



# VICTORIAN INSTITUTE of RATE ADMINISTRATORS

## President:

MR GERALD M PEKIN  
City of Caulfield  
P O Box 42, Caulfield South 3162  
Business Hours: 524 3333  
Facsimile: 523 0339  
After Hours: 763 8566

## Secretary:

MR GEOFFREY FLEMING  
City of Oakleigh  
P O Box 21, Oakleigh 3166  
Business Hours: 567 3600  
Facsimile: 568 1690  
After Hours: 580 8558

## VIRA NEWS

Vol XII, No 1

SEPTEMBER/OCTOBER, 1988

### PRESIDENT'S REPORT

Readers of this Newsletter over the past few years will be aware of the recognition and support gained by the VIRA from both State Government level and Local Government Institutes and Associations. Members can be assured that the initiatives taken by the outgoing Committee are already being pursued by the new one.

The new Committee met for the first time on Friday 12 August 1988 at Oakleigh. The primary objective of this meeting was the election and appointment of office bearers, and the setting of venues and meeting dates for the 1988/89 year. Committee Appointments and the Calendar of Meeting Dates and Venues has been published elsewhere in this edition.

The VIRA Annual General Meeting was hosted by the Shire of Flinders on Friday 22 July 1988 at the Shire Offices in Rosebud. A warm welcome to Flinders was extended to those members present by the Shire President, Cr Rowley Brown.

Following the presentation of reports and adoption of the 1988/89 Budget, the meeting moved into general business. Among topics of discus-

sion was the result of a recent High Court decision, whereby a dissatisfied resident in the City of Doncaster & Templestowe was granted a rate exemption. Peter Joynson, from the City of Maryborough advised the meeting of a similarly potential situation in his own municipality. It was resolved that the Institute make its own submission to the Local Government Department and the MAV with a view to having Section 251 amended in order that this loophole be closed to allow the intent of the legislation to be effectively administered.

Prior to the closure of the meeting, Stephen Collins was presented with the Institute's first Certificate of Appreciation. Stephen has been an active member of the Institute for 12 years and a committee member for 8 of those years. Stephen's constant support to help develop the Institute and implement its long and short term objectives has been recognised and appreciated by all members. As Steve has already said, his move interstate to the City of Launceston in no way signifies the cutting of ties with the VIRA. We can now look forward to Stephen's continued professional input from across the Tasman.

*Newsletter Co-ordinator: Russell Hodges - Phone (03) 591 8688 Fax: 591 8618.*  
*Assistant Co-ordinator: Noel Grant - Phone (058) 58 2505 Fax: 582 406*

Apart from the members which we now have in NSW and Tasmania, the South Australians have formed a Steering Committee of the soon to be incorporated, South Australian Institute of Rate Administrators. The Steering Committee has already met on several occasions and plans to hold its first General Meeting on 9 December 1988. We wish them every success for the future.

This now gives us access to current issues in the rating, electoral and property information management systems operating in each of the four States. We have already arranged to publish articles in upcoming issues comparing aspects of daily Rate Department operations between the different States. This, it is hoped, will give not only Victorian members but colleagues interstate the opportunity to evaluate various systems with a view to optimise efficiency.

Our Annual Municipal Elections have come and gone once again, despite the problems associated with the 'Adult Franchise' Legislation. We would be very interested to hear from members who experienced any problem associated with the preparation and conducting of their election. Murray Hockey at Sandringham or Geoff Fleming at Oakleigh are keen to discuss aspects of your election which you are not sure about or think may be worth passing on to our members through the Newsletter.

The Australian Electoral Commission's invitation to Local Government for a limited number of councils to participate in a pilot scheme for the implementing of scannable voters rolls was taken on board by the Cities of Richmond and Broadmeadows. On Tuesday, 23rd August 1988 several members attended the newly opened Scanning Centre in South Melbourne to observe the scanning of Richmonds rolls by the Commission. The same was to be done with the Broadmeadows rolls and we look forward to comments from Geoff Woods at the Northcote General Meeting on 18.11.1988.

Members, I'm sure will all be well aware of our long fought commitment to implement a recognised qualification course for Rate Administrators. The Local Government Department, MAV and the RMIT support in principle our endeavour. It would appear that one of our biggest hurdles to cross is that of funding. Nevertheless the new committee has taken up where the old one left off. Several new avenues have recently been brought to our attention and we will be pursuing them over the coming months. I will report to General Meetings of the Institute as more concrete results to our enquiries become available.

GERRY PEKIN  
President

1988/89 SUBSCRIPTIONS

The Institute's 1988/89 Budget was unanimously accepted and adopted at the Annual General Meeting. Forming part of the budget and pursuant to Article 20 (G) of the Memorandum and Articles of Association, Annual Subscriptions, due and payable in advance on the first day of August 1988 have been set at the following levels :

Fellows & Members	\$38 p.a. (\$3 increase on 87/88)
Associates	\$25 No increase
Affiliates	\$15 " "
Corporate Membership	\$60 " "

Please Note : Accounts will be forwarded during September '88. Early remittance of your subscription will assist the efficient administration of YOUR Institute.

\*\*\* Remember subscriptions are Tax Deductible \*\*\*

# MUNICIPAL RATES ASSISTANCE SCHEME

The following article which outlines the pensioner rebate scheme currently in operation has been supplied by the Local Government Department. While most of us are familiar with the system I'm sure we all have staff who have uncertainties which this article may resolve.

## 1. THE SCHEME

The Government of Victoria has established the Pensioners' Rates Assistance Scheme to provide for certain pensioners who are liable for the payment of rates to receive assistance for Municipal, Water and Sewerage Rates and Charges imposed upon their sole or principal place of residence, where that property is used exclusively for residential purposes by the applicant.

The level of assistance offered under the Scheme is set out in paragraph 5 below.

The Rating Authority (Municipality or Water Board) will be reimbursed the amount of assistance allowed by the government, and assistance provided under this Scheme will not remain as a charge upon the property.

## 2. WHO IS ELIGIBLE

A person who is an eligible recipient under the State Concessions 1986 is eligible for assistance.

Provision is made under the Act for the following pensioners to receive assistance.

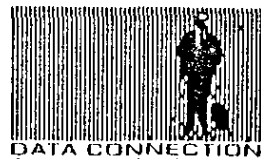
# ATTENTION ALL COUNCILS!

For rate notice and other mailings, **Data Connection**, Melbourne's specialist Security Mailing House, can offer you:

- Guaranteed fast turnaround on all jobs.
- Sophisticated mail processing facilities.
- Excellent laser printing facilities.
- Top security environment.

And because ours is a 'one-stop' service, your costs are substantially reduced.

To fully appreciate how much we can help you, call Geoffrey Norman on (03) 646 4622.



249-251 Normanby Road, South Melbourne,  
Victoria, 3205

- Aged, Invalid and Widowed Pensioners under Parts IV & V of the Social Security Act 1947 of the Commonwealth who (unless the person is permanently blind) are entitled to hold a current Pensioner Health Benefits Card and a Current Transport Concession Card issued by the Commonwealth.
- Persons receiving a rehabilitation allowance under Part XVI of the Social Security Act 1947 of the Commonwealth who are entitled to hold a current Pensioner Health Benefits Card and a Concession Card issued by the Commonwealth.
- Persons who receive a sheltered employment allowance under Part XVI of the Social Security Act 1947 of the Commonwealth who are entitled to hold a current Pensioner Health Benefits Card and a current Transport Concession Card issued by the Commonwealth.
- Persons who receive a supporting parents benefit under Part VI of the Social Security Act 1947 of the Commonwealth who are entitled to hold a current Pensioner Health Benefits Card and a current Transport Concession Card issued by the Commonwealth.
- Service Pensioners within the meaning of Section 35 of the Veterans Entitlements Act 1986 of the Commonwealth who are entitled to hold a current Pensioner Health Benefits Card and Transport Concession Card issued by the Commonwealth.
- Widows of deceased veterans who receive a pension under Section 13 of the Veterans Entitlements Act 1986 of the Commonwealth.
- Ex-servicemen who receive a pension under Section 13(1) of the Veteran Entitlements Act 1986 of the Commonwealth as totally and permanently incapacitated veterans to whom Section 24 of that Act applies.

### 3. METHOD OF OBTAINING ASSISTANCE

Application forms are available at the offices of Rating Authorities throughout the State. Applicants are required to produce their current Pensioner Health Benefits Card, Transport Concession Card or other acceptable documentary evidence of eligibility to an Authorised Officer of the Rating Authority with the application form.

The address for which the concession is sought should be the same as that for which the applicant is entitled to be enrolled on the Victorian or appropriate Municipal Electoral Roll;

A list of acceptable documents to establish eligibility appears on the back of the application form, and consists of the following :

- A current Commonwealth Transport Concession Card issued by the Department of Social Security or the Department of Veteran Affairs and a current Pensioner Health Benefits Card issued by the Commonwealth Department of Health.
- An Entitlement Card for Medical Benefits Widows and Eligible Dependents of Deceased Ex-servicemen, issued by the Department of Veteran Affairs.
- An Entitlement Card for Medical Benefits for Totally and Permanently Incapacitated Ex-servicemen.
- Advice from the Department of Veteran Affairs that a pensioner is totally and permanently incapacitated within the meaning of Section 24 of the Veteran Entitlements Act 1986.
- Advice of membership, or receipt of membership subscriptions issued by the Totally and Permanently Incapacitated Soldiers Association of Victoria, or the Blinded Soldiers Association of Victoria.

Subject to the approval of the Minister a Rating Authority may regard an applicant as having continuing eligibility for assistance on the basis of their last successful application. The Rating Authority may require an applicant to re-apply should their continuing eligibility not be established.

### 4. CLOSING DATES FOR LODGING APPLICATION FORMS

Applications must be lodged with the Rating Authority within ten (10) months of the commencement of the rating year.

However, applications received after the closing date may be considered, if good cause can be shown for the delay in lodging the application.

## 5. AMOUNT OF ASSISTANCE

The amount of assistance available under the Scheme where the pensioner is the only person liable to pay the rate or charge, or where the only other person so liable is the spouse of the pensioner, is one half of the amount equal to the rate or charge up to a maximum of :

- (i) \$135 per annum in respect of any general or extra rate levied by a Council;
- (ii) \$67.50 per annum in respect of the total amount levied by a Council for night-soil disposal;
- (iii) \$67.50 per annum in respect of any water rate including water-by-measure charge.
- (iv) \$67.50 per annum in respect of any sewerage rate.

Proportional adjustments are made where the pensioner (or the pensioner and spouse) is not the only person liable to pay the rate or charge. (The holders of a Commonwealth Health Benefit Cards, Health Care Cards or Veterans Personal Treatment Entitlement Cards are entitled to a concession of 50% to a maximum of \$67.50 of their Water-by-Measure Charge only).

## 6. CONTINUITY OF ELIGIBILITY

The Rating Authority with which the application form was lodged must be advised when any of the following changes occur :

- The Pensioner Health Benefit Card and Transport Concession Card is withdrawn.
- Entitlement to receive a pension under Section 13 of the Veterans Entitlement Act is withdrawn.
- The premises are no longer the sole or principal place of resident of the applicant.
- The premises are no longer used exclusively residential purposes by the applicant.

## 7. PENALTY FOR FALSE INFORMATION

Any person who wilfully makes a false or misleading statement in an application for rates assistance in accordance with the government Scheme shall be guilty of an offence against the Act, Penalty \$400.

KELVIN GOODALL  
LOCAL GOVERNMENT DEPARTMENT

**Consultant to Local Government  
Specialist in Public Relations**

**Staff Training  
Revenue Management**

Training courses offered are :

- \* Language & Communication  
Telephone Skills/Customer Contact
- \* Self Management & Motivation  
Positive Thinking/Relaxation Response
- \* Assertiveness Training  
Success Compelling Power  
Don't Say YES when you Want to Say NO
- \* Planning & Management  
Burn.Out. How to get control of your time and life  
- working smart
- \* Management Science  
both win management - the effective Executive
- \* Staff Replacement
- \* Public Relations - Calenders - Resident Kits - Pamphlets

**KEVIN WEBB & ASSOCIATES, 36 Merton Street, Altona Meadows. 3028**  
Telephone 03 369 1095

## V.I.R.A. COMMITTEE 1988/89

Gerald Pekin (MVIRA) CITY OF CAULFIELD P O Box 42 SOUTH CAULFIELD 3162	524 3333 523 0339 Facsimile	<b>PRESIDENT</b>
Murray Hockey (F.V.I.R.A.) CITY OF SANDRINGHAM P O Box 27 SANDRINGHAM 3192	598 8111 598 4474 Facsimile	<b>SENIOR VICE PRESIDENT SEMINAR CO-ORDINATOR</b>
Clifford Wenlock (F.V.I.R.A.) CITY OF GEELONG P O Box 104 GEELONG 3220	052 22 3477 052 215 624 Facsimile	<b>JUNIOR VICE PRESIDENT</b>
Geoffrey Fleming (M.V.I.R.A.) CITY OF OAKLEIGH P O Box 21 OAKELEIGH 3166	567 3651 568 1690 Facsimile	<b>SECRETARY</b>
Geoffrey Cook (M.V.I.R.A.) CITY OF NORTHCOTE Municipal Offices 189 High Street NORTHCOTE 3070	481 9400 481 9406 Facsimile	<b>TREASURER</b>
Martin King (M.V.I.R.A.) CITY OF CROYDON P O Box 206 CROYDON 3136	725 4455 725 2354 Facsimile	<b>MINUTE SECRETARY</b>
Dale Muir (M.V.I.R.A.) CITY OF KNOX Civic Centre 511 Burwood Highway KNOXFIELD 3180	220 8222 222 3096 Facsimile	<b>MEMBERSHIP CO-ORDINATOR</b>
Russell Hodges (M.V.I.R.A.) CITY OF BRIGHTON Municipal Offices Boxshall Street BRIGHTON 3186	591 8688 591 8618 Facsimile	<b>NEWSLETTER CO-ORDINATOR</b>
Noel Grant (F.V.I.R.A.) SHIRE OF DEAKIN Shire Offices Mangan Street TONGALA 3621	058 58 2505 058 582 406 Facsimile	<b>ASST NEWSLETTER CO-ORDINATOR</b>

**PROPOSED DATES AND VENUES  
OF  
V.I.R.A. COMMITTEE AND GENERAL MEETINGS**

Friday,	August 12, 1988	City of Oakleigh	4.00 p m	Committee Meeting
Thursday,	October 13, 1988	City of Croydon	4.00 p m	Committee Meeting
Friday,	November 18, 1988	City of Northcote	6.00 p m	General Meeting
Friday,	February 17, 1989	City of Geelong	Afternoon	Committee Meeting
Friday,	March 17, 1989	Shire of Deakin	2.00 p m	General Meeting
Thursday,	April 27, 1989	City of Knox	4.00 p m	Committee Meeting
Wednesday,	May 10, 1989	City of Chelsea	Afternoon	General Meeting
Friday,	June 23, 1989	City of Sandringham	4.00 p m	Budget Preparation
Friday,	July 14, 1989	City of St Kilda	5.00 p m	Annual General Meeting

**South Eastern Region Meeting Dates**

Friday November 11, 1988	City of Moorabbin at 1.30 p m
February 1989	Date and Venue to be advised
June 1989	Date and Venue to be advised

Further information regarding meetings may be obtained from Ian Holland at the City of Frankston on 784 1888.

**North Western Region Meeting Dates**

1989 Meeting Dates and Venues have not yet been organised

Information regarding the region's activities may be obtained from John Hurry at the City of Swan Hill on (050) 32 4561.

**Geelong Region Meeting Dates**

Wednesday, August 17, 1988	City of South Barwon
<u>End of Year Meeting</u>	
Wednesday, November 23, 1988	Shire of Bannockburn (To be confirmed)
Wednesday, February 15, 1989	Venue to be advised
Wednesday, May 17, 1989	Venue to be advised

Further information regarding meetings may be obtained from Cliff Wenlock at the City of Geelong on (052) 22 3477

-----

**SOUTH AUSTRALIAN INSTITUTE OF RATE ADMINISTRATORS**

INAUGURAL MEETING

Friday, December 9, 1988                      Adelaide  
Enquiries may be directed to the Institute's Steering Committee Secretary, Mr David Porteous. Telephone (08) 218 7211.

# VIRA ACTIVITIES DURING 1987-88

**Friday, August 7, 1987**

Annual General Meeting of V.I.R.A. at City of Caulfield.

**Tuesday, August 11, 1987**

Meeting at Local Government Department on topic "National Review of Local Government Labour Markets" and discussion of our requirement for a qualification course.

Department represented by Graham Holmes, Director General, John O'Donohue, Deputy Director General and Rod McDonald, Director of Policy and Planning. V.I.R.A. represented by S Collins.

**Thursday, August 13, 1987**

Local Government Bill Working Party meeting at L G Department. Representatives M Hockey and S Collins.

**Wednesday, August 26, 1987**

Geelong Regional Division meeting of V.I.R.A. at City of Geelong.

**Thursday, August 27, 1987**

@ 10.30 a.m. - Financial Relationships between State and LG Working Party meeting at L G Department.

@ 4.00 p.m. - V.I.R.A. Executive Committee Meeting at City of Sandringham. First meeting of the new committee and election of office bearers for 1987-88.

**Thursday, September 3, 1987**

Financial Relationships between State and Local Government Working Party meeting at Parliament House.

**Friday, October 9, 1987**

Financial Relationships between State and Local Government Working Party meeting at L G Department.

**Tuesday, October 13, 1987**

Local Government Bill Working Party meeting at L G Department.

**Friday, October 16, 1987**

Executive Committee Meeting held at City of Oakleigh.

**Wednesday, October 21, 1987**

Local Government Bill Working Party meeting at L G Department (final meeting of Working Party).

**Thursday, October 22, 1987**

@ 10.30 a.m. - Financial Relationships between State and LG Working Party meeting at L G Department.

@ 12 noon - Discussions with John O'Donohue, Rod McDonald and Tony Deach of the L G Department, over VIRA concerns on rating aspects of proposed Bill (No 2).

**Tuesday, October 27, 1987**

Meeting with representatives of the Legislative Committee of the Australian Institute of Valuers and Rod McDonald of L G Department, at A.I.V. Building to discuss our submission on the "Alternative Revenue Sources" Chapter in the F.R.S.L.G. Working Party's final report.

**Thursday, November 12, 1987**

Financial Relationships between State and Local Government Working Party meeting at Parliament House.

**Friday, November 13, 1987**

Executive Committee Meeting at Shire of Melton.

**Tuesday, November 17, 1987**

Financial Relationships between State and Local Government Working Party meeting at L G Department.

**Friday, November 20, 1987**

South East Regional Division meeting of V.I.R.A. at City of Sale.

**Thursday, November 26, 1987**

Financial Relationships between State and Local Government Working Party meeting at L G Department.

**Friday, December 4, 1987**

General Meeting of V.I.R.A. held at Shire of Corio.

**Tuesday, December 8, 1987**

Financial Relationships between State and Local Government Working Party meeting at L G Department.

**Friday, December 11, 1987**

@ 1.30 p.m. V.I.R.A. Executive Committee delegates invited to attend the December meeting of the Municipal Valuers Group at the R.E.I.V. building.

Representatives: G Pekin, W Cane, G Fleming, M Hockey and S Collins.

@ 4.00 p.m. - V.I.R.A. delegates invited to attend M.V.A. Christmas function at the Australian Institute of Valuers building.

**Tuesday, December 15, 1987**

Discussion with Allan Kearns, Vice President of Australian Institute of Valuers, over our submission on "Alternative Revenue Sources". Chapter in F.R.S.L.G. Working Party's report.

**Tuesday, December 29, 1987**

Financial Relationships between State and Local Government Working Party meeting at L G Department.

**Thursday, January 7, 1988**

@ 1.00 p.m. - Financial Relationships between State and Local Government Working Party meeting at L G Dept.

@ 5.00 p.m. - Special Meeting of V.I.R.A. Executive Committee at City of Oakleigh to formulate our submission to Federal Department of Immigration, Local Government and Ethnic Affairs, for funding under their "Local Government Development Grant" scheme.

**Friday, January 27, 1988**

Meeting of Executive Committee delegates to finalise submission to Canberra for Development Grant.

**Friday, February 1, 1988**

Financial Relationships between State and Local Government Working Party meeting at L G Department.

**Friday, February 5, 1988**

Financial Relationships between State and Local Government Working Party meeting at L G Department.

**Thursday, February 11, 1988**

Financial Relationships between State and Local Government Working Party meeting at L G Department. Final meeting of Working Party.

**Tuesday, February 16, 1988**

Meeting with representatives of Australian Institute of Valuers and Municipal Group of Valuers over Local Government Departments suggestion of the formation of a specialist review of rating definitions. Representatives: J Humphris, W Cane and S Collins.

**Friday, February 19, 1988**

V.I.R.A. Executive Committee meeting held at City of Fitzroy.

**Wednesday, February 24, 1988**

Geelong Regional Division meeting of V.I.R.A. held at City of Newtown.

**Thursday, February 26, 1988**

South-Eastern Regional Division Meeting of V.I.R.A. held at City of Knox.

**Friday, March 4, 1988**

A.I.V./M.V.G./V.I.R.A. Rating Definitions Working Party meeting held at A.I.V. building, East Melbourne.

**Monday/Tuesday March 14/15, 1988**

Murray Hockey and Geoff Fleming appear before Municipal Clerks Board hearing to give evidence on the problems caused by the present legislation governing make-up of voters rolls.

**Friday, March 18, 1988**

General Meeting of V.I.R.A. held at City of Shepparton.

**Saturday/Sunday March 19/20, 1988**

Annual social weekend for members and their families held at Moama.

**Tuesday, April 19, 1988**

Meeting at Department of Property and Administrative Services to discuss Local Government concerns over LANDATA proposal.

**Friday, April 22, 1988**

V.I.R.A. Executive Committee meeting held at City of Caulfield.

**Thursday, May 5, 1988**

@ 1.00 p.m. - Meeting at City of Adelaide of South Australian Rate Collectors wishing to form their own counterpart of the V.I.R.A.

@ 4.30 p.m. - Private meeting for 90 minutes with Peter Spyker, Minister of Property and Services at Parliament House to discuss V.I.R.A.'s specific concerns over LANDATA. Representatives: G Fleming and S Collins

@ 6.00 p.m. - Australian Institute of Valuers Annual Dinner at Regent Hotel Ballroom. S Collins in attendance.

**Saturday, May 14, 1988**

Special Meeting of Executive Committee delegates to develop questionnaire for members on future strategy options for V.I.R.A.

**Friday, May 20, 1988**

General Meeting of V.I.R.A. held at City of Brighton.

**Tuesday, May 31, 1988**

Meeting with Australian Electoral Commission and Local Government Department regarding "Bar Coding" for "scannable" Voters Rolls.

**Friday, June 17, 1988**

M Hockey and S Collins invited to address Mornington Peninsula Municipalities Association on the topic "The New Rating System in Victoria - What's it all about." Also to participate in discussion group session on Differential Rates.

**Tuesday, June 21, 1988**

Paper on "Rating System in Victoria" delivered to R.M.I.T. Seminar Participants at the Management Development Centre by G Pekin on behalf of V.I.R.A.



**AFTER DINNER ADDRESS by MR TOM EVANS  
to FLINDERS ANNUAL GENERAL MEETING**

Thank you for the opportunity to talk to you tonight on emerging trends in Public Administration. Indirectly, this topic leads me to a general field of work that is of particular personal interest :

**THE MANAGEMENT OF CHANGE**

I suppose that each generation is impressed or alarmed by the rate of change witnessed during their working life.

I don't know how the past 10-15 years measures up against earlier periods though the evidence would suggest that our working environment has been generally more dynamic than previous periods.

No-one knows what the future will bring to our working environments though I am prepared to bet that we will see a continuation of existing trends. However, a return to conservatism and a reactionary attitude to change represents in itself an organisational change that would have to be managed. What then are the trends which are emerging in public administration, and in particular Local Government administration? I see seven main areas where significant change will have to be managed over the next decade.

1. External forces will increase *in importance and impact.*
2. The last Bastions of 19th century protected positions will disappear.
3. Corporate/Unitary Management will become the norm.

**YOUR RATE NOTICES AND  
COMPUTER FORMS ON TIME**

- Direct Payment Rate Notices  
• (Personalised and M.I.C.R. Encoded)
- Rate Instalment Notices
- Final Notices
- Cheques
- Receipts
- Dog Registration

**For further information please contact us on  
our number below.**

**Cook & Heathcote Printers**

50 Clayton Road, Clayton North 3168 Phone: (03) 541 8700

4. Local Government will become increasingly diverse.
5. Amalgamation of Municipalities will occur.
6. An increasing emphasis will be placed on qualifications.
7. The management of people will become increasingly complex.

What I would like to do now is to explore each of the seven points in some detail and then move to open discussion.

1. EXTERNAL FORCES WILL INCREASE IN IMPORTANCE AND IMPACT.

This is one prediction I can make with some confidence, for example :

Developments - major developments and public consultation, are synonymous. If managed properly the public consultation process is healthy and should only mean that an amount of time has to be added to the flow chart to take account of it. If its managed poorly the process is counter productive and will 'kill' the development. Public consultation, environmental effects statements, administrative appeals tribunal and a host of other issues now form part of the development process.

A range of other examples are available such as equal employment opportunity, affirmative action, community expectations of small government etc. The result can be an insulated, conservative bureaucracy that is 'not game' to

**SPECIALISING IN LOCAL GOVERNMENT - ACCOUNT COLLECTIONS**

**RATE COLLECTIONS - A SPECIALTY**

**NO COST! NO COMMISSION! NO OUTLAY!**

**FREE COLLECTION LETTERS**

**FAST - EFFICIENT AND FULLY COMPUTERISED**

Contact us now for more information

**BC BISHOP COLLECTIONS PTY LTD**

Telephone : 663 5366

Litigation - the Community is becoming increasingly aware of its rights and increasingly prepared to exercise their rights. If we ever move to the system in this country where lawyers do not charge a fee but receive a percentage of damages awarded against defendants government at all levels will be spending a lot more time in Court. For, in the main, Government is seen as a fair target and more importantly it, or its insurers, will pay. Even without a change in lawyers fee systems, there is little doubt that the community is becoming increasingly litigious.

make a decision in case its wrong -some would argue we presently have this. Or we can look to new methods or new people to manage changing community attitudes and behaviour and the societal framework that not only permits but actively encourages the expression of individual rights.

2. THE LAST BASTIONS OF NINETEENTH CENTURY PROTECTED POSITIONS WILL DISAPPEAR.

I have included this as much in hope as in a realistic expectation that it will occur. The Shire Secretary/Shire Engineer/Building Surveyor etc. Club is an astounding anachronism. To suggest that the Head Engineer in charge of the construction of major roads around the world could not even apply to be a Shire Engineer because he does not hold a Municipal Engineers Certificate is almost as foolish as suggesting that a senior partner in a Melbourne Law Firm who is an acknowledged expert on Local Government Law and Practice could not apply for the position of Shire Secretary.

Implications for Local Government management of protected positions changing over time is that officers who are presently in Local Government and who see a career in these protected areas will find that people are being recruited from outside of Local Government to take up positions.

Their career paths will be chopped off, they will have less flexibility in where they might move and of course it is a lot harder to move from government to the private sector than it is to move from the private sector in to Government.

I'm not suggesting that it is right or it is a reflection of the ability of the people concerned I'm saying that it is a reality.

### 3. CORPORATE/UNITARY MANAGEMENT WILL BECOME THE NORM

There is a great deal of difference between Corporate Management and Unitary Management however either one of these systems results in having the Chief Executive as the paid Head of Local Government organisations. This situation will certainly become more prevalent than it presently is and there is little doubt in my mind that within 10-15 years time the situation of having a shared responsibility for the operation of Local Government organisations will have almost disappeared.

I indicated earlier that there is a distinction between Corporate and Unitary Management. In the simplest sense Unitary Management is probably best described as an organisation chart with one person at the top.

While Corporate Management is interpreted by Local Government as meaning one person at the

SPECIALISTS IN THE PRINTING OF  
CONTINUOUS FORMS FOR LOCAL  
GOVERNMENTS — URBAN AND RURAL

FOR FAST, COURTEOUS AND  
PERSONALISED SERVICE WITH:

- RATE NOTICES • SUMMONS FORMS
- INSTALMENT NOTICES • ELECTRICITY BILLS
- FAILURE TO VOTE NOTICES • DOG NOTICES
- FIRE HAZARD NOTICES • CONT. CHEQUES

CALL

Carter & Taverner pty. ltd.

(03) 819 6555

top, this doesn't have to be the case, because Corporate Management is really, a state of mind, a way of going about work. It's a sharing of responsibilities, a widening of understanding. It means flatter organisations, it is philosophical in nature.

In the Local Government sector Unitary Management and Corporate Management are considered to be synonymous and I think from the point of view of looking at what the future might hold we can continue to consider it this way. However the important point that must be born in mind is that in the future the Head of Local Government organisations will probably come from outside of Local Government.

The evidence for that prediction is the trends that have been experienced in the Commonwealth and State Governments. Twenty years ago the great bulk of persons appointed to head up Commonwealth and State instrumentalities made their way up through the ranks until they achieved permanent head status. There were certain exceptions to this but today the exceptions are those who have made their way up through the ranks to become the Head of Government Instrumentalities.

#### 4. AMALGAMATION OF MUNICIPALITIES WILL OCCUR AND LOCAL GOVERNMENT WILL BECOME INCREASINGLY DIVERSE.

I have little doubt that the next 10-15 years will see the amalgamation of Municipalities. This will be forced onto Local Government through increased expectations by the Community. An increasing range of responsibilities for Local Government and the presumption that Government administration at all levels will be streamlined. As a relative new comer to Local Government I have always held the view that there is little justification for having in excess of 200 municipalities in Victoria - I don't know what number it will be in the future. I don't know which municipalities will be amalgamated but, I can predict confidently that the present situation will not continue - the Local Government Industry as we presently know it will change. That change may be of an operations rather than political nature eg, sharing resources - but it will change. This is linked closely with the need for Local Government to become more diverse in order to handle a wider range of responsibilities and to generate revenue. Each trend will put pressure on the other.

*(Continued Page 16)*

## Local Government Division

Moore provides a team of specialists, who are experienced in the needs of the Local Government Authorities.

For instance Moore can assist with :-

- \* *Parking Infringement Notices*
- \* *Inter library Loan Forms*
- \* *Computer Paper Storage Systems*
- \* *Reminder Notices*
- \* *Failure to Vote Notices*
- \* *A.P. Summons Forms*
- \* *Dog Notices*
- \* *Rate Notices*

A Moore Local Government representative is fully qualified to give an all round service - We Do More Than Just Sell Forms.

**MOORE**  
MELBOURNE 544 1577

## APPOINTMENTS PENDING

DANDENONG-SPRINGVALE WATER BOARD

(Admin Officer) Closing date: 29.9.1988

CITY OF CAMBERWELL: (Cashier)

CITY OF PRESTON: (Admin. Officer) Closing date: 27.9.1988

## POTENTIAL NEW MEMBERS

PAUL BROWNE: City of Box Hill,  
Assistant Rate Collector

KERRY HOWELLS: City of Camberwell,  
Rate Collector

NEVILLE STOKES: City of Broadmeadows,  
Assistant Rate Collector

CATHERINE SIDAWAY: City of Oakleigh,  
Administrative Officer/  
Cashier

ROBIN CLARK: City of Richmond,  
Assistant Rate Collector



## FACES GOING PLACES

### NEW APPOINTMENTS:

BRIAN MITCHELL: *Rate Collector*, City of Richmond, formerly Assistant Rate Collector, City of Waverley

NEVILLE STOKES: *Assistant Rate Collector*, City of Broadmeadows, formerly Administrative Officer, City of Broadmeadows

NEAL HAWKS: *Assistant Revenue Officer*, City of Shepparton, formerly Administrative Officer, City of Shepparton

ROD LEITH: *Rate Collector*, Shire of Ballarat, formerly Administrative Officer, Shire of Ballarat.

JOHN BLAIR: *Revenue Officer*, City of Moe

ROBYN CLARK: *Assistant Rate Collector*, City of Richmond, formerly Administrative Officer, City of Brighton.

KERRY HOWELLS, *Rate Collector*, City of Camberwell, formerly Assistant Rate Collector, City of Camberwell.

JILL CUSSONS, *Assistant Revenue Collector*, City of Springvale.

# **CPE**      **DATAGRAPHICS**

**A CASH MANAGEMENT SYSTEM DEVELOPED FOR LOCAL GOVERNMENT**

CPE has developed a computer-based, cost-effective and flexible system titled **TURNAROUND BILLING**.

Turnaround billing **IMPROVES** :

- \* Cashflow
- \* Productivity of equipment and staff - through reallocation of duties
- \* Internal audit requirements
- \* Interest - received from funds in bank

Turnaround billing **ELIMINATES** :

- \* Double handling
- \* Receipting - receipt required only if request by ratepayer
- \* Delays in post
- \* Security concerns
- \* Overtime - at times of printing or processing of notices
- \* More than one cashier

Turnaround billing **BENEFITS** the ratepayer by :

- \* Eliminating unnecessary travel
- \* Better utilisation of time
- \* No mailing charges
- \* No mail delays

Can your council afford to ignore a system which concentrates on ratepayer convenience and efficiency with obvious cost savings for you?

**LET US CUSTOMISE A SYSTEM FOR YOUR NEEDS**

CPE AUSTRALIA LTD. (SPECIALIST SECURITY PRINTER)  
DATAGRAPHICS  
1144 NEPEAN HIGHWAY, HIGHTT, 3190  
TELEPHONE : (03) 556 9111

## 5. THE MANAGEMENT OF PEOPLE WILL BECOME INCREASINGLY COMPLEX

The role of the Manager in the 1980's and 1990's, and by Manager I include Supervisors and Section Heads and anyone really who has to look after, direct, and co-ordinate the activities of others, will become increasingly complex. The expectations of employees when they first join an organisation are vastly different now to the situation that existed 10 or 20 years ago. People do not consider a direction from a Supervisor or Section Head to be cast in concrete, they'll question it - Why should I do that? Is that within my ambit of responsibility? The job of the Manager will become harder. Evidence to support this contention abounds. Whereas in the past Managers could get away with sub-standard practices in relation to staff this is no longer the case. People want to know what's going on in the organisation. They want to have an idea of, and an involvement in, determining their future in the organisation. And as mentioned earlier they have become increasingly aware of their rights.

This is a trend that should be regarded as a challenge of course, because motivated and well managed staff are better equipped to handle a dynamic and changing working environment and are able to come to grips more easily with the need for change in an organisation because it has been explained to them rather than imposed on them. The whole area of Management of Change, and the skills that supervisors and managers need to exercise in the Management of Change, will be brought into focus in the future.

In conclusion the main points that I have brought out in the short presentation to you tonight really relate to the Management of Change. And, if you like, the examples that I've given, whether you agree with some or all of them, emphasize that we work in a constantly changing dynamic environment with a range of internal and external pressures being brought to bear.

Those pressures manifest themselves in a changing ambit of responsibility for Local Government, a community that is increasingly aware of its rights and is prepared to exercise those rights, officers who do not take direction without questioning the appropriateness of that direction, a trend towards corporate and unitary management, an increasing emphasis being placed on qualifications and the likelihood of amalgamation of Municipalities.

All of these issues have to be managed and the way to manage them and the process that surrounds them is to start preparing now to take the initiative and put in place processes that will assist with the Management of Change to create and contribute to a state of mind. A state of mind that change is inevitable and that it must be managed, because all we are really talking about is the way that people adapt to change. That is the challenge facing management and we can help them adapt. Hence our organisational effectiveness will be increased by planning for change and putting into place the processes that will ensure ongoing efficient public administration.

\* \* \* \*

## L.G.A. COLLECTIONS PTY. LTD.

### LICENSED MERCANTILE AGENTS

177 Queens Parade, Clifton Hill, 3068  
Telephone: 489 7955 489 7650

Specialising in Local Government Account Collections, including Rates,  
Private Streets, Sundry Debtors, etc

17 years Local Government Experience

*For all enquiries please contact Rod Hughes*