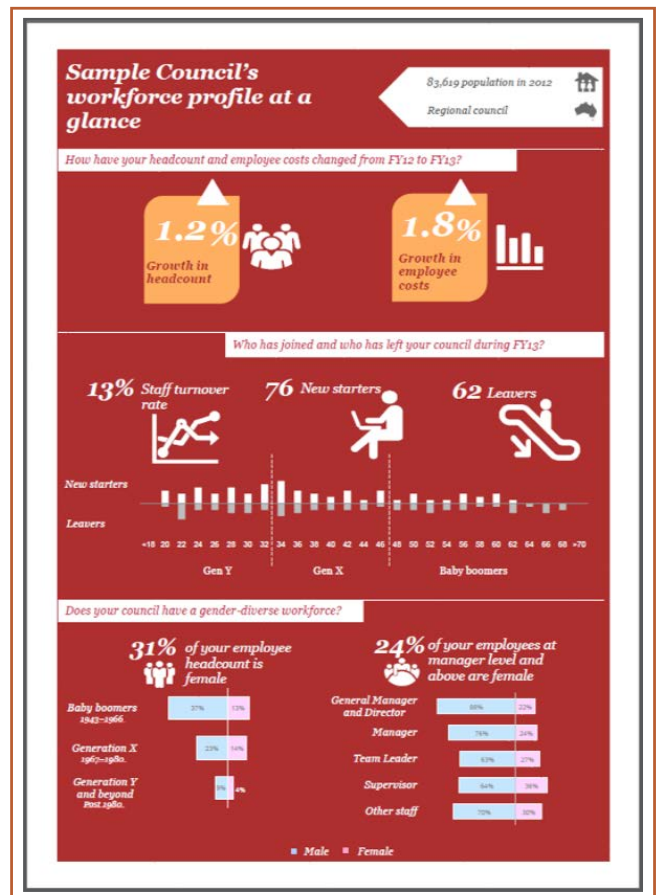
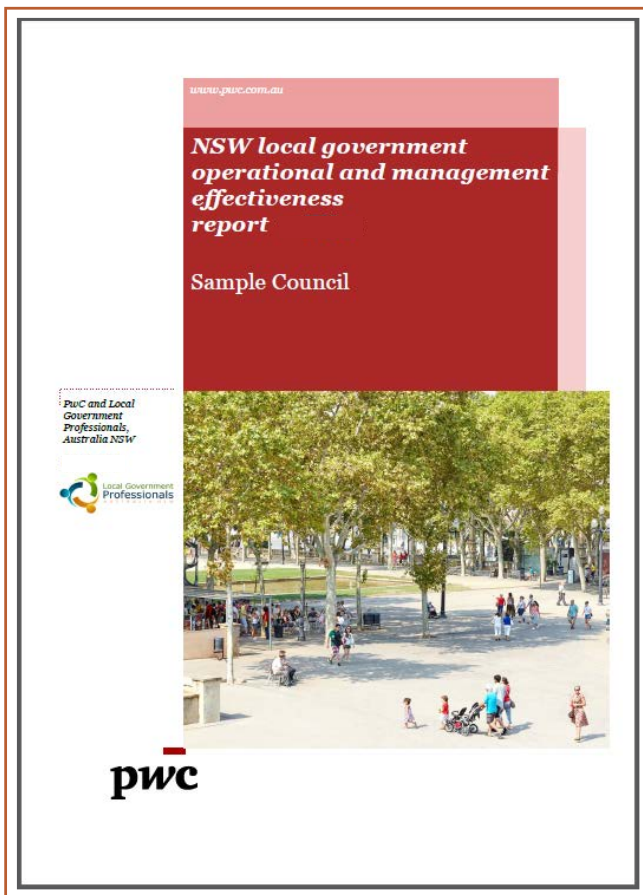
“The Report’s data provides us with a rigorous baseline for comparison of our merged council against the performance of our three pre-merger councils. We can build on those areas where we are performing above average and review those areas where we are performing below average. The comparative data will guide us to look at which of the three councils performed better in various areas to see if those processes and systems form the basis for the new ones.”

- Joe Vescio, Director of LG Professionals, NSW and Interim General Manager, Snowy Monaro Regional Council

The Performance Excellence Report

Each Report begins with an outline of the methodology, the demographics of the participating councils and a guide to understanding the findings. The report itself details a council’s performance in the areas of corporate leadership, workforce, finance, operations, risk management, asset management and service delivery. This information allows councils to evaluate and better understand current operational and management performance; identify areas of focus when striving to optimise performance excellence; and compare their benchmarks against other council.

Each council’s report is entirely confidential to the individual council. PwC analytics project team members only see individual reports during the report’s development stage. Industry aggregated results only are visible to LG Professionals, NSW and our other association partners involved. Each participating council is permitted to share their report with third parties, at a council meeting, on a council website, or with other participating councils, provided the report is shared in its entirety.



“ICMA and Local Government Professionals Australia have been long term partners internationally furthering the drive for professional excellence in local government across the USA, Australia, New Zealand and worldwide. In meeting with the LG Professionals, NSW state association we are both keen to jointly explore new opportunities to share to enhance our members experience in the critically important area of performance measurement and excellence. It appears there are some exciting options for us to explore together and with our many affiliates. ICMA is committed to continuous improvement and we are open to see how we can jointly progress work on an international basis and learn from each other. After all, regardless of country, we are all striving to better support the sector reach its full potential and believe strongly that collaboration is the key to building intelligent insights. I look forward to working together in creative ways.”



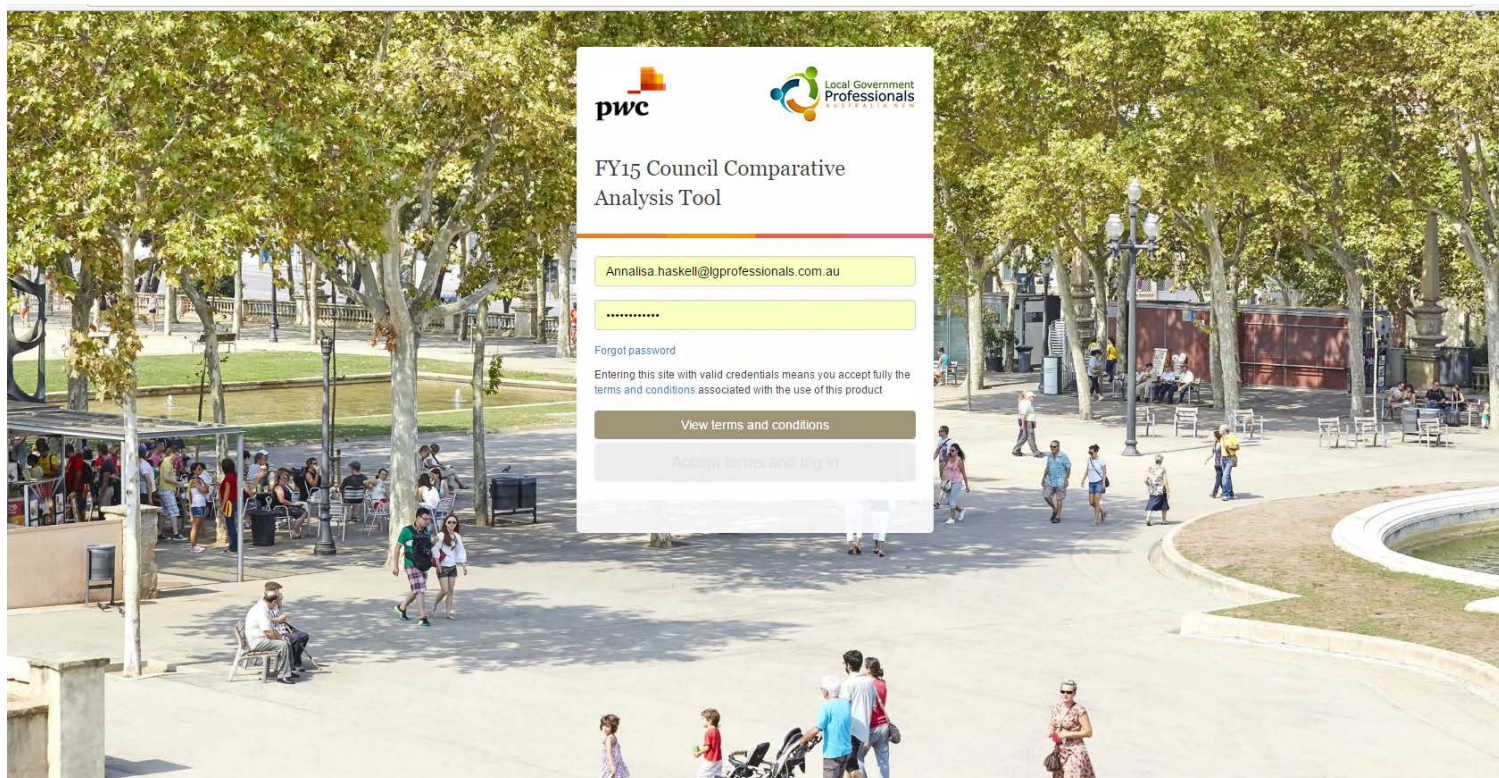
- Randall Reid, Director of Performance Initiatives, ICMA



The Comparative Analysis Tool

To complement the Performance Excellence Report, councils are provided access to the Comparative Analysis Tool. Additional regional profile data enriches the data set and allows for the creation of bespoke comparative analysis. Councils can actively filter, compare and analyse their own performance against the de-identified results of other councils. Data submitted by councils is complemented by demographic, socioeconomic and council services data, along with macroeconomic spatial data. This enables participating councils to sub-segment and compare to councils that exhibit characteristics like them so they can see how their results compare at a more in-depth level. Such comparisons enrich the understanding of industry performance and assists councils to contextualise their own unique performance results.

Our research shows traditional government measures mainly focus on set metrics without contextual performance including operational and environmental variables. They tend to focus on what has occurred, whereas this program provides deeper, holistic insights to future performance improvement. This is made possible by an unpacking of performance at a more granular level. The Comparative Analysis Tool ensures all results are explained and understood to a much greater degree allowing for better decision making.



The Professional Network

Each year we refine the program's design and the emphasis of each area in consultation with the ever-growing network of professionals involved. We take this opportunity to reaffirm the areas we are tracking while incorporating feedback into fine tuning the questions. This is part of our commitment to ensuring the program suits all councils whatever their jurisdiction.

Additionally, we present the results and explain the findings each year to councils through appropriate communications such as webinars, regional roadshows and dedicated events. The collaborative leadership of our participating practitioners supports the program, their ongoing professional development and drives a deeper understanding of the role of analytics in local government performance.

We provide a directory of contact details of all professionals implementing the program, allowing those involved to connect with each other to share results, findings and insights.

All NSW councils also can enter the LG Award dedicated to participants of this program so they can get appropriate industry recognition for their performance excellence. We look forward to our other associations introducing this award.



“Increasingly council, including our elected representatives, are looking to understand how we perform relative to others in the local government sector. We have found that a key benefit of the program is the provision of a broad suite of benchmarking indicators and data, measuring value for money, efficiency and effectiveness of operations. This analytical understanding is allowing us to identify opportunities for business process improvement, and to inform strategic work in workforce planning, developing people strategies and preparing annual reports.”

- Clare Phelan, Executive Strategy Manager, Wollongong City Council, NSW

Implementation Steps

PwC manages the implementation of the data collection, validation and analysis end to end, with each nominated council Project Manager. The data submission process is comprehensive and detailed, and each council is supported by PwC via webinars and a dedicated email inbox and phone line.

1

Preparation Phase

Project Managers are invited to a PwC hosted webinar to learn more about the data submission process and data requirements. Project Managers are also provided with a comprehensive participant guide and key PwC support contact details. Project Managers must liaise with key council staff to ensure the delivery of the data requirements.

2

Submission Phase

The online collection platform is open for two weeks. Multiple council users eg. Finance, HR and IT resources have the ability to enter data concurrently. As council users upload certain data extracts in the online platform, they are able to see instant results via a variety of metrics to assist with validation and accuracy. In addition, PwC reviews the uploaded data extracts and advises the Project Manager of any initial discrepancies. After this initial review, councils have one week to amend their submission.

3

Review Phase

PwC then provides the Project Manager with a detailed data submission feedback pack to assist with validation and accuracy of the data. The Project Manager has a week to perform a rigorous review of the submitted data, taking into account PwC's feedback. Each council is eligible to receive up to three adjusted data submission feedback packs once they have amended their data via the online collection platform. Once councils have made final amendments, the nominated Superuser submits their final data via the online data collection platform and the data is locked for analysis.

What then?

Following this process, PwC commences analysing the data for compelling themes and topics. Following this analysis, the customised council Performance Excellence Reports are prepared. This report showcases a council's performance trends and provides clear visualisation on how each council's metrics compare to the survey population, as well as contextual commentary about the overall results. In 2017, we are aiming for each council to receive their Performance Excellence Report by the end of December – councils will need to be accountable for meeting strict deadlines for this to be achieved. In addition, councils will be provided with access to the Council Comparative Analysis website, when it is released following the report.

WORKFORCE
DATA

+

SERVICE
DATA

+

PUBLIC LGA
DATA

Program Focus and Timeline

The program focuses on the critical internal business operations where council leaders have control. The program is a way for councils to reliably compare the performance of their council overall and at a relevant service area level, while incorporating contextually relevant elements.

February - May	Councils register for the Performance Excellence Program
July - September	Online collection platform is open
August - September	Data submission feedback pack and final data amendments
September	Data amendments final and survey closes
October - November	PwC analysis and reporting
DECEMBER REPORTS TO COUNCILS	

NOTE: All dates are dependant on councils meeting project deadlines



It has been very fulfilling to share my management experience, and to provide access to new information, so that council senior managers



can evaluate their business performance against other councils, as well as monitor business improvement over time. Council managers have told me that they learn a lot from the way we approach our data analysis, especially in the area of workforce analytics. It has been exciting to see council senior managers use data-driven thinking to profile their council's success stories as well as focus on areas requiring improvement.

- Sarah Gibson, Senior Manager, PwC



Activating the Program for Your Council

Councils can become part of the program by completing the Contract Request Form.

The program's pricing is based on the size of the council area by population. For specific pricing details, please refer to the separate Pricing Sheet and Contract Request Form.

We are committed to offering value to councils by offering two opportunities to save with an Early Bird Discount and a Pay Up Front Discount. New councils who join in 2017 for the three consecutive year commitment will be classed as Foundation Councils* which ensures they receive the best value pricing on an ongoing basis.

Please contact Lauren Bush below, regarding any aspect of this prospectus or if you need any more information.

*Foundation Council means councils who join for the first time in 2017 (excludes NSW, NZ and WA)

Lauren Bush

Customer Relationship Officer, LG Professionals, NSW

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Albany **Albury** Armadale Armidale Ashburton **Auckland** Augusta
Margaret River Ballina Bayswater Bega Valley Bellingen Bland **Blayney**
Botany Bay **Broken Hill** Broome Bunbury Byron Cabonne Cambridge
Canada Bay Canning Capel **Central Otago** Cessnock Claremont Clutha
Cockburn **Coffs Harbour** Coolamon Cuballing Dardanup **Dubbo** **Dunedin**
Eurobodalla Far North Gisborne **GORE** Gosnells Greater Geraldton Greater
Hume Griffith Gwydir Harvey Hauraki Hilltops Horowhenua **Hunter's Hill**
Hurunui **Inner West** Irwin Joondalup Kalamunda Kalgoorlie Boulder
Katanning Kempsey Kiama Kyogle **Lake Macquarie** Lane Cove
Lismore Lithgow **Liverpool** Masterton Melville Merredin Mid-Coast
Mosman Park **Mundaring** Murray Murrumbidgee Napier **Narrabri**
Nedlands Nelson New Plymouth **Newcastle** Northam Northland
Oberon Otago Regional Palmerston North Parkes Penrith
Perth Porirua Port Hedland Port Macquarie-Hastings Port
Stephens Queanbeyan-Palerang Rangitikei Richmond Valley
Rockingham Ruapehu Serpentine **Jarrahdale** Shellharbour Shoalhaven
Singleton Snowy Monaro Snowy Valleys South Taranaki South Waikato
Southland **Subiaco** Sutherland Swan Temora Tweed Upper Hunter Upper
Lachlan **Uralla** Victoria Park Waimakariri Wairoa Waitaki Wanneroo
Wellington Western Bay Plenty Whakatane Willoughby
Wollongong Yass

Australasian LG **Performance Excellence** Program

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