

Template 2

# Council Improvement Proposal

(Existing structure)



Office of  
Local Government

# Getting started . . .

Before you commence this template, please check the following:



You have chosen the correct template – only councils that have sufficient scale and capacity and who do not intend to merge or become a Rural Council should complete this template (Template 2)



You have obtained a copy of the guidance material for Template 2 and instructions for completing each question



You have completed the self-assessment of your current performance, using the tool provided



You have completed any supporting material and prepared attachments for your Proposal as PDF documents. Please limit the number of attachments and ensure they are directly relevant to your proposal. Specific references to the relevant page and/or paragraph in the attachments should also be included.



Your Proposal has been endorsed by a resolution of your Council

## Council details

Council Name Select from the drop down list



Date of council resolution endorsing this submission

### 1.1 Executive summary

Provide a summary (up to 500 words) of the key points of your Proposal including current performance, the issues facing your council and your planned improvement strategies and outcomes.



*See Guidance material Pg 9 for help completing this section*

## 1.2 Scale and capacity

Does your council have the scale and capacity broadly consistent with the recommendations of the Independent Local Government Review Panel?

*(ie, the Panel did not recommend your council needed to merge or become a Rural Council).*

Yes/No



If No, please indicate why you are not proceeding with a voluntary merger or creation of a Rural Council as recommended by the Independent Panel and demonstrate how your council has scale and capacity (up to 500 words).



See Guidance material Pg 8 for help completing this section

## 2. Your council's current position

### 2.1 About your local government area

Explain the key characteristics of your local government area, your community's goals and priorities and the challenges you face in the future (up to 500 words).

*You should reference your Community Strategic Plan and any relevant demographic data for this section.*



See Guidance material Pg 10 for help completing this section

## 2.2 Key challenges and opportunities

Strengths



Weaknesses



Opportunities



Threats



See Guidance material Pg 10 for help completing this section

## 2.3 Performance against the Fit for the Future benchmarks

Sustainability				
Measure/ benchmark	2013 / 2014 performance	Achieves FFTF benchmark?	Forecast 2016 / 2017 performance	Achieves FFTF benchmark?
<b>Operating Performance Ratio</b> (Greater than or equal to break-even average over 3 years)	Calculate using Self- Assessment Tool	Yes/No <i>Automatic calculation</i>	Estimate performance	Yes/No <i>Automatic calculation</i>
<b>Own Source Revenue Ratio</b> Ratio (Greater than 60% average over 3 years)				
<b>Building and Infrastructure Asset Renewal</b> Ratio (Greater than 100% average over 3 years)				

If the Fit for the Future benchmarks are not being achieved, please indicate why.

*For example, historical constraints/context, one-off adjustments/factors, council policies and trade-offs between criteria.*



See Guidance material Pg 11 for help completing this section

## 2.3 Performance against the Fit for the Future benchmarks

Infrastructure and service management				
Measure/ benchmark	2013 /2014 performance	Achieves FFTF benchmark?	Forecast 2016 / 2017 performance	Achieves FFTF benchmark?
<b>Infrastructure Backlog Ratio</b> (Less than 2%)	Calculate using Self Assessment Tool	Yes/No <i>Automatic calculation</i>	Estimate performance	Yes/No <i>Automatic calculation</i>
<b>Asset Maintenance Ratio</b> (Greater than 100% average over 3 years)				
<b>Debt Service Ratio</b> (Greater than 0% and less than or equal to 20% average over 3 years)				

If the Fit for the Future benchmarks are not being achieved, please indicate why.



See Guidance material Pg 11 for help completing this section



## 2.3 Performance against the Fit for the Future benchmarks

Efficiency				
Measure/ benchmark	2013 /2014 performance	Achieves FFTF benchmark?	Forecast 2016 / 2017 performance	Achieves FFTF benchmark?
<b>Real Operating Expenditure per capita</b>  A decrease in Real Operating Expenditure per capita over time	Calculate using Self Assessment Tool	Yes/No <i>Automatic calculation</i>	Estimate performance	Yes/No <i>Automatic calculation</i>

If the Fit for the Future benchmarks are not being achieved, please indicate why.



See Guidance material Pg 11 for  
help completing this section

## 2.4 Water utility performance

*NB: This section should only be completed by councils who have direct responsibility for water supply and sewerage management.*

Does your council currently achieve the requirements of the NSW Government Best Practice Management of Water Supply and Sewerage Framework?

Yes/No




If NO, please explain the factors that influence your performance against the Framework.

How much is your council's current (2013/14) water and sewerage infrastructure backlog?

\$

## 2.4 Water utility performance

Identify any significant capital works (>\$1m) proposed for your council's water and sewer operations during the 2016-17 to 2019-20 period and any known grants or external funding to support these works.

Capital works			
Proposed works	Timeframe	Cost	Grants or external funding
			

## 2.4 Water utility performance

Does your council currently manage its water and sewerage operations on at least a break-even basis?

Yes/No



If No, please explain the factors that influence your performance.

## 2.4 Water utility performance

Identify some of your council's strategies to improve the performance of its water and sewer operations in the 2016-17 to 2019-20 period.

### Improvement strategies

Strategy	Timeframe	Anticipated outcome
1.		

## 3. How will your council become/remain Fit for the Future?

### 3.1 Sustainability

Summarise your council's key strategies to improve performance against the Sustainability benchmarks in the 2016-20 period, including the outcomes you expect to achieve.



*See Guidance material Pg 14 for help completing this section*

Explain the key assumptions that underpin your strategies and expected outcomes.

*For example the key assumptions that drive financial performance including the use of SRVs, growth in rates, wage increases, Financial Assistance or other operating grants, depreciation, and other essential or major expense or revenue items*



*See Guidance material Pg 14 for help completing this section*

Outline your strategies and outcomes in the table below.

## 3.1 Sustainability

Objective	Strategies	Key milestones	Outcome	Impact on other measures
1.	a) b) c)			
				

## 3.2 Infrastructure and service management

Summarise your council's key strategies to improve performance against the Infrastructure and service management benchmarks in the 2016-20 period, including the outcomes you expect to achieve.



*See Guidance material Pg 14 for help completing this section*

Explain the key assumptions that underpin your strategies and expected outcomes.



*See Guidance material Pg 14 for help completing this section*



Outline your strategies and outcomes in the table below.

## 3.2 Infrastructure and service management

Objective	Strategies	Key milestones	Outcome	Impact on other measures
1.	a) b) c)			
				

## 3.3 Efficiency

Summarise your council's key strategies to improve performance against the Efficiency measures in the 2016-20 period, including the outcomes you expect to achieve.



*See Guidance material Pg 14 for help completing this section*

Explain the key assumptions that underpin your strategies and expected outcomes.



*See Guidance material Pg 14 for help completing this section*


Outline your strategies and outcomes in the table below.

### 3.3 Efficiency

Objective	Strategies	Key milestones	Outcome	Impact on other measures
1.	a) b) c)			
				

## 3.4 Improvement Action Plan

Summarise the key improvement actions that will be achieved in the first year of your plan.

Action plan	
Actions	Milestones
1.	
* Please attach detailed action plan and supporting financial modelling	

Outline the process that underpinned the development of your Action Plan.

*For example, who was involved, any external assistance, consultation or collaboration, and how the council has reviewed and approved the plan.*



See Guidance material Pg 15 for help completing this section

## 3.5 Other actions considered

In preparing your Improvement Action Plan, you may have considered other strategies/actions but decided not to adopt them. Please identify what these strategies/actions were and explain why you chose not to pursue them.

*For example, neighbouring council did not want to pursue a merger, unable to increase rates or increase borrowing, changes in policy or service standards*



*See Guidance material Pg 16 for help completing this section*

## 4. How will your plan improve performance?

### 4.1 Expected improvement in performance

Measure/ benchmark	2016/17	2017/18	2018/19	2019/20	Achieves FFTF benchmark?
<b>Operating Performance Ratio</b> (Greater than or equal to break-even average over 3 years)					Yes/No  <i>Automatic calculation</i>
<b>Own Source Revenue Ratio</b> (Greater than 60% average over 3 years)					
<b>Building and Infrastructure Asset Renewal Ratio</b> (Greater than 100% average over 3 years)					
<b>Infrastructure Backlog Ratio</b> (Less than 2%)					
<b>Asset Maintenance Ratio</b> (Greater than 100% average over 3 years)					
<b>Debt Service Ratio</b> (Greater than 0% and less than or equal to 20% average over 3 years)					
<b>Real Operating Expenditure per capita</b> A decrease in Real Operating Expenditure per capita over time					

## 4.1 Expected improvement in performance

If, after implementing your plan, your council may still not achieve all of the Fit for the Future benchmarks, please explain the likely reasons why.

*For example, historical constraints, trade-offs between criteria, longer time required.*



*See Guidance material Pg 17 for help completing this section*

## 5. Putting your plan into action

How will your council implement your Improvement Action Plan?

*For example, who is responsible, how the council will monitor and report progress against achieving the key strategies listed under Section 3.*