

Forster Community Update

6 November 2015

Agenda

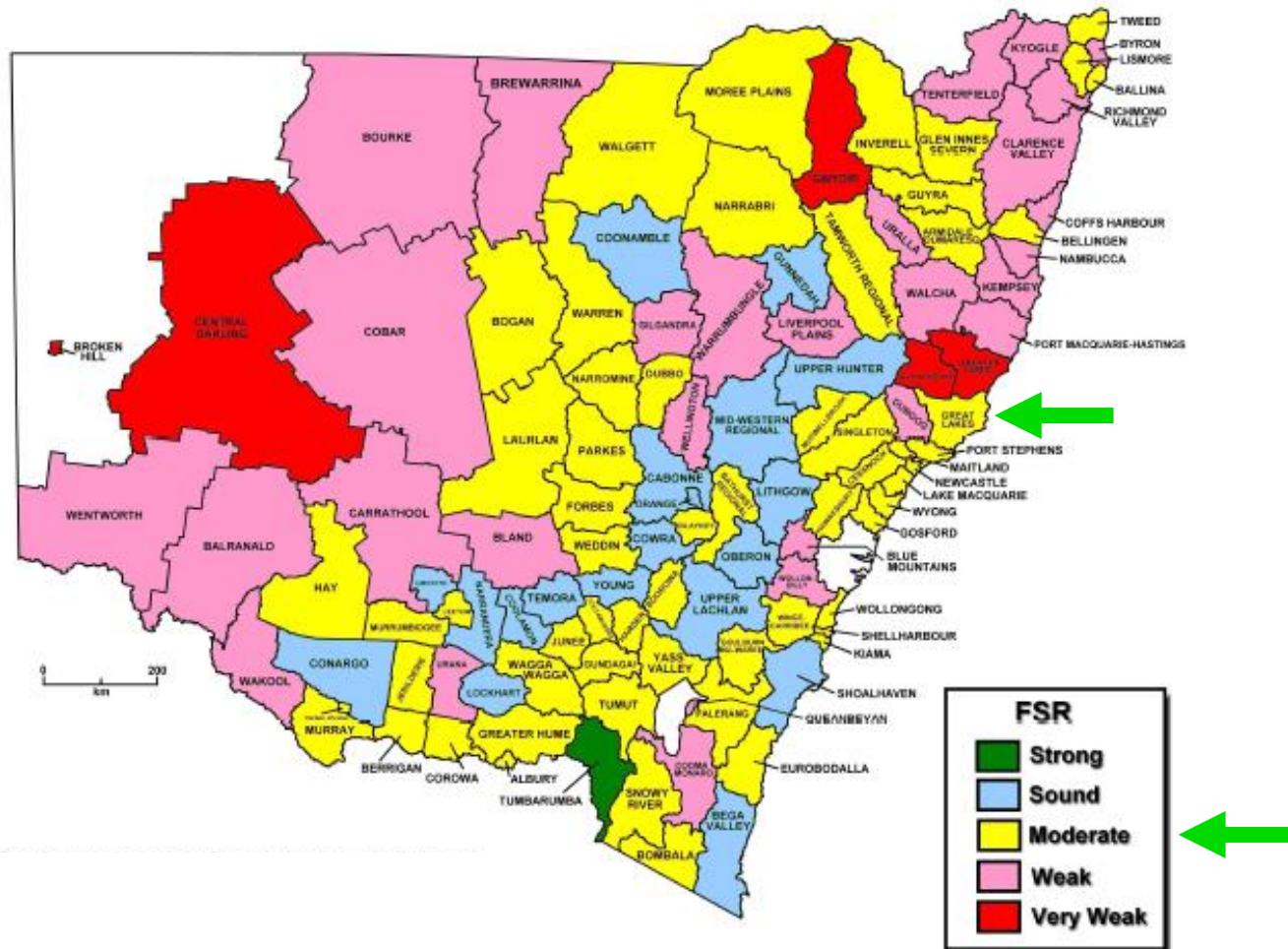
- Fit for the Future
- Long term financial position
- Special rate variation proposal
- General update

Fit for the Future

Tcorp Review

Graph 8 - FSRs of NSW LGAs

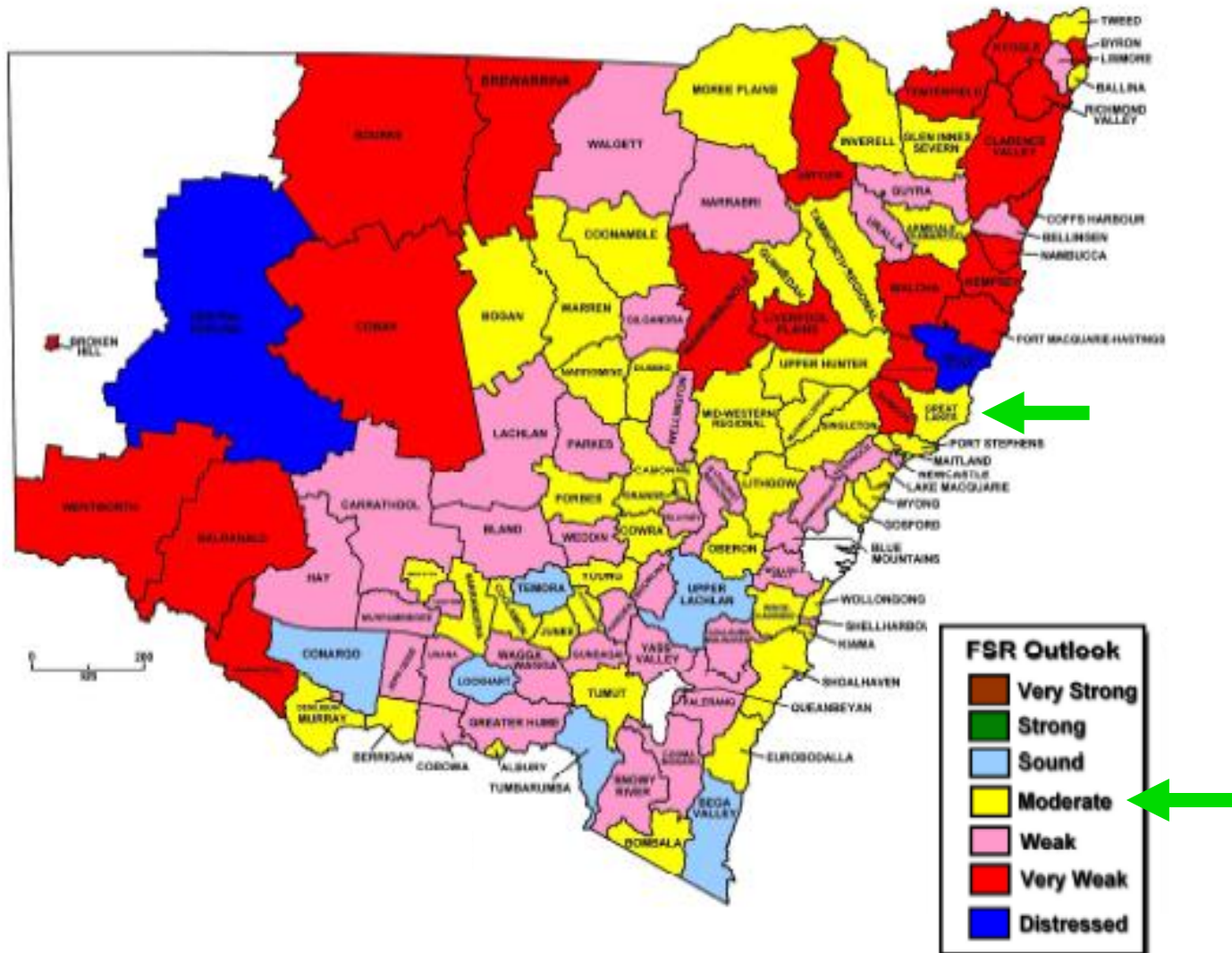
NSW Local Government Areas



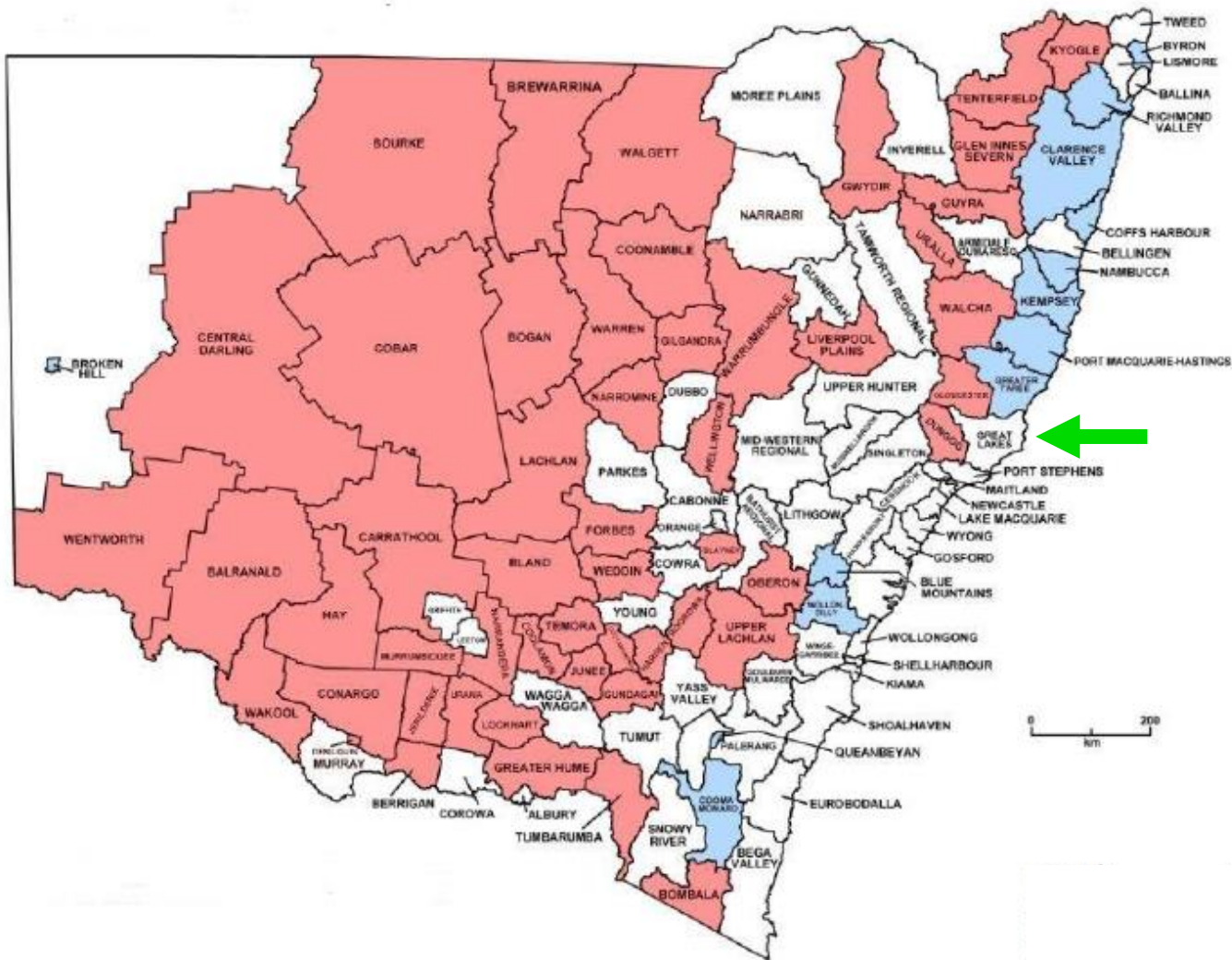
* As at April 2013

Short term (3 year) FSR

NSW Local Government Areas



Councils at risk



GLC Rating

**FSR -
Moderate**

**Outlook -
Neutral**

■ - SMALLER RURAL COUNCILS AT RISK (BASED ON A COMBINATION OF FACTORS)

■ - LARGER COUNCILS AT RISK ("WEAK" TCORP SUSTAINABILITY RATING)

Fit for the Future

- Initiative of NSW State Government – A Blueprint for the future of Local Government
- The Blueprint ‘outlines what the State will do to cut red tape, invest in reform and help councils work smarter together’
- Recommendations are based on the work of the NSW Local Government Review Panel (LGRP)



Fit for the Future

- Local Government Review Panel recommendation for GLC – to stand alone or merge with Gloucester
- GLC & GSC engaged Morrison Low to undertake a merger business case
- Business case provided information on a merged council & on each council as a stand alone entity
- Business case found no financial benefit to councils in merging

Fit for the Future

- Council decided to submit a proposal to IPART to stand alone after considering results of business case (June 2015)
- Performance improvement plan developed
- Fit for the Future benchmarks met with a modest special rate variation (SRV)

GLC is Fit for the Future

Council	Fit?	Options
GLC	✓	<ul style="list-style-type: none">- Meets scale & capacity criterion as well as financial criteria
Gloucester	✗	<ul style="list-style-type: none">- Does not meet scale & capacity criterion nor financial criteria- IPART concludes that a merged council would provide greater benefits to the community
Taree	✗	<ul style="list-style-type: none">- Does not meet sustainability nor infrastructure & service management criteria- Stand alone; analysis did not find sufficient evidence for a better alternative

- Only 37% of NSW councils 'fit for the future'

IPART findings

- Council's proposal is consistent with the local government review panel's (LGRP) option to stand alone
- IPART analysis suggests merger with Gloucester & GLC may generate benefits of \$11m over 20 years (incl. gov't grant)

Council's position

- Council has discussed IPART report and State Government request for feedback
- Council's position remains unchanged from its submission to IPART which is to *stand alone*
- This position is supported by the LGRP recommendation and IPART's assessment
- Council is implementing the improvement plan submitted to IPART

Next steps

- Council feedback on IPART assessment & merger preference to State Government due 18 Nov
- State to finalise its position on local government reform by end of year

Improvement plan

Actions

- **Special rate variation application**
- **Asset improvement plan**
- **Business improvement program**
- **ICT Strategy**
- **Procurement improvement plan**
- **PWC/Local Government Professionals benchmarking survey**

Continuous improvement

‘We want Council to become more efficient & make improvements in how you do things’ (feedback from previous SRV engagement)



Service level review

Savings of over \$500,000 per year ongoing



Business improvement program

Based on the Australian Business Excellence Framework, with an initial focus on Leadership, Culture and Processes. Productivity savings being captured.



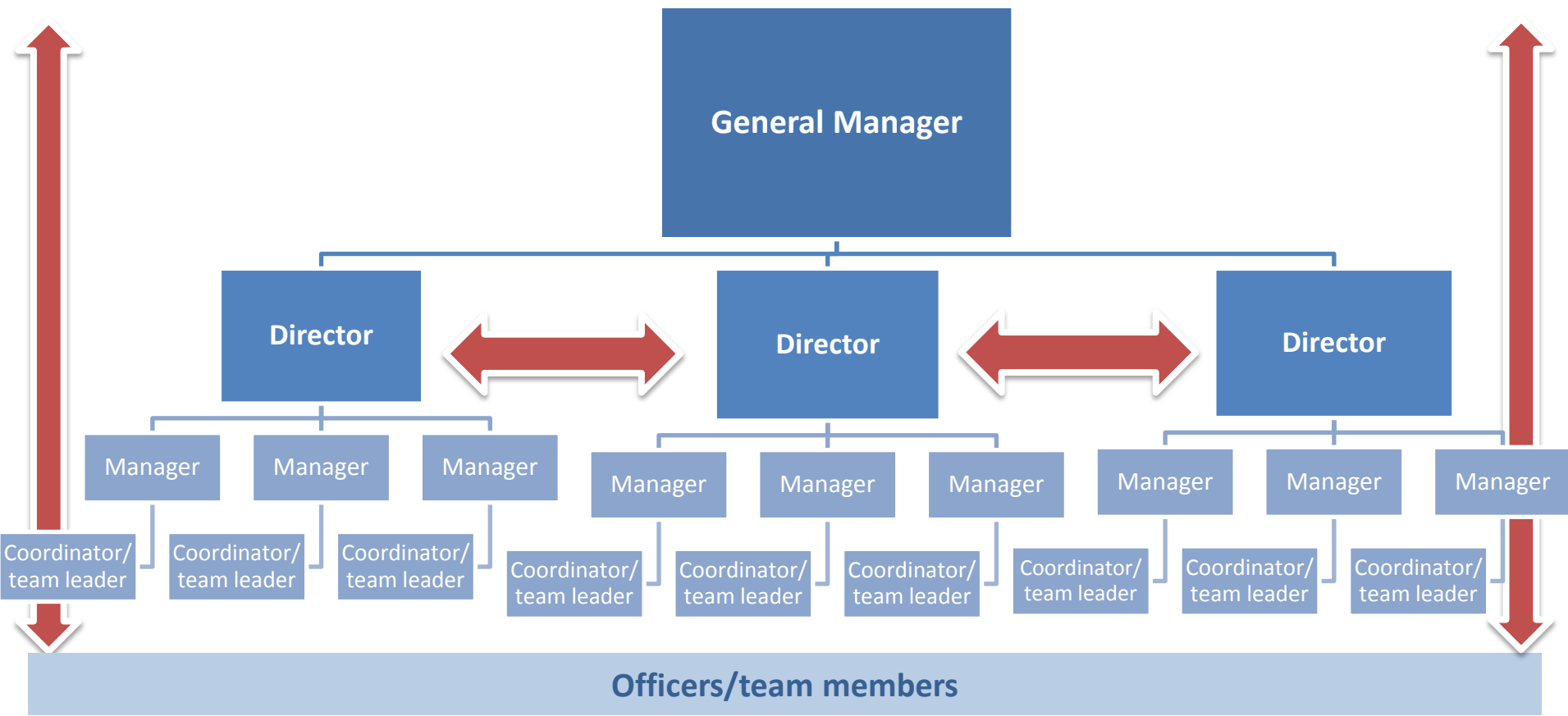
ICT Strategy

Upgrades to systems to enable efficiencies, meet modern business standards & community expectations

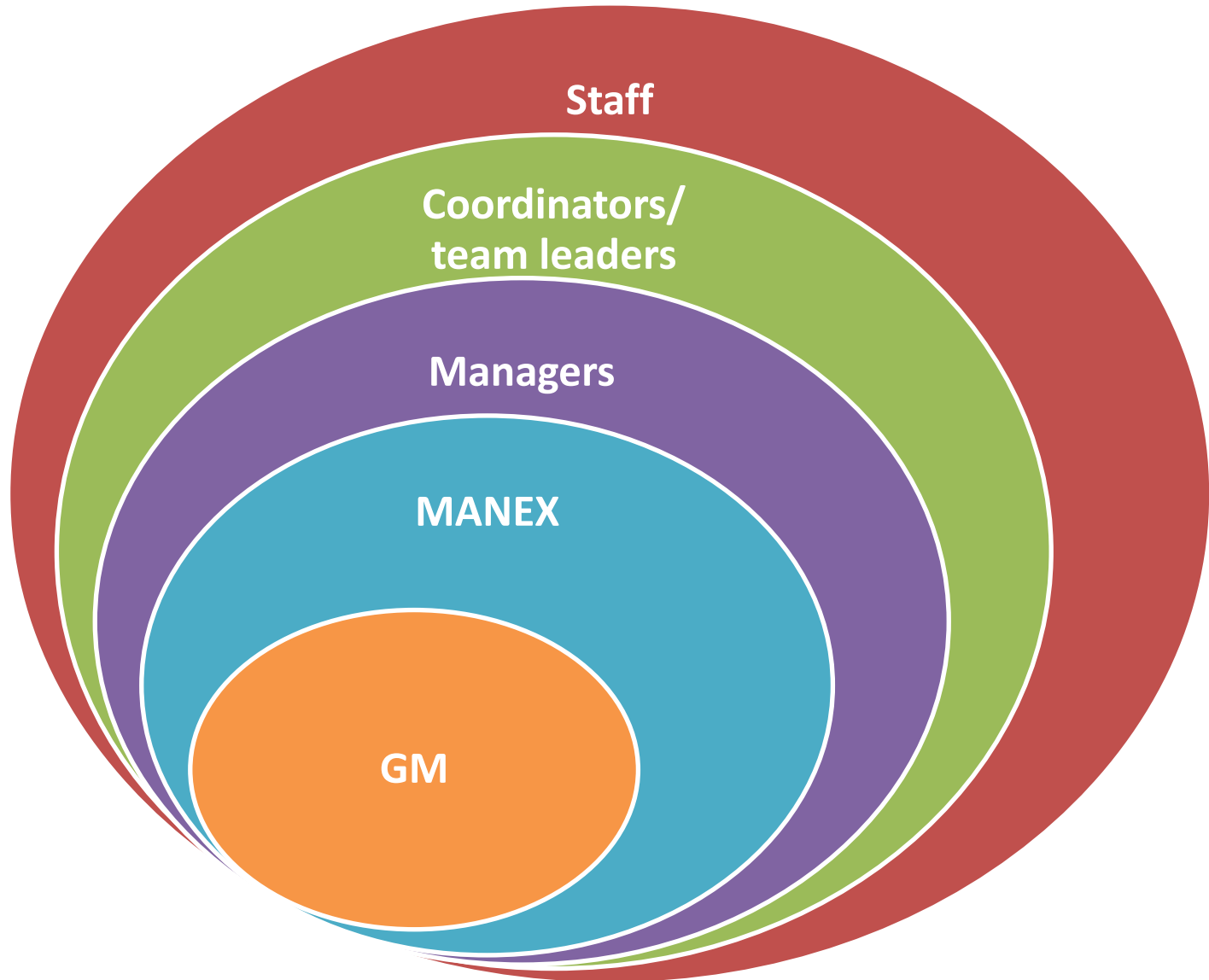


Doing the right things – doing them the right way – using our resources in the best way

Current structure & communication

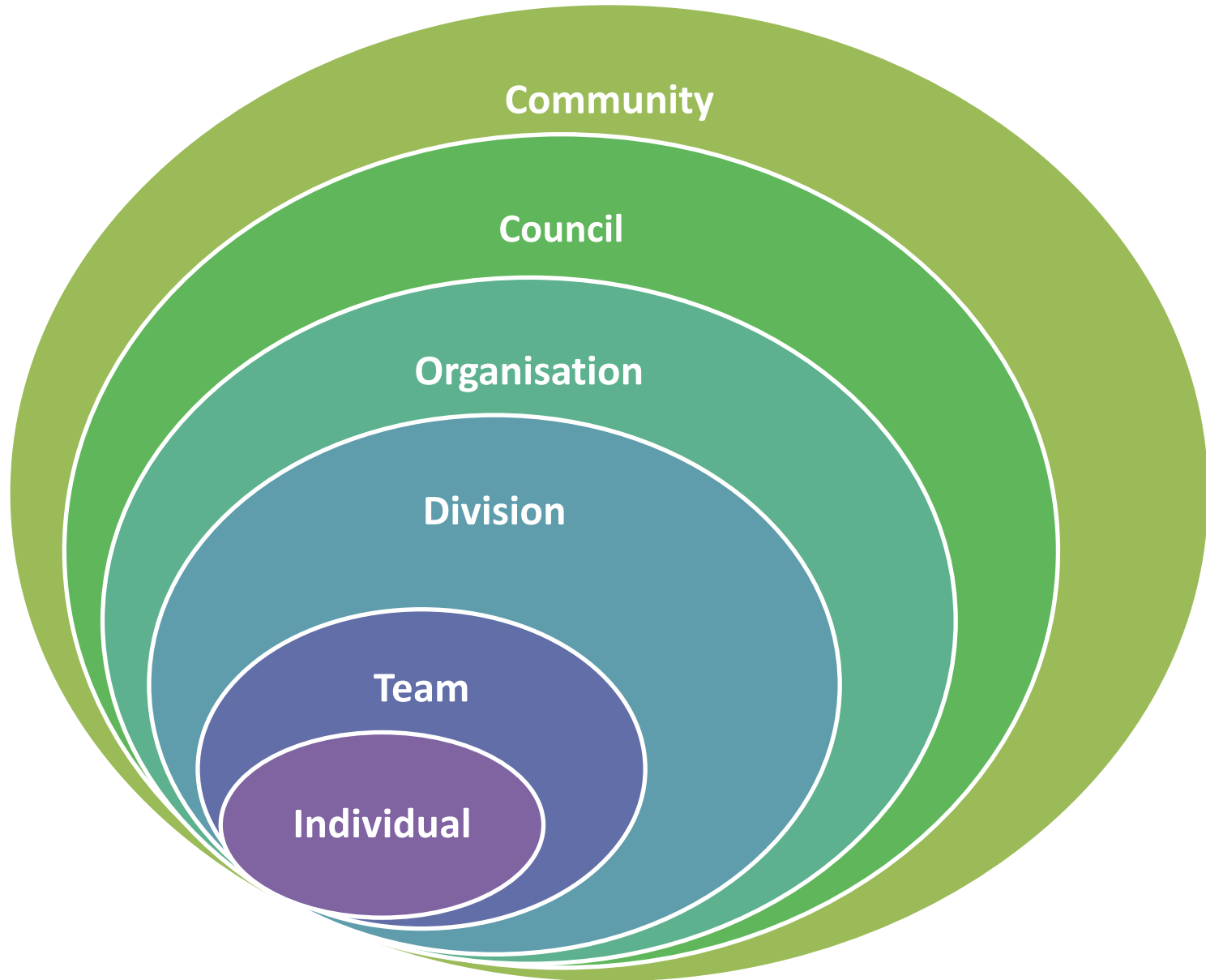


'I/me/my – we/us - all of us' perspective
Organisation



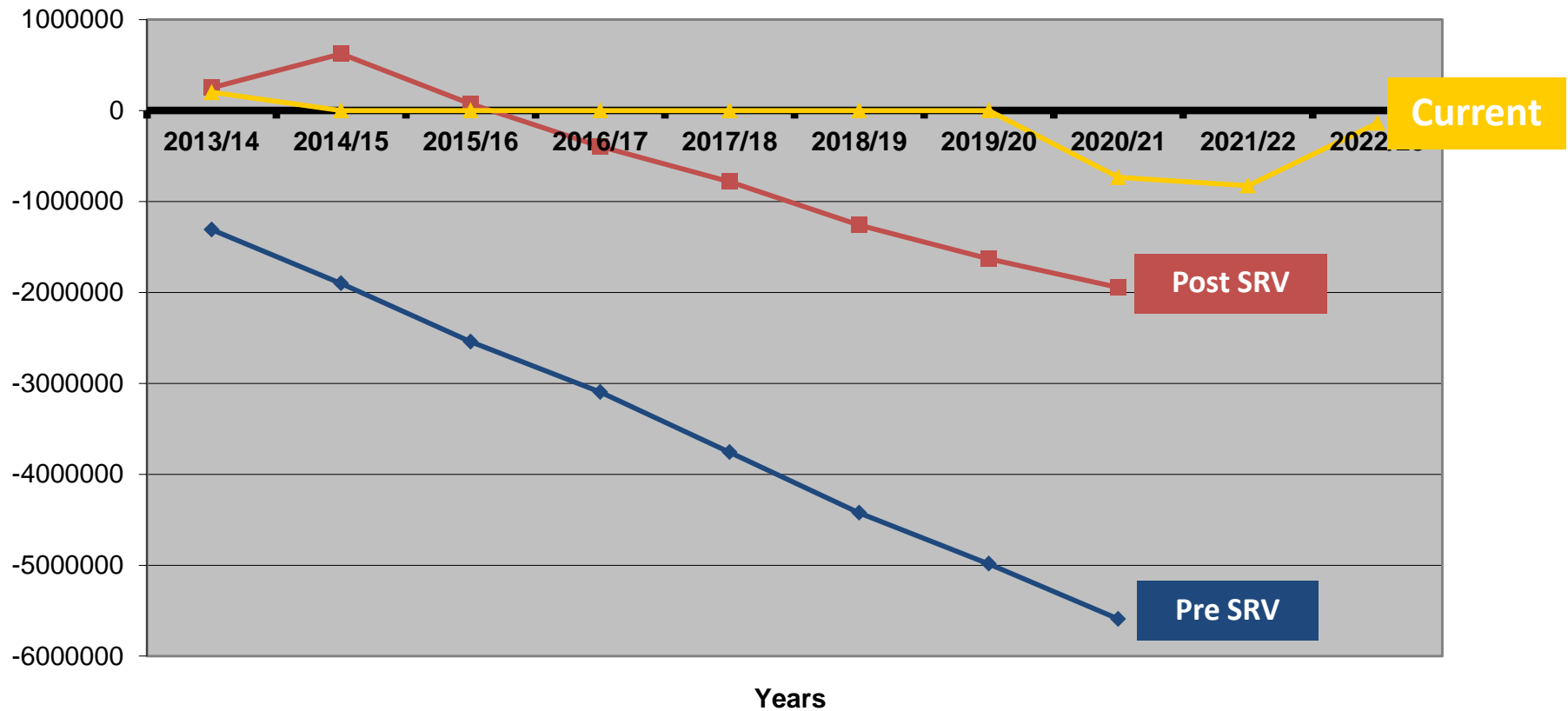
'I/me/my – we/us - all of us' perspective

Council & community



Long term financial position

Current financial position



Special rate variation

Asset priorities

- Info from community feedback, surveys & asset planning has told us that additional funding is needed for:

Rural sealed roads

\$1 m per annum

Playgrounds

\$100,000 per annum

Swimming pools

\$100,000 per annum

Rec facilities & public amenities

\$100,000 per annum

Roof on admin building

(loan repayments)

Community feedback

- 2014 community survey provided information on service levels acceptable to community
 - ✓ Community satisfied with current level of service/funding for most assets
 - ✓ Community agreed that **more work** needed to be done on **rural sealed roads**
 - ✓ Community agreed that all of these roads should be in a 'fair' condition, at a minimum
- Currently 14% of these roads are either 'poor' or 'failed'
- Additional \$1m per annum would eliminate this backlog
- **91%** of the surveyed population ***agreed*** with this proposal

SRV proposal

Set by IPART
each year

Additional amount
sought above rate peg

Total increase per year if
SRV approved

Year	A Rate peg increase % (assumed)	B Proposed SRV increase %	C Total increase proposed %	Proposed SRV increase will raise...\$
2016/2017	3%	3.5%	6.5%	\$1,121,000
2017/2018	3%	1.25%	4.25%	426,500
2018/2019	3%	1.25%	4.25%	444,500
2019/2020	3%	1.25%	4.25%	463,500

Over the four year period...

- Cumulative effect on rates if SRV approved = 20.66%
- If SRV is not approved and only rate peg applies, cumulative effect = 12.55%

* Includes maintaining waste management charge at current level for 2015/16 & 2016/17

How will the SRV affect me

* Based on an ordinary rate of \$1000

2015/16 rate	2016/17		2017/18		2018/19		2019/20	
Rate peg only								
\$1000	3%	\$1030	3%	1060.90	3%	1092.73	3%	1125.51
annual \$ increase	\$30		\$30.90		\$31.83		\$32.78	
With SRV proposal								
\$1000	6.5%	\$1065	4.25%	1110.26	4.25%	1157.44	4.25%	1206.63
annual \$ increase	\$65		\$45.26		\$47.18		\$49.19	
Annual increase due to SRV proposal								
	\$35		\$14.36		\$15.35		\$16.41	

Have your say – special rate variation proposal

submissions close 20 November



online

Scan the QR code on the newsletter with your smart device *or*
Go to www.greatlakes.nsw.gov.au – SRV proposal under ‘have your say’
– complete online form

email

Email subject line: ‘SRV proposal’ and send comments to
council@greatlakes.nsw.gov.au

post

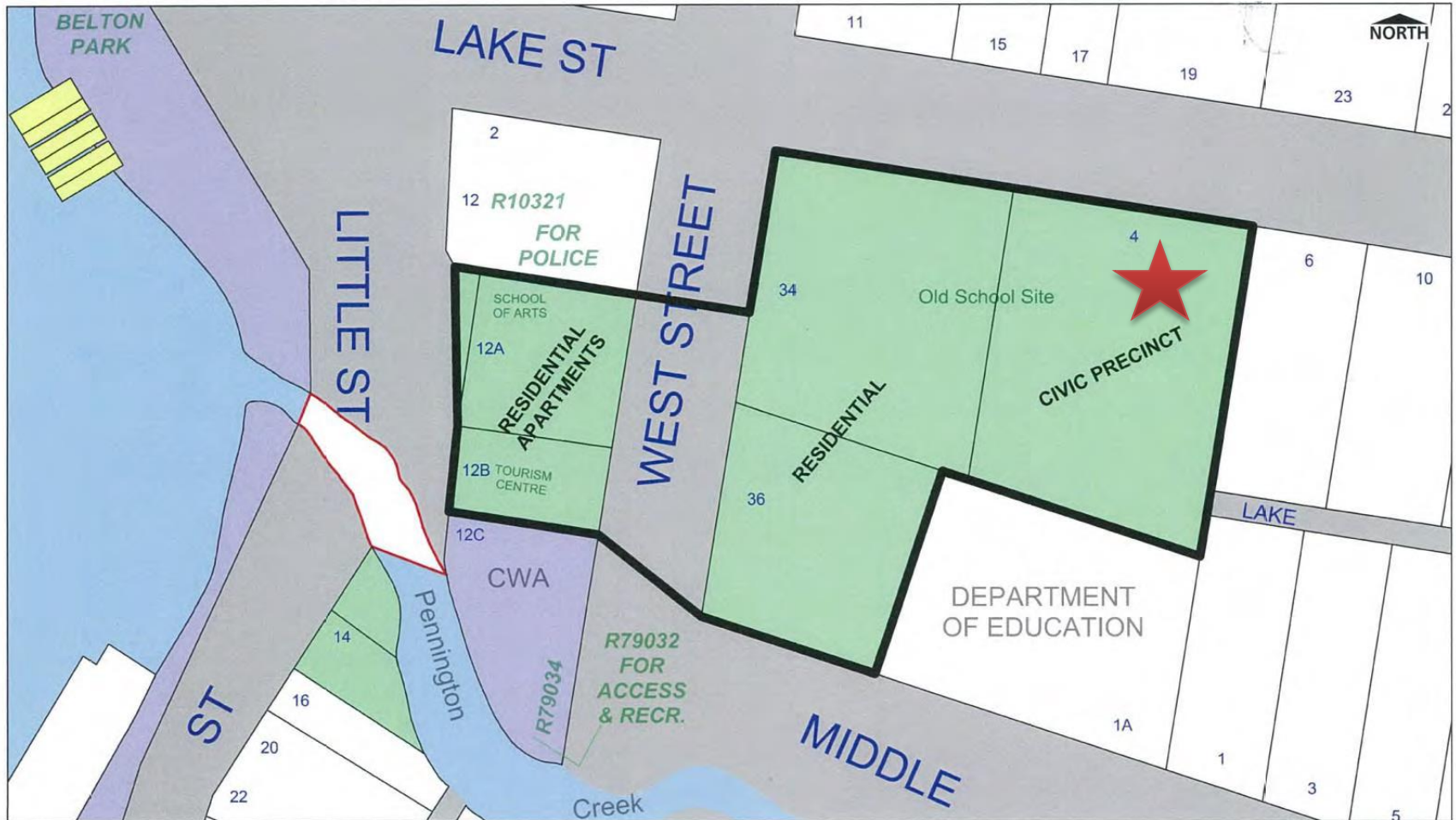
Send your feedback in writing marked ‘SRV proposal’ to:
The General Manager, Great Lakes Council, PO Box 450, FORSTER 2428

General update

Forster Civic Precinct

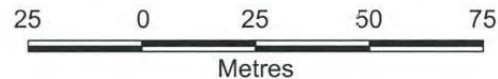
Location Plan - Civic Precinct

★ Library site



Legend

	Study Area		Council Owned Land		Enclosed Water
	Crown Land		Council Controlled Crown Land		Road



Forster Civic Precinct

- **Maximising site potential & ensuring best outcomes for ratepayers** – both economic & social
- **Development Manager to investigate private sector partner** – tenders called for & Council finalising appointment
- **Explore opportunities for development with mix of private & public infrastructure** (role of dev't manager in conjunction with Council)
- **Public infrastructure options** - library, visitor centre, meeting rooms, local performance space & open space
- **Outcome** – vibrant precinct that meets community needs now & into future

Forster Civic Precinct timeframes

Date	Activity
10 November	Council to finalise recommendation to appoint Development Manager
13-23 November	Preparation of Expression of Interest document & strategy to go to the market in consultation with Council
24 December	Close of EOIs
February 2016	Council meeting – results of EOI presented for consideration to determine next stage

Community Update

Forster

21 May 2015

Agenda

- Fit for the Future
- Current financial position
- Council's draft plans for 2015-2016
- Special rate variation
- Local update

Fit for the Future

Fit for the Future

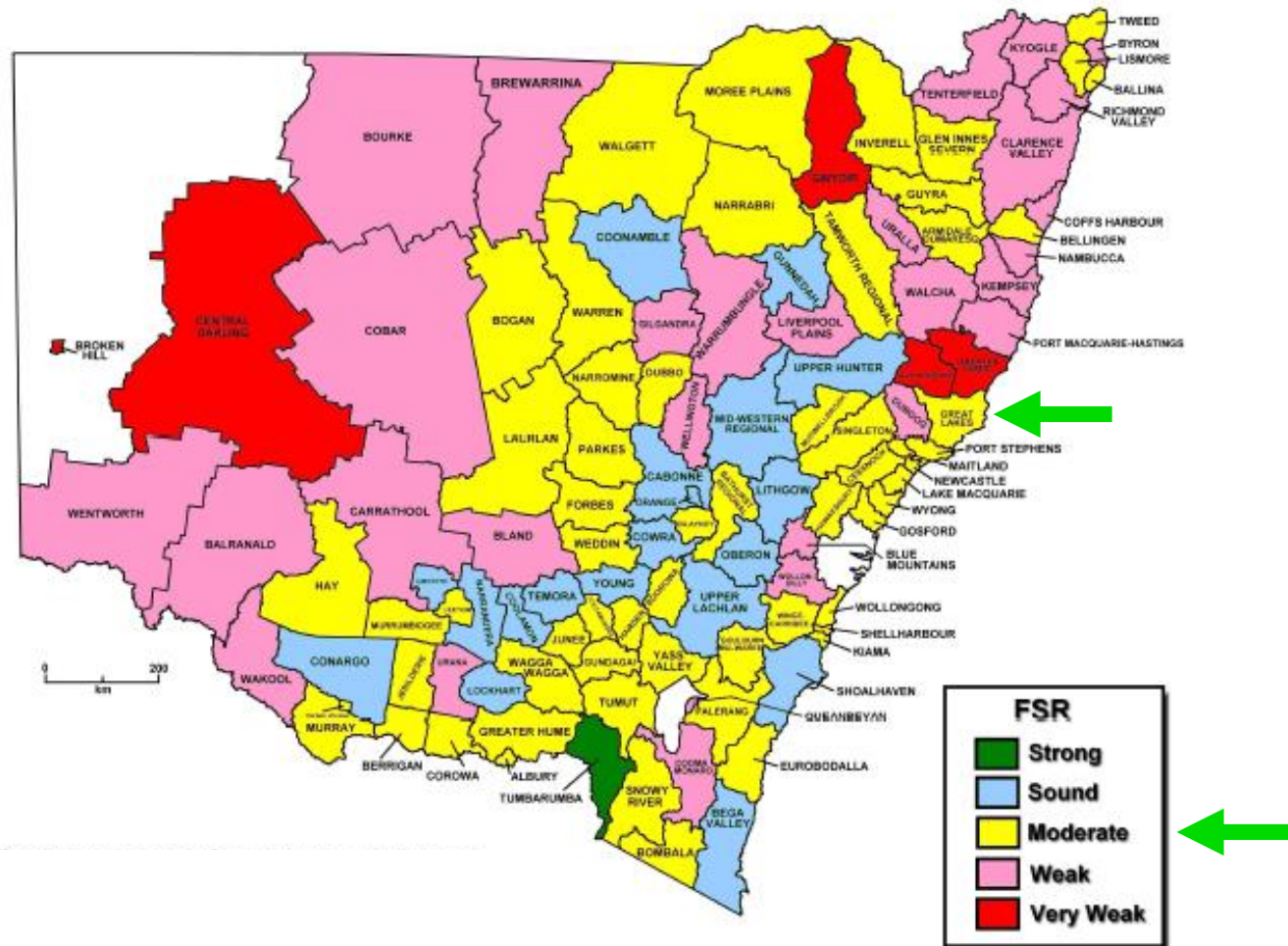
- Initiative of NSW State Government – A Blueprint for the future of Local Government
- The Blueprint ‘outlines what the State will do to cut red tape, invest in reform and help councils work smarter together’
- Recommendations are based on the work of the NSW Local Government Review Panel (LGRP)



Tcorp Review

Graph 8 - FSRs of NSW LGAs

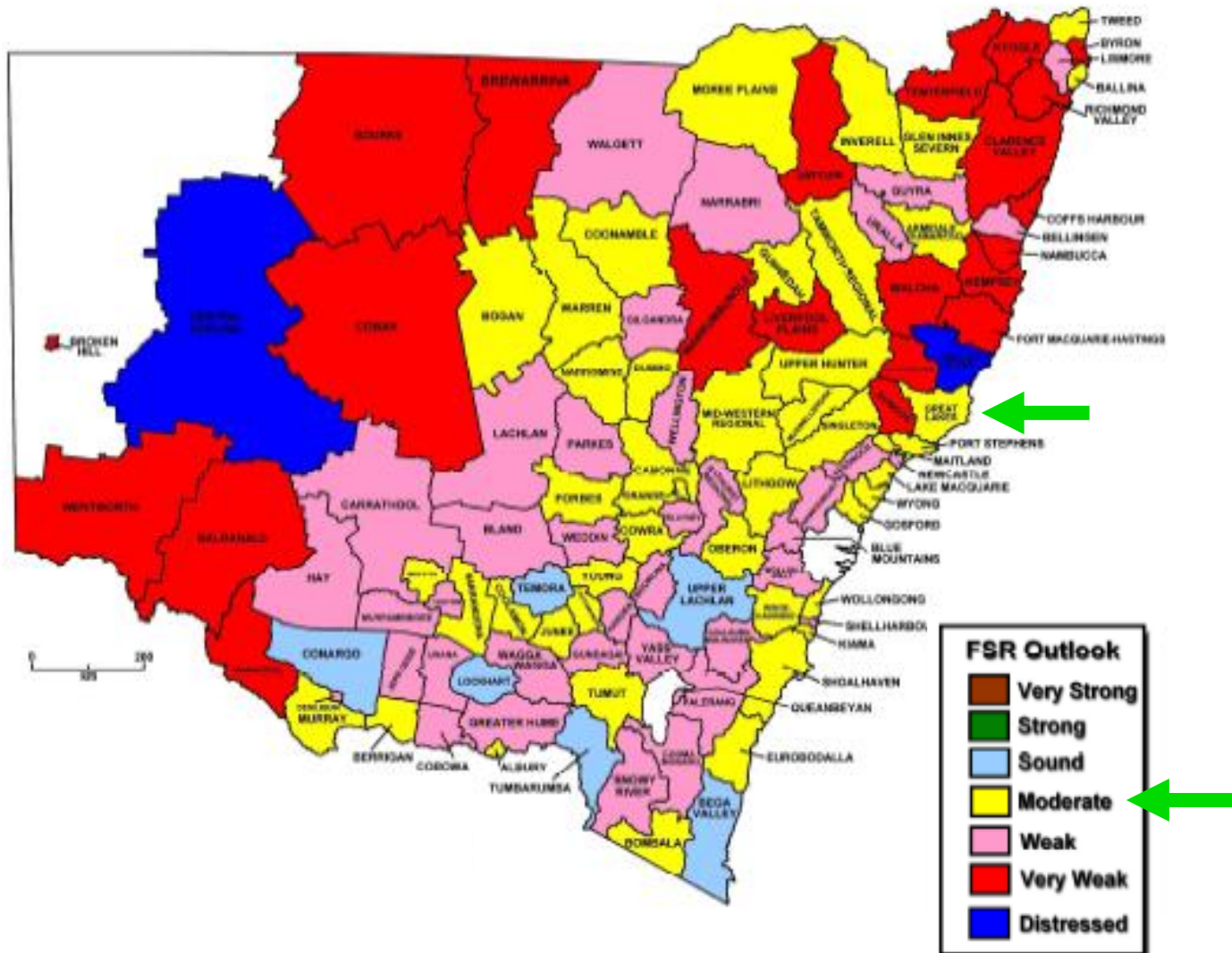
NSW Local Government Areas



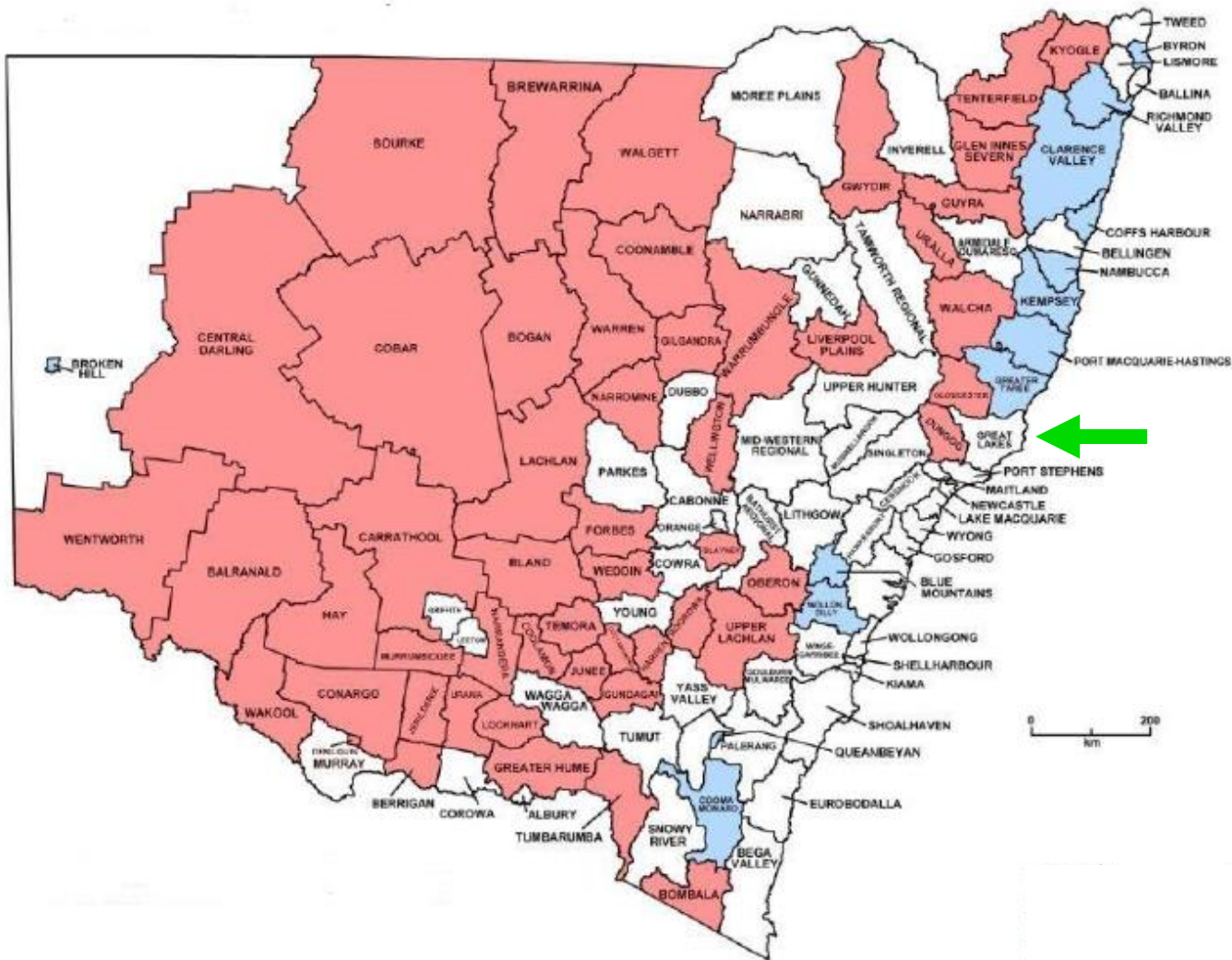
***As at April 2013**

Short term (3 year) FSR

NSW Local Government Areas



Councils at risk



GLC Rating

**FSR -
Moderate**

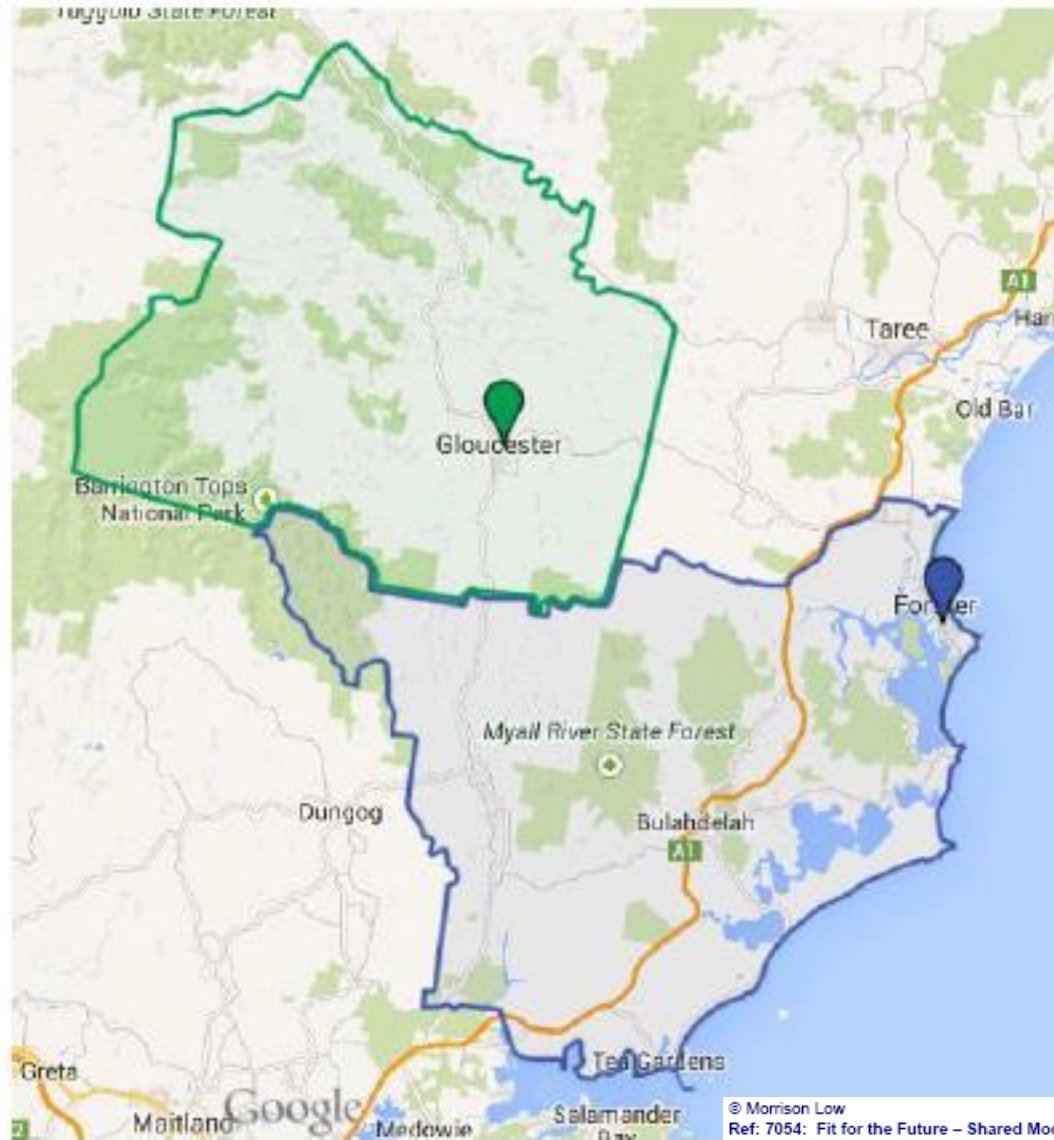
**Outlook -
Neutral**

Fit for the Future

- Local Government Review Panel recommendation for GLC
 - Stand alone, or
 - Merge with Gloucester Shire Council (GSC)
- GLC and GSC engaged Morrison Low (with support from Office of Local Gov't) to undertake a merger business case
- Business case to provide information to enable each council to understand merger implications
- Business case to be basis for informed community consultation & form basis of council submission

GLC & GSC map

Figure 1 Map of Gloucester Shire and Great Lakes Councils



Fit for the Future – Strategic Capacity

- 1 More robust revenue base & increased discretionary spending
 - 2 Scope to undertake new functions & major projects
 - 3 Ability to employ wider range of skilled staff
 - 4 Knowledge, creativity & innovation
 - 5 Advanced skills in strategic planning & policy development
 - 6 Effective regional collaboration
 - 7 Credibility for more effective advocacy
 - 8 Capable partner for State & Federal agencies
 - 9 Resources to cope with complex & unexpected change
 - 10 High quality political & managerial leadership
-

Fit for the Future benchmarks

- Overall comparison of options against FFTF benchmarks

Council	Gloucester	Great Lakes	Merged Council	
	Base case	Base case	Day one	Modelling period - 2023
Operating performance	✗	From 2021	✗	✗
Own source revenue	From 2018	✓	✓	✓
Debt service cover	✓	✓	✓	✓
Asset maintenance	✗	✗ *	✗	✗
Asset renewal	✗	From 2022	✗	✗
Infrastructure backlog	✗	✗	✗	✗
Real operating expenditure	✓	✓	✓	✓

* Asset maintenance gap for GLC is only \$200,000 & for GSC is \$1m

Asset & operating performance

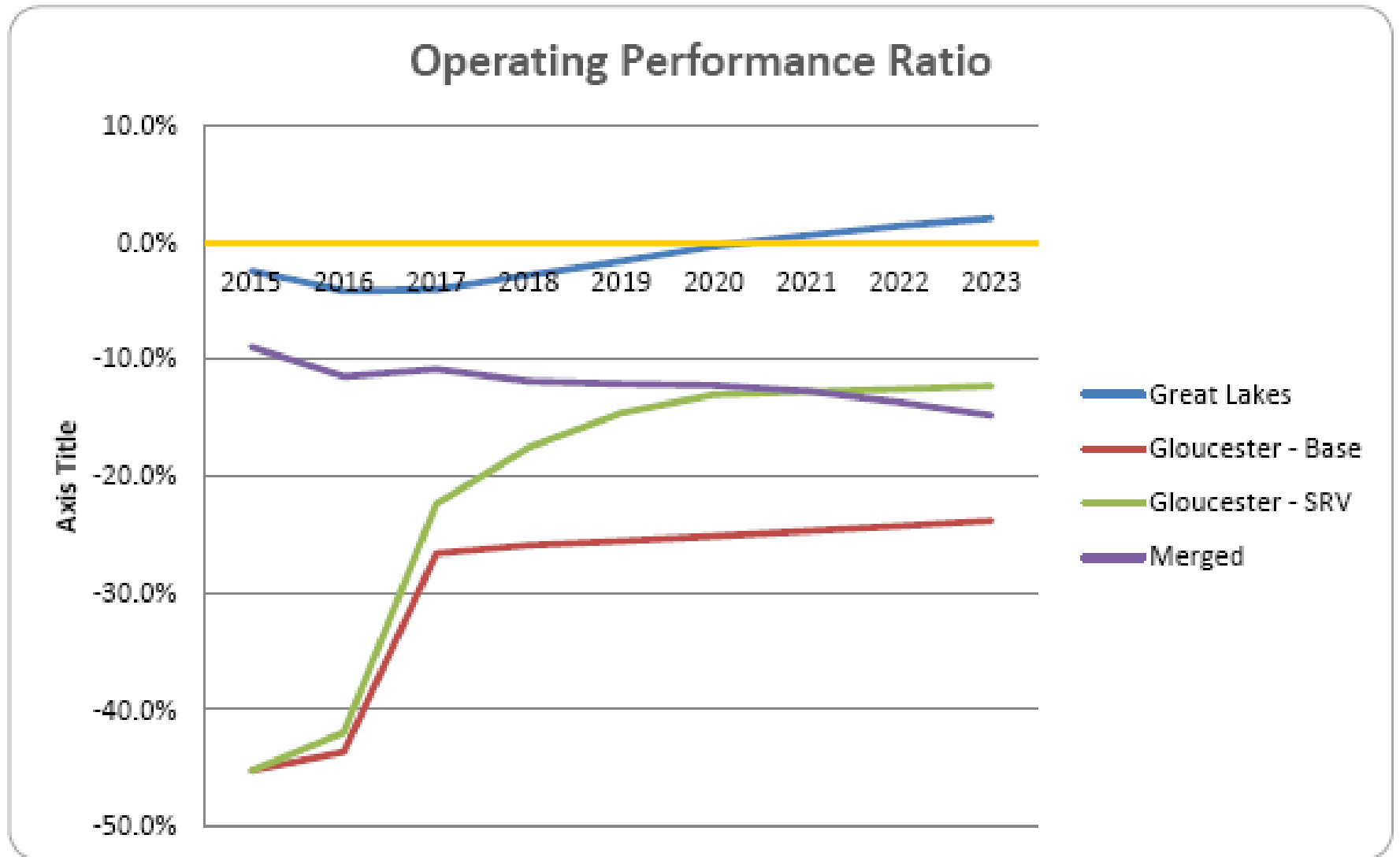
- Asset funding gap

Council	Avg funding required per annum (5 years) (\$000)	Avg funding required per annum (5 years+) (\$000)
Gloucester	- 5,458	- 3,212
Great Lakes	- 1,020	- 607
Merged	- 8,200	- 4,880

- Operating performance gap

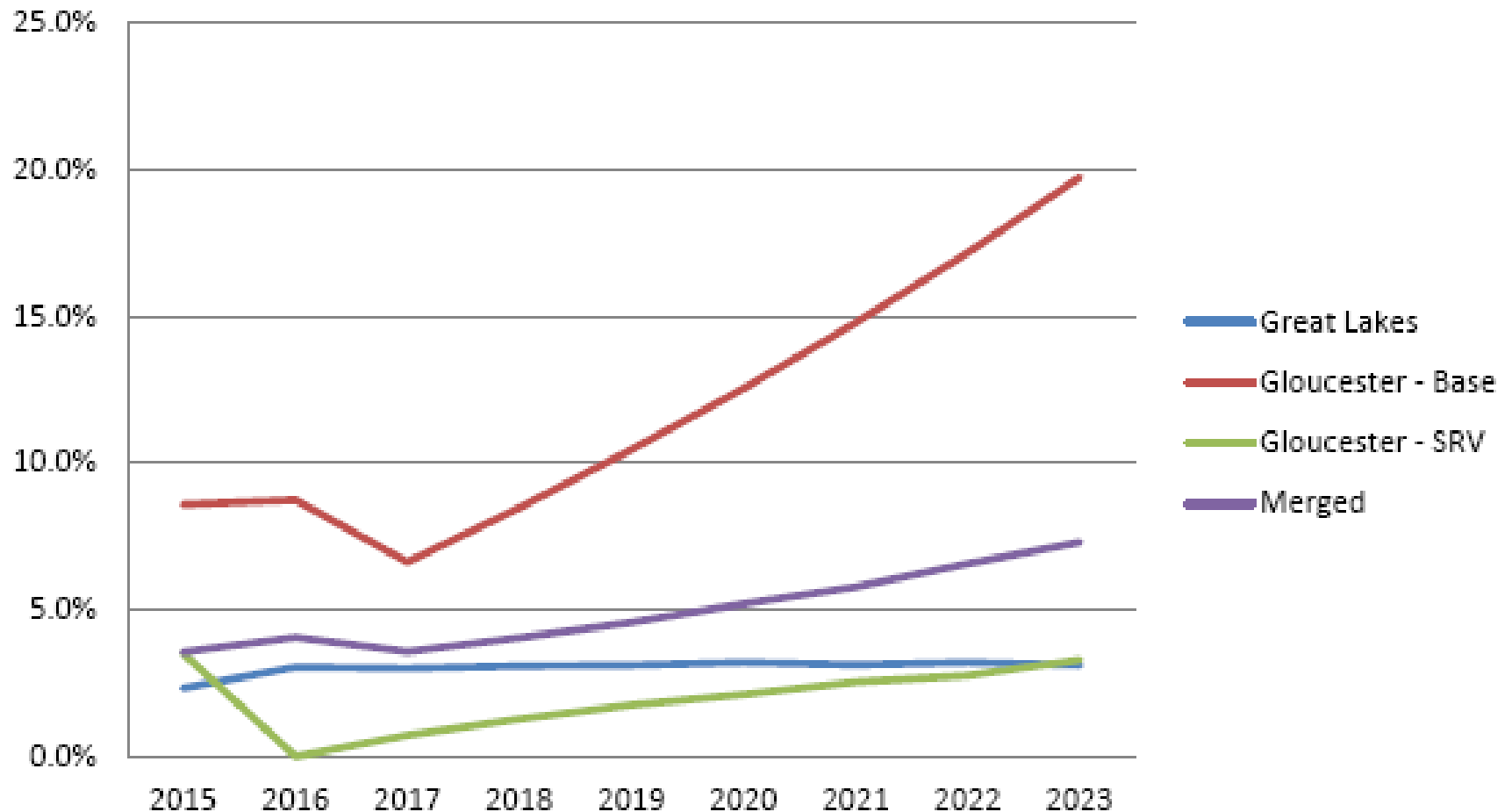
Council	Average gap (\$000)
Gloucester	-3,321
Great Lakes	- 245
Merged	- 10,379

Operating deficit



Infrastructure backlog

Infrastructure Backlog Ratio

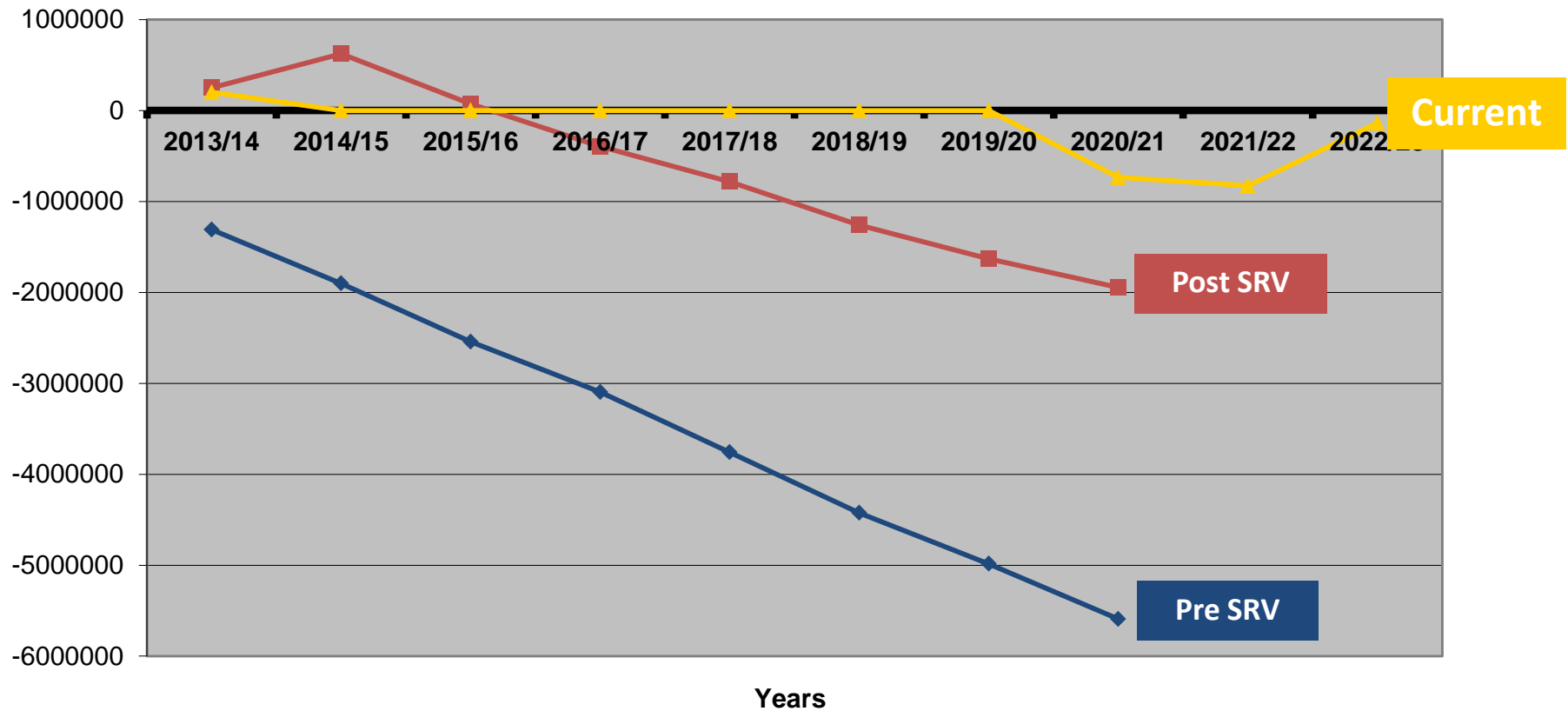


Council's preferred position

- Based on merger business case and the incentives offered by the State government, Council's preferred position is to stand alone

Current financial position

Current financial position



Delivery Program & Operational Plan

2015-2016 rate structure

- IPART determines permitted increase in Council revenue from general rates – the ‘rate peg’
- 2.4% increase = IPART rate peg
- \$24 increase per year, per \$1000 of ordinary rate
- NSW Valuer General has completed revaluations for the GLC area
- New valuations are used to calculate rates on individual properties
- Rates on some properties will increase by more than 2.4%, some by less than 2.4% and some will decrease

2015-2016 capital works*

Urban roads	2,915,000
Rural road roads	3,956,000
Regional roads	2,428,000
Rural bridge construction	350,000
Footpath / cycleway construction	1,175,122
Traffic facilities management	70,000
Stormwater drainage construction	545,000
Boating facility improvement program	850,000
Minimbah landfill construction	2,100,000
Tuncurry resource recovery & waste transfer station	4,250,000
Stroud landfill improvements	250,000
Library services	275,333
Cemeteries	94,000
Forster Civic Precinct Stage 1 – Library	6,000,000
<i>Total capital works in DPOP</i>	<i>28,533,875</i>

* Selected projects – for complete list of works see DPOP

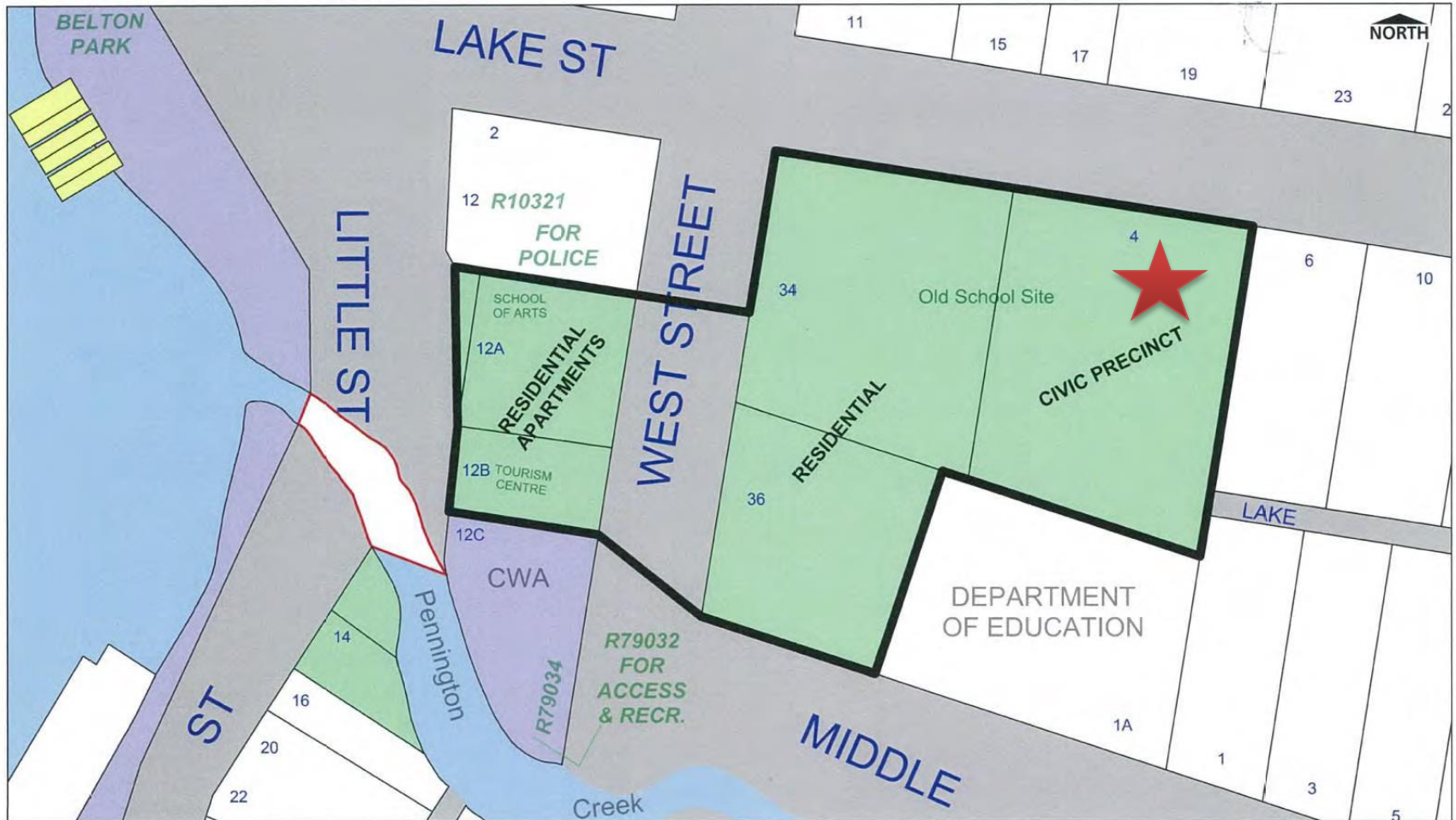
Forster Civic Precinct

- Stage 1 – Library included in the DPOP
- Tenders to be invited for a Development Manager
- Stage 2 to include the expansion of the Civic Precinct to include flexible meeting room space and local performance space
- The development of the balance of the site will be assessed for commercial/residential purposes
- Detailed project brief to be reported back to Council

Forster Civic Precinct

Location Plan - Civic Precinct

★ Library site



Legend

	Study Area		Council Owned Land		Enclosed Water
	Crown Land		Council Controlled Crown Land		Road

25 0 25 50 75
Metres

Asset funding

- 2014 community survey provided information on service levels acceptable to community
- Survey sought feedback on level of investment of funds and willingness to increase funding to address backlogs via a special rate variation
- ✓ Community satisfied with current level of service/funding for most assets
- ✓ Community agreed that more work needed to be done on rural sealed roads
- ✓ Community agreed that all of these roads should be in a 'fair' condition, at a minimum
- Currently 14% of these roads are either 'poor' or 'failed'
- Additional \$1m per annum would eliminate this backlog
- Only 9% of the surveyed population *disagreed* with this proposal

Special rate variation (SRV)

- Application for special variation to commence in 2016/2017
- Long lead time under IPART requirements
- Doing planning & community engagement now
- Discussions identified \$1.5 million to be raised from SRV
- Road assets require \$1 million p.a. for rural roads per Asset Management Plans

SRV details

Project	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020
Rural Sealed Roads Allocation *	500,000	400,000	100,000	
Loan Repayments - Road Allocation 2014/2015 *	125,000			
Loan Repayments - Road Allocation 2015/2016 *	125,000			
Graduate Engineer	80,000			
ICT Strategy Implementation	100,000			
Playground Equipment Replacement Program	100,000			
Loan Repayments - HQ Roof Replacement			260,000	
Environmental & Dredging Levy Component	59,000	22,000	23,000	24,500
New Library Building Operating Expenses	32,000			
Restoration / maintenance of service levels impacted by loss of revenue resulting from external decisions e.g. FAG		4,500	61,500	439,000
Total	1,121,000	426,500	444,500	463,500

* Currently funded from Woolworths investment

SRV proposal

Year	Percentage increase	Rate peg	Percentage rate increase above rate peg	Additional amount above rate peg
2016/2017	6.50%	3.00%	3.50%	\$1,121,000
2017/2018	4.25%	3.00%	1.25%	\$426,500
2018/2019	4.25%	3.00%	1.25%	\$444,500
2019/2020	4.25%	3.00%	1.25%	\$463,500

* Includes maintaining waste levy at current level

Local update

2015-2016 proposed works

What	Where
Urban road rehab/construction	Cliff Rd car park (One Mile), Forster Taree St – Mount View to end, Tuncurry Cowper St – Hoskins to end, Nahiack Hoskins St – Clarkson to Farnell, Nahiack
Rural road rehab	Bullocky Way, Failford
Urban & rural road reseals	Various
Regional road rehab	The Lakes Way, Bungwahl
Stormwater drainage	Patsys Flat Rd, Smiths Lake Toby St, Forster Hoskins St, Nahiack
Footpath/cycleway	Cross St, Forster Kularoo Dr, Forster Little St/Memorial Dr, Forster Flora Pde, Tuncurry Wallis St, Tuncurry Bicycle parking facilities, Forster & Tuncurry
Waste management	Minimbah landfill construction Tuncurry resource recovery & waste transfer station

2015-2016 proposed works (cont'd)

What	Where
Boating facility improvement \$850k over 2 years	Forster Boat Harbour <ul style="list-style-type: none">• new pontoon adjacent to boatramp• car park improvements
	Point Rd Tuncurry <ul style="list-style-type: none">• car park improvements• small dinghy access• public jetty – major repairs
	Coomba <ul style="list-style-type: none">• expand existing boatramp• car park improvements
	Pacific Palms Rec Club <ul style="list-style-type: none">• public jetty improvements• car park improvements
	Smiths Lake <ul style="list-style-type: none">• John Debert boat ramp widening• Dinghy launching at Patsys Flat & Eagle Nest

Questions, comments



Great Lakes
COUNCIL

Community Update

November 2014
Forster

Agenda

1

Long Term Financial Position

Community Satisfaction Survey

2

3

Future Special Rate Variation

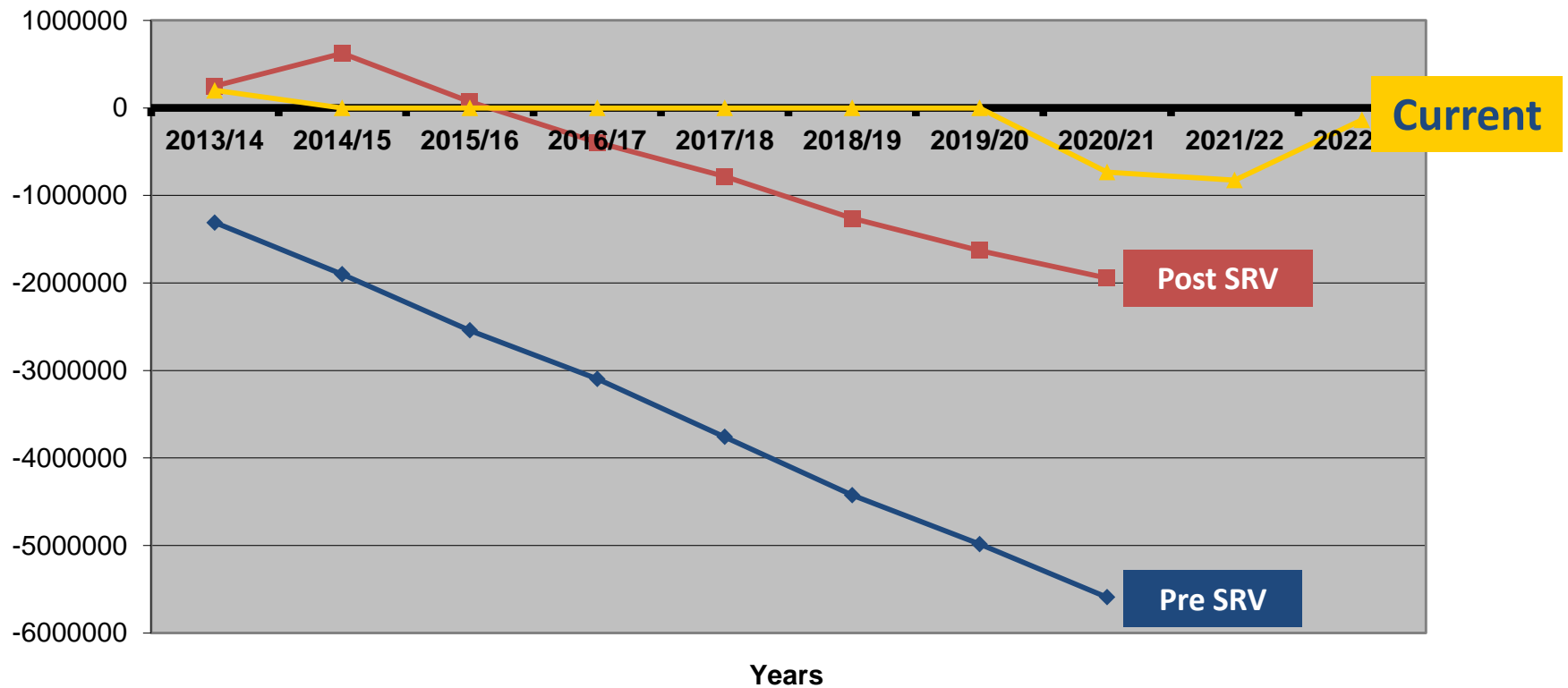
Fit for the Future

4

5

Local Update

GLC long term financial position



Overall satisfaction with Council

	Overall satisfaction with Council's performance	
Very satisfied	10%	} 86% somewhat satisfied or better
Satisfied	47%	
Somewhat satisfied	29%	
Not very satisfied	10%	
Not at all satisfied	4%	
Average	3.50*	} 2012 Average 3.30*

* Scale: 1= not at all satisfied, 5 = very satisfied

% Satisfaction by area

	Forster Tuncurry area	HN/TG NAC Pindimar	Pacific Palms Coomba Park	Nabiac Failford Rural North	Bulahdelah Central Rural	Stroud Rural West	Other
Very satisfied	19%	4%	7%	7%	2%	4%	0%
Satisfied	53	37	44	47	43	40	73
Somewhat satisfied	23	26	43	34	26	42	19
Not very satisfied	4	21	6	8	22	8	8
Not at all satisfied	1	12	0	5	8	6	0
2014 Average	3.86▲	3.01▼	3.51	3.42	3.10▼	3.27	3.65
2012 Average	3.48▲	3.23	3.16	3.18	2.86▼	3.28	

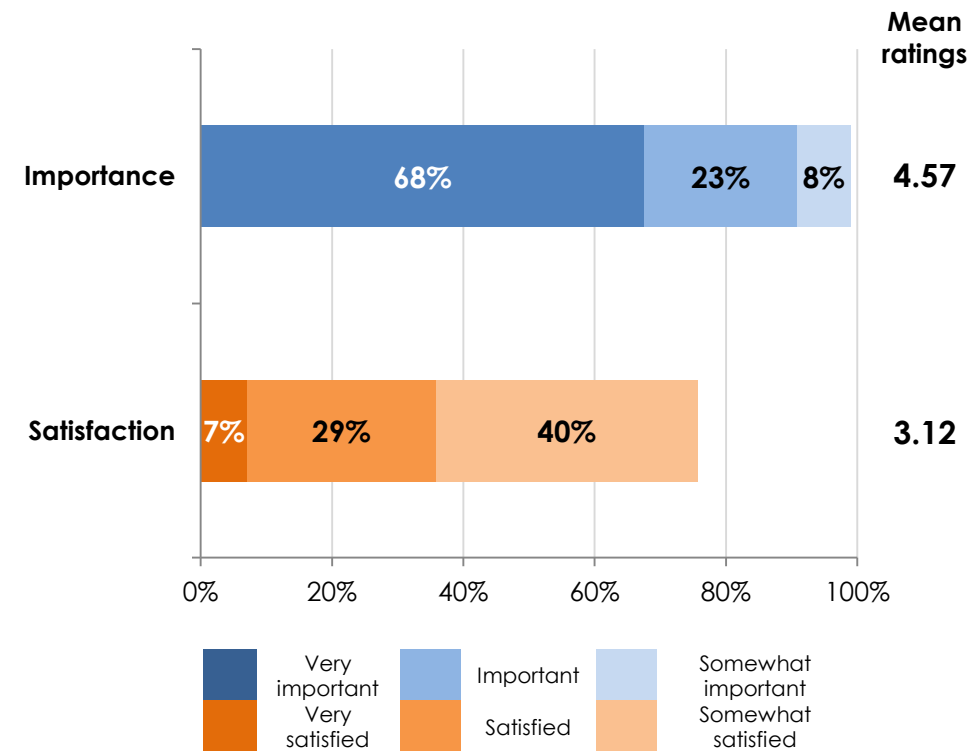
▲ ▼ Significantly higher/lower than the annual benchmark

Scale: 1= not at all satisfied, 5 = very satisfied

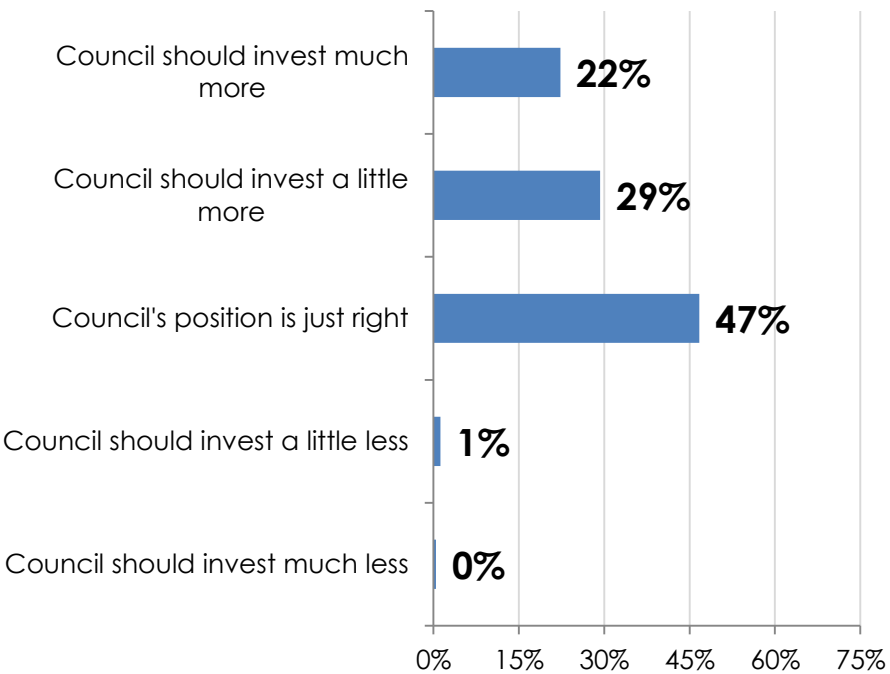
Community Opinion of Asset Class & Proposed Investment

Regional Roads

Q. How **important** are these assets to the broader Great Lakes community and how satisfied are you with these assets?



Q. What is your level of agreement with Council's proposed **investment plan** regarding these assets?



Base: n = 401

Scale: Importance/Satisfaction: 1 = not at all important/satisfied, 5 = very important/satisfied
Scale: -2 = Council should be investing much less into this asset, +2 = Council should be investing much more into this asset

Regional roads have been rated as extremely important by the community, with a moderate satisfaction level. Over 50% of the community feel Council should be investing more in this asset.

Satisfaction with Asset Class by Area Lived In

Regional Roads

Q. How **satisfied** are you with these assets?

	Area lived in							
	Overall	Forster/ Tuncurry area includes Green Point	Hawks Nest/ Tea Gardens/ North Arm Cove/ Pindimar	Pacific Palms/ Blueys Beach/ Coomba Park	Nabiac/ Failford/ Darawank/ Rural North	Bulahdelah/ Central Rural	Stroud/ Rural West	Other
Very satisfied	7%	8%	8%	11%	13%	4%	0%	0%
Satisfied	29%	37%	27%	23%	24%	24%	19%	15%
Somewhat satisfied	40%	43%	46%	29%	40%	43%	29%	26%
Not very satisfied	17%	9%	14%	35%	16%	21%	27%	50%
Not at all satisfied	7%	4%	5%	2%	7%	8%	26%	8%
Mean rating	3.12	3.36 ▲	3.19	3.06	3.20	2.94	2.40 ▼	2.49
Base	401	165	63	39	38	43	43	12

Scale: 1 = not at all satisfied, 5 = very satisfied
 ▲ ▼ Significantly higher/lower compared to 'overall'

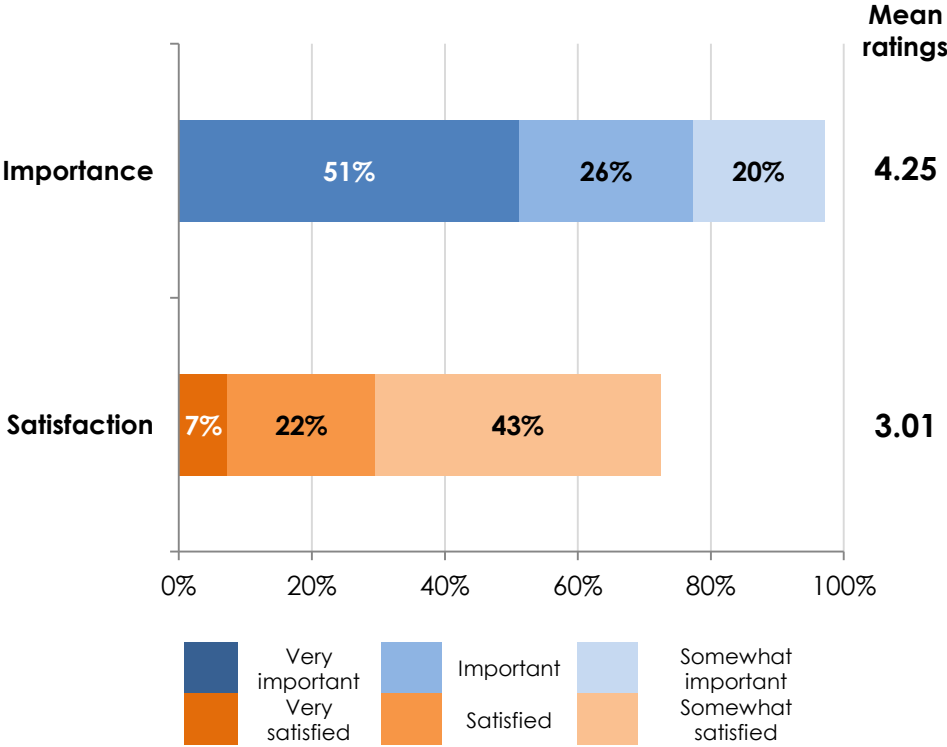
Base: Overall n = 401



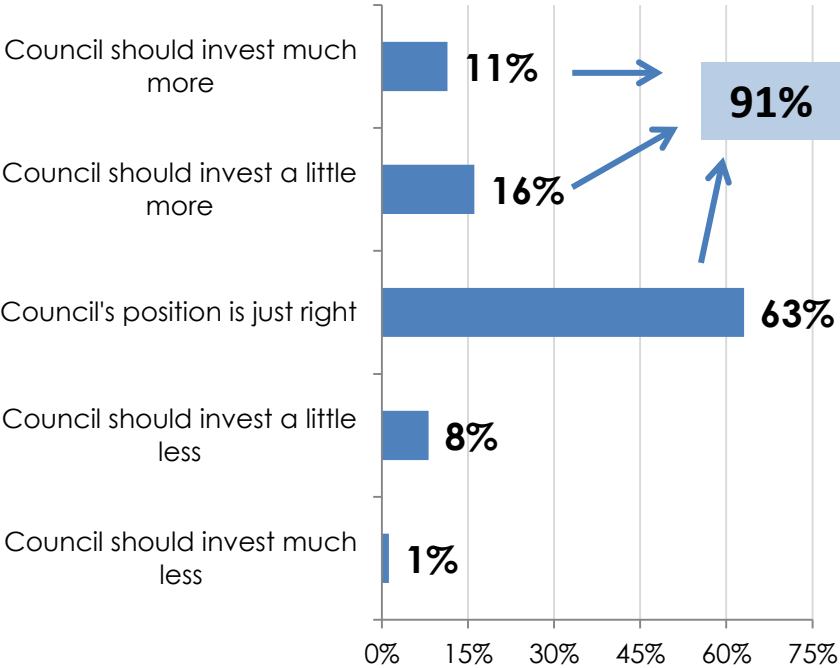
Community Opinion of Asset Class & Proposed Investment

Rural Sealed Roads

Q. How **important** are these assets to the broader Great Lakes community and how satisfied are you with these assets?



Q. What is your level of agreement with Council's proposed **investment plan** regarding these assets?



Base: n = 401

Scale: Importance/Satisfaction: 1 = not at all important/satisfied, 5 = very important/satisfied
Scale: -2 = Council should be investing much less into this asset, +2 = Council should be investing much more into this asset

Rural sealed roads have been rated as very important by the community, with a moderate satisfaction level. 63% of the community feel Council's suggested increased investment suggestion is appropriate. 27% feel that the investment should be greater.

Satisfaction with Asset Class by Area Lived In

Rural Sealed Roads

Q. How **satisfied** are you with these assets?

	Area lived in							
	Overall	Forster/ Tuncurry area includes Green Point	Hawks Nest/ Tea Gardens/ North Arm Cove/ Pindimar	Pacific Palms/ Blueys Beach/ Coomba Park	Nabiac/ Failford/ Darawank/ Rural North	Bulahdelah/ Central Rural	Stroud/ Rural West	Other
Very satisfied	7%	8%	10%	10%	7%	4%	4%	0%
Satisfied	22%	26%	35%	13%	13%	15%	15%	7%
Somewhat satisfied	43%	51%	34%	41%	42%	44%	30%	21%
Not very satisfied	19%	12%	16%	31%	9%	28%	27%	64%
Not at all satisfied	8%	2%	5%	4%	29%	8%	24%	8%
Mean rating	3.01	3.26 ▲	3.27	2.94	2.60	2.79	2.48 ▼	2.28 ▼
Base	401	165	63	39	38	43	43	12

Scale: 1 = not at all satisfied, 5 = very satisfied
 ▲▼ Significantly higher/lower compared to 'overall'

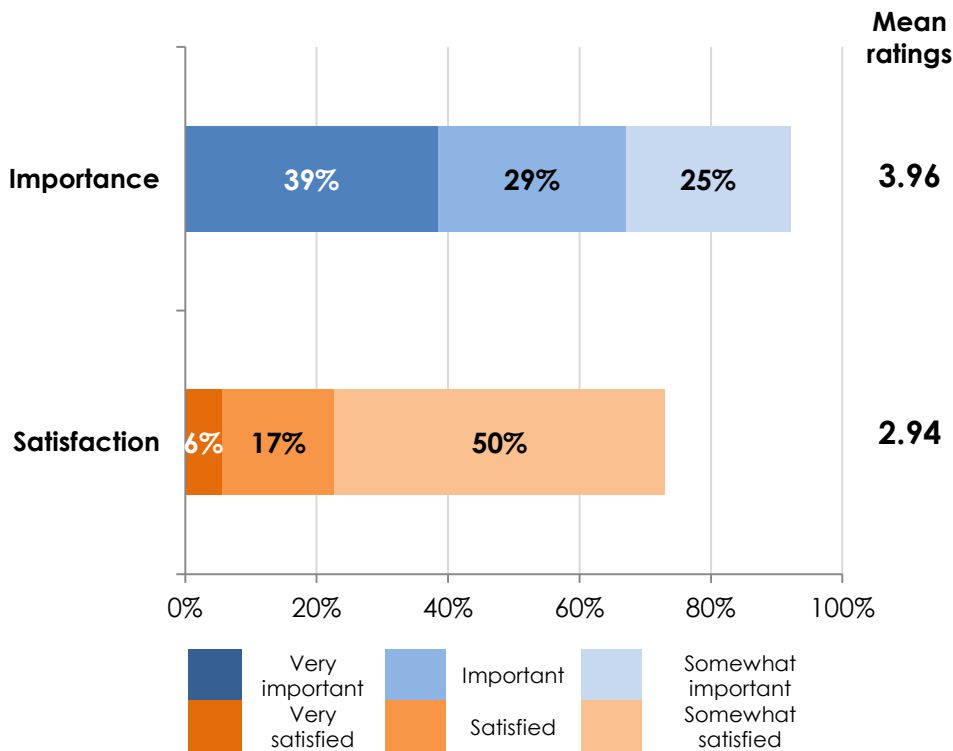
Base: Overall n = 401



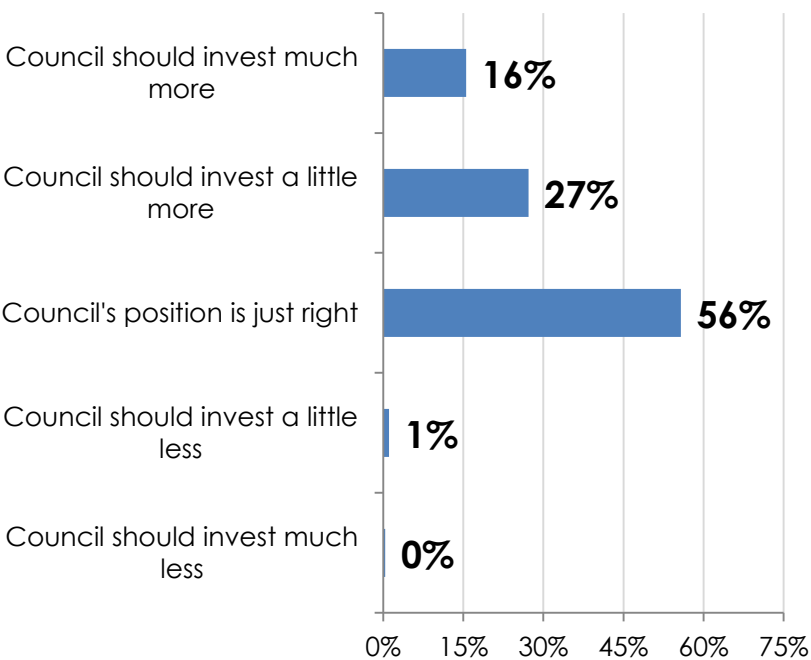
Community Opinion of Asset Class & Proposed Investment

Rural Unsealed Roads

Q. How **important** are these assets to the broader Great Lakes community and how satisfied are you with these assets?



Q. What is your level of agreement with Council's proposed **investment plan** regarding these assets?



Base: n = 401

Scale: Importance/Satisfaction: 1 = not at all important/satisfied, 5 = very important/satisfied
Scale: -2 = Council should be investing much less into this asset, +2 = Council should be investing much more into this asset

Rural unsealed roads have been rated as important by the community, with a moderately low satisfaction level. 56% of the community feel Council is investing the right amount.

Satisfaction with Asset Class by Area Lived In

Rural Unsealed Roads

Q. How **satisfied** are you with these assets?

	Area lived in							
	Overall	Forster/ Tuncurry area includes Green Point	Hawks Nest/ Tea Gardens/ North Arm Cove/ Pindimar	Pacific Palms/ Blueys Beach/ Coomba Park	Nabiac/ Failford/ Darawank/ Rural North	Bulahdelah/ Central Rural	Stroud/ Rural West	Other
Very satisfied	6%	8%	3%	8%	0%	4%	4%	8%
Satisfied	17%	16%	23%	13%	19%	11%	25%	0%
Somewhat satisfied	50%	59%	57%	52%	35%	34%	31%	65%
Not very satisfied	20%	14%	13%	22%	25%	43%	25%	6%
Not at all satisfied	7%	3%	4%	5%	20%	7%	16%	22%
Mean rating	2.94	3.13▲	3.07	2.98	2.53	2.61	2.75	2.67
Base	401	165	63	39	38	43	43	12

Scale: 1 = not at all satisfied, 5 = very satisfied
 ▲▼ Significantly higher/lower compared to 'overall'

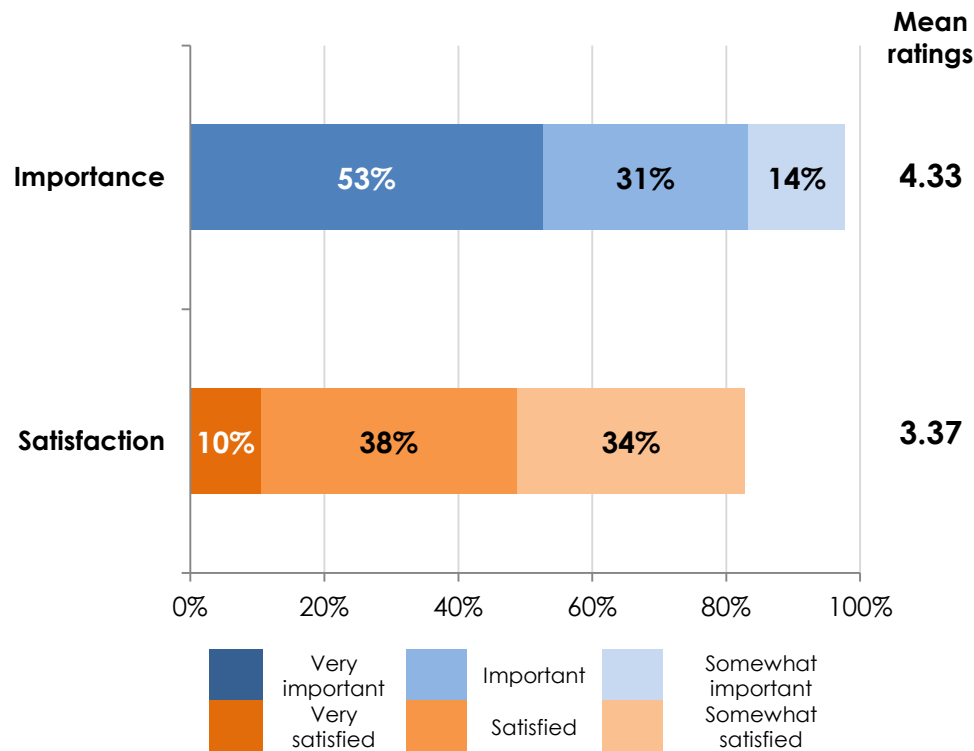
Base: Overall n = 401



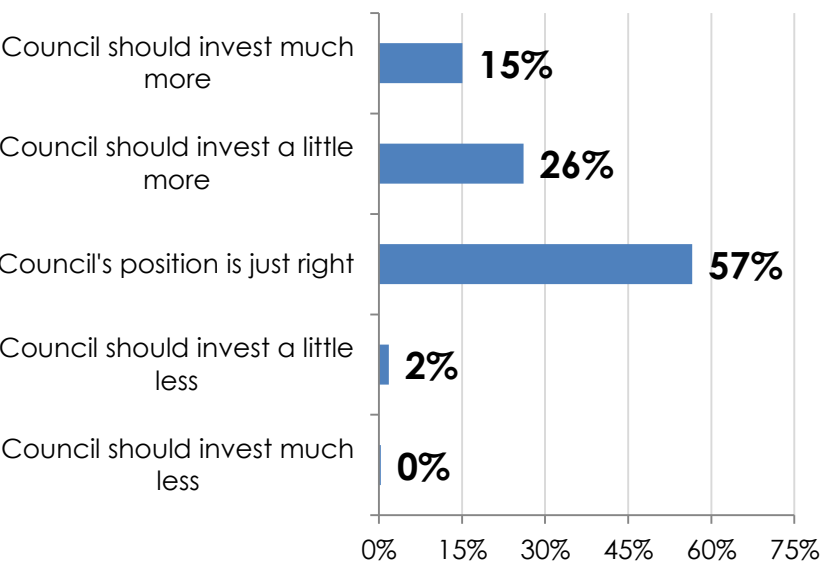
Community Opinion of Asset Class & Proposed Investment

Urban Roads

Q. How **important** are these assets to the broader Great Lakes community and how satisfied are you with these assets?



Q. What is your level of agreement with Council's proposed **investment plan** regarding these assets?



Base: n = 401

Scale: Importance/Satisfaction: 1 = not at all important/satisfied, 5 = very important/satisfied

Scale: -2 = Council should be investing much less into this asset, +2 = Council should be investing much more into this asset

Satisfaction with Asset Class by Area Lived In

Urban Roads

Q. How **satisfied** are you with these assets?

	Area lived in							
	Overall	Forster/ Tuncurry area includes Green Point	Hawks Nest/ Tea Gardens/ North Arm Cove/ Pindimar	Pacific Palms/ Blueys Beach/ Coomba Park	Nabiac/ Failford/ Darawank/ Rural North	Bulahdelah/ Central Rural	Stroud/ Rural West	Other
Very satisfied	10%	14%	7%	23%	4%	2%	8%	0%
Satisfied	38%	46%	43%	22%	32%	39%	24%	27%
Somewhat satisfied	34%	33%	32%	33%	38%	35%	36%	44%
Not very satisfied	13%	6%	12%	21%	17%	20%	17%	21%
Not at all satisfied	5%	1%	7%	2%	9%	4%	14%	8%
Mean rating	3.37	3.66 ▲	3.31	3.44	3.06	3.15	2.94	2.90
Base	401	165	63	39	38	43	43	12

Scale: 1 = not at all satisfied, 5 = very satisfied
 ▲▼ Significantly higher/lower compared to 'overall'

Base: Overall n = 401



Forster Keys Road Segment Conditions

Map creation date: 19.11.2014
Created Using MapInfo V12.5.5

Produced By: Fiona Longford



Legend

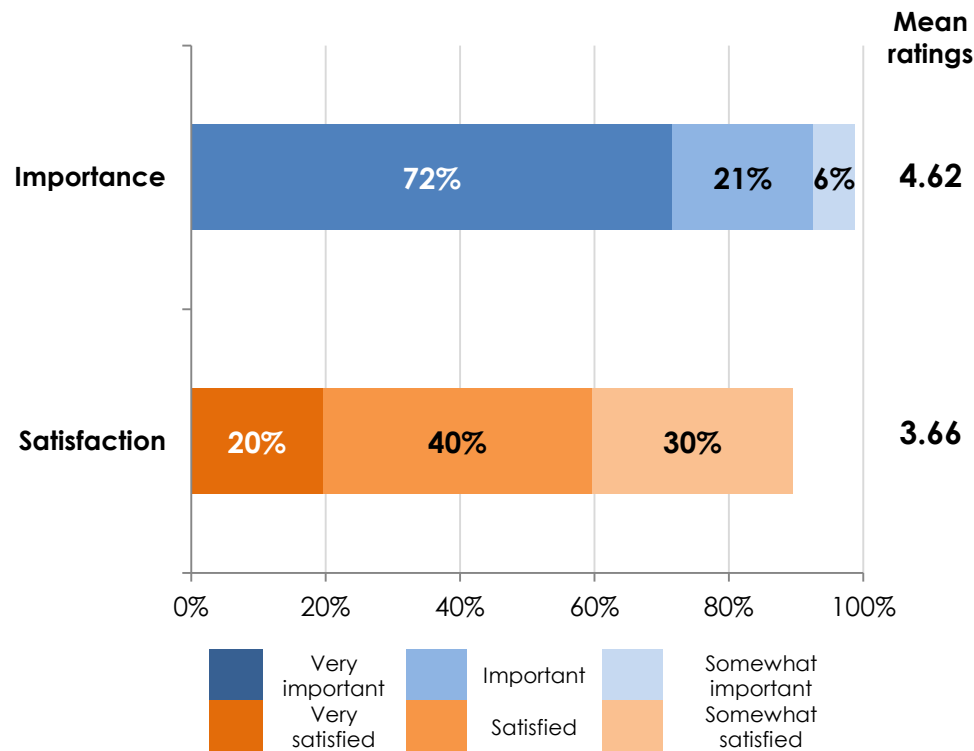
- | | | |
|---|---|--|
|  Very Poor |  Poor |  Fair |
|  Good |  Very Good | |



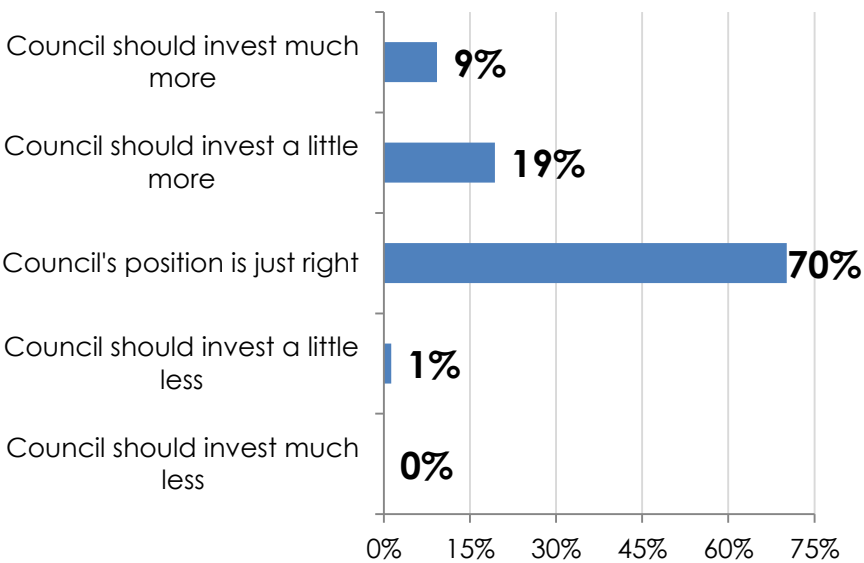
Community Opinion of Asset Class & Proposed Investment

Bridges

Q. How **important** are these assets to the broader Great Lakes community and how satisfied are you with these assets?



Q. What is your level of agreement with Council's proposed **investment plan** regarding these assets?



Base: n = 401

Scale: Importance/Satisfaction: 1 = not at all important/satisfied, 5 = very important/satisfied
Scale: -2 = Council should be investing much less into this asset, +2 = Council should be investing much more into this asset

Bridges have been rated as extremely important by the community, with a moderately high satisfaction level. 70% of the community feel Council's position is just right

Satisfaction with Asset Class by Area Lived In

Bridges

	Area lived in							
	Overall	Forster/ Tuncurry area includes Green Point	Hawks Nest/ Tea Gardens/ North Arm Cove/ Pindimar	Pacific Palms/ Blueys Beach/ Coomba Park	Nabiac/ Failford/ Darawank/ Rural North	Bulahdelah/ Central Rural	Stroud/ Rural West	Other
Very satisfied	20%	18%	30%	11%	13%	31%	17%	6%
Satisfied	40%	42%	36%	39%	29%	44%	47%	43%
Somewhat satisfied	30%	29%	30%	44%	32%	19%	26%	44%
Not very satisfied	7%	8%	4%	6%	17%	6%	6%	8%
Not at all satisfied	3%	4%	0%	0%	9%	0%	4%	0%
Mean rating	3.66	3.61	3.93▲	3.54	3.20▼	4.01▲	3.67	3.46
Base	401	165	63	39	38	43	43	12

Scale: 1 = not at all satisfied, 5 = very satisfied
 ▲▼ Significantly higher/lower compared to 'overall'

Base: Overall n = 401





Performance Gaps of Council's Transport Assets

The largest performance gaps were recorded for 'regional roads' and 'rural sealed roads'

	Importance	Satisfaction	Performance Gap
Regional roads	4.57	3.12	1.46
Rural sealed roads	4.25	3.01	1.24
Footpaths & cycleways	4.30	3.25	1.05
Rural unsealed roads	3.96	2.94	1.01
Bridges	4.62	3.66	0.97
Urban roads	4.33	3.37	0.96

Q. How important are these assets to you and how satisfied are you with them?

Base: n = 401

Scale: 1 = not at all important/satisfied, 5 = very important/satisfied



Performance Gaps of Council's Recreation Assets

Whilst there is room for improvement with all of these assets, the community expressed reasonably high satisfaction with them

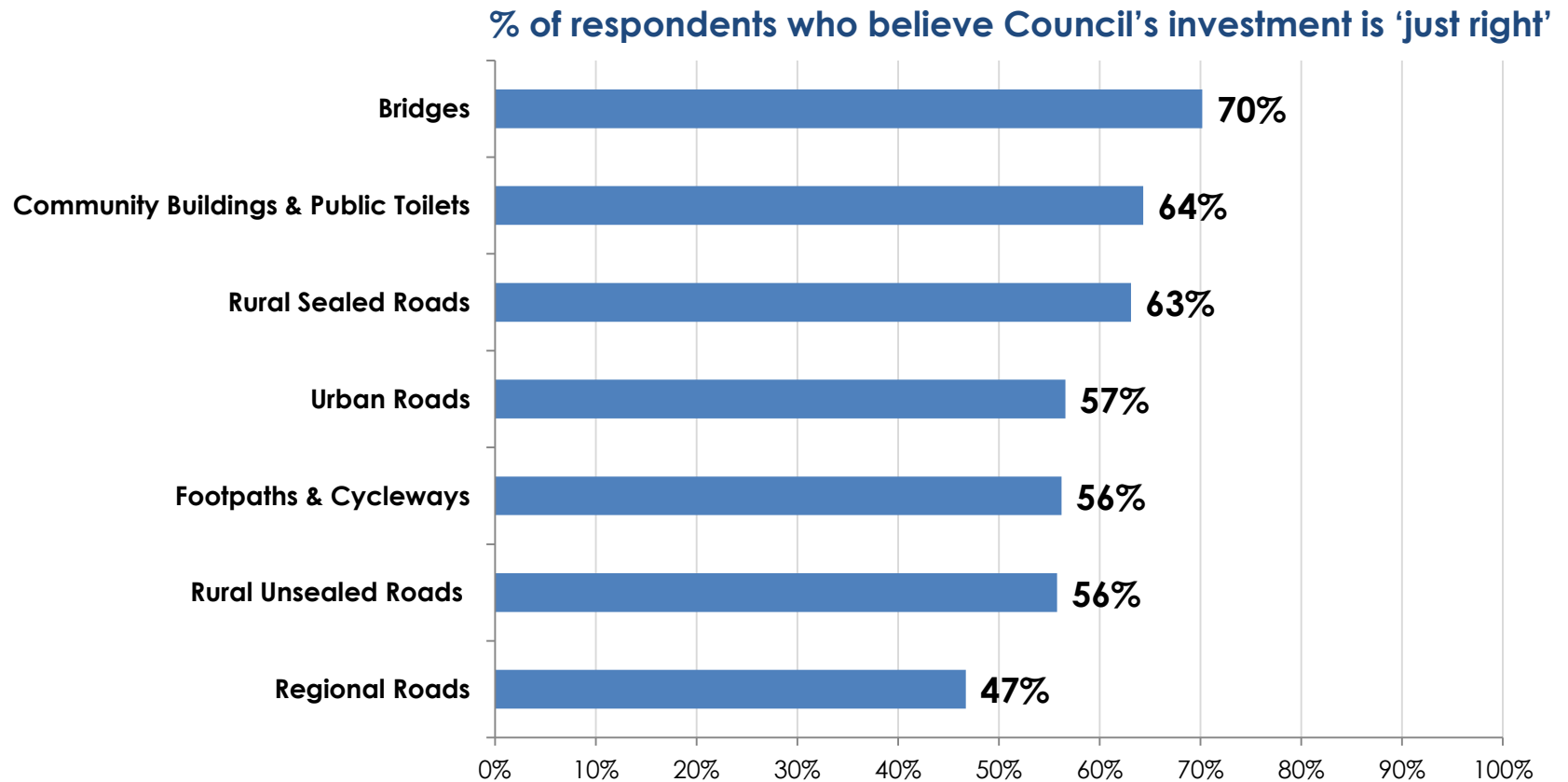
	Importance	Satisfaction	Performance Gap
Community buildings & public toilets	4.57	3.49	1.08
Playgrounds	4.41	3.67	0.74
Parks	4.52	3.81	0.71
Sports fields	4.58	4.03	0.56
Chlorinated outdoor swimming pools	3.95	3.46	0.49
Natural bushland in parks & reserves	4.41	3.74	0.67
Passive recreation areas	4.54	3.83	0.71

Q. How important are these recreational assets to you and how satisfied are you with them?

Base: n = 401

Scale: 1 = not at all important/satisfied, 5 = very important/satisfied

Agreement with Council's Proposed Investment



Q What is your level of agreement with Council's proposed investment plan regarding these assets?

Base: n = 401

Scale: Council should be investing much less into this asset, +2 = Council should be investing much more into this asset

The majority of residents rated Council's investment in 6 of the 7 assets as 'just right'.
The exception was for 'regional roads'.

Where to from here – Assets

- Community service levels being incorporated into Asset Management Plans as part of asset management improvement program
- Community consultation

Date	Place
Monday 17 Nov	Tea Gardens
Wednesday 19 Nov	Stroud
Thursday 20 Nov	Forster
Wednesday 26 Nov	Bulahdelah

- Asset Management Strategy & Plans to Council for adoption in December

Special Rate Variation (SRV)

- Office of Local Government & IPART guidelines released October 2014
- Guidelines require SRV scenarios to have been included in *current* Delivery Program (DPOP) & Long Term Financial Plan (LTFP)
- Development of 2015/16 DPOP & LTFP to include consultation on SRV scenario
- IPART application can then be lodged in Feb 2016 for 2016/17 financial year

Fit for the Future

- Initiative of NSW State Government – A Blueprint for the future of Local Government
- The Blueprint ‘outlines what the State will do to cut red tape, invest in reform and help councils work smarter together’
- Recommendations are based on the work of the NSW Local Government Review Panel (LGRP)

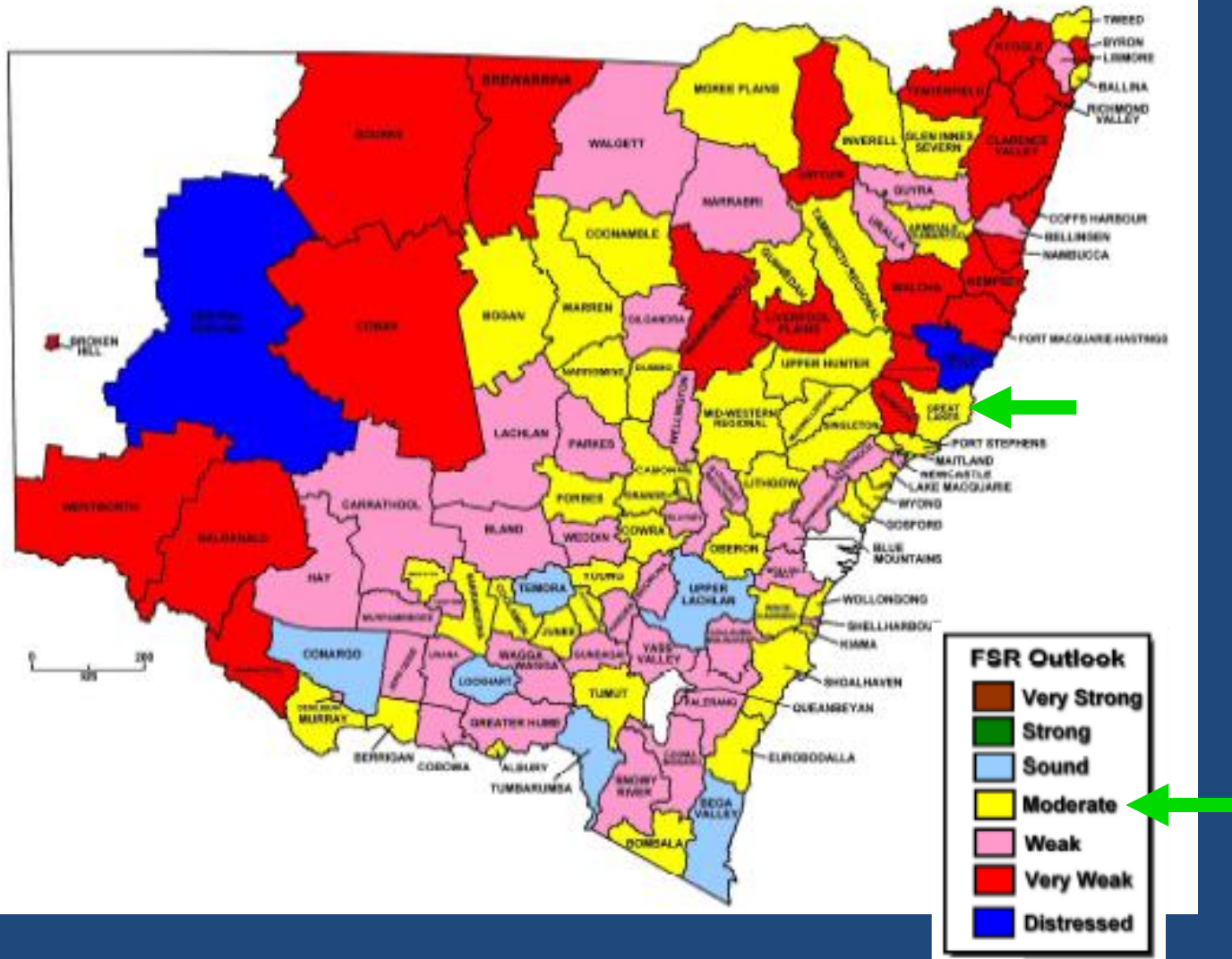


Create strategic and Fit for the Future councils – Councils that are financially sustainable; efficient; with the capacity to effectively manage infrastructure and deliver services; the scale, resources and ‘strategic capacity’ to govern effectively and partner with the State; and has the capacity to reduce red tape and bureaucracy for business and of a scale and structure that is broadly in line with the Panel’s recommendations

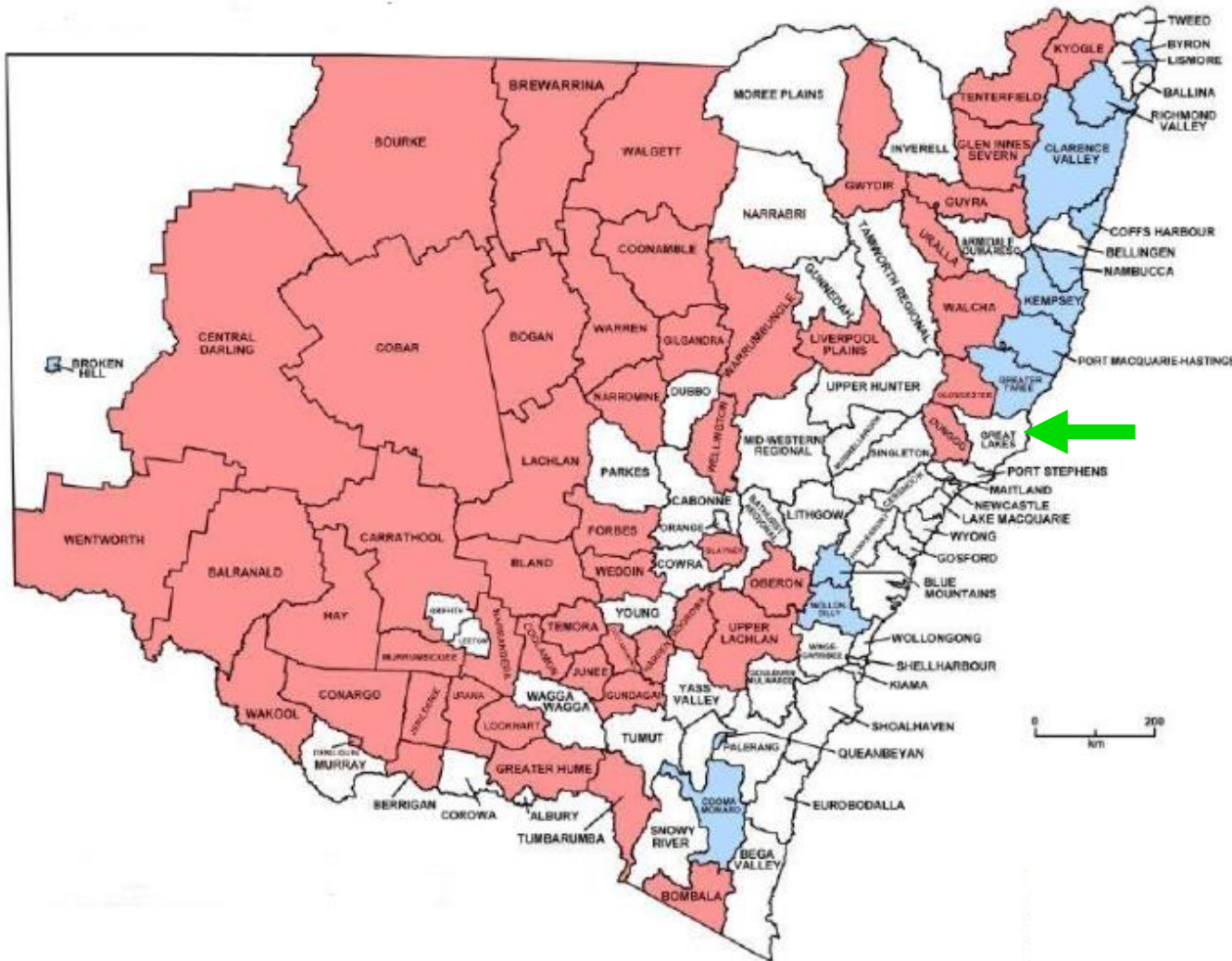
NSW Local Government Areas

Short term (3 year) FSR

NSW Local Government Areas





Councils at risk



GLC Rating

FSR - Moderate

**Outlook -
Neutral**

-  - SMALLER RURAL COUNCILS AT RISK (BASED ON A COMBINATION OF FACTORS)
 - LARGER COUNCILS AT RISK ('WEAK' TCorp SUSTAINABILITY RATING)

Tcorp Financial Sustainability Comparison

Hunter Councils (current)	FSR	Rating	Outlook
Great Lakes	moderate	Neutral	moderate
Newcastle City	moderate	Negative	weak
Lake Macquarie City	moderate	Neutral	moderate
Maitland City	moderate	Neutral	moderate
Dungog	weak	Negative	very weak
Gloucester	very weak	Neutral	very weak
Cessnock City	moderate	Negative	weak
Port Stephens	moderate	Neutral	moderate
Singleton Shire	moderate	Neutral	moderate
Upper Hunter Shire	sound	Negative	moderate
Muswellbrook Shire	moderate	Neutral	moderate

FSR
strong
sound
moderate
weak
very weak
distressed

Mid-North Coast JO Councils	FSR	Rating	Outlook
Great Lakes	moderate	Neutral	moderate
Gloucester	very weak	Neutral	very weak
Greater Taree City	very weak	Negative	distressed
Kempsey Shire	weak	Negative	very weak
Port Macquarie-Hastings	weak	Negative	very weak

Local update (1 of 2)

Completed

- Seal Rocks Rd construction & sealing
- Lakes Way north of Tiona rehabilitation
- Southern Parkway 'missing link'
- Cape Hawke Surf Club extension
- Forster Boat Harbour boat ramp replacement
- Warramutty St Coomba - construction & sealing
- Farnell St Nabiac - construction & sealing

In progress

- Macwood Rd reconstruction
- Boomerang Dr footpath missing link
- Public place recycling stations - Forster, Tuncurry, Pacific Palms
- GL Landfill (Minimbah) - ready for operation end 2015

Local update (2 of 2)

Upcoming

- Urban road rehabilitation - Pipers Bay Dr, Elizabeth Pde, Gleeson Ave
- Rural road rehabilitation – Seal Rocks Rd, Boomerang Dr
- Memorial Dr rehabilitation - road & footpath
- Little St foreshore - additional footpath works
- Lakes Way cycleway Tuncurry - construction between Grandis & Chapmans
- Palm St carpark Tuncurry - reconstruct
- Wyuna Canal Forster Keys - dredging
- Wallaroo St Coomba - rehabilitation
- Lakes Way south of Bungwahl - rehabilitation
- Lyn Crescent Smiths Lake - construction & sealing
- Darawank - bank protection & promotion of mangrove growth along river

Questions

1

Long Term Financial Position

Community Satisfaction Survey

2

3

Future Special Rate Variation

Fit for the Future

4

5

Local Update

Agenda

1

Tcorp Review

Long Term Financial Plan

2

3

Asset Management

Key Focus Areas

4

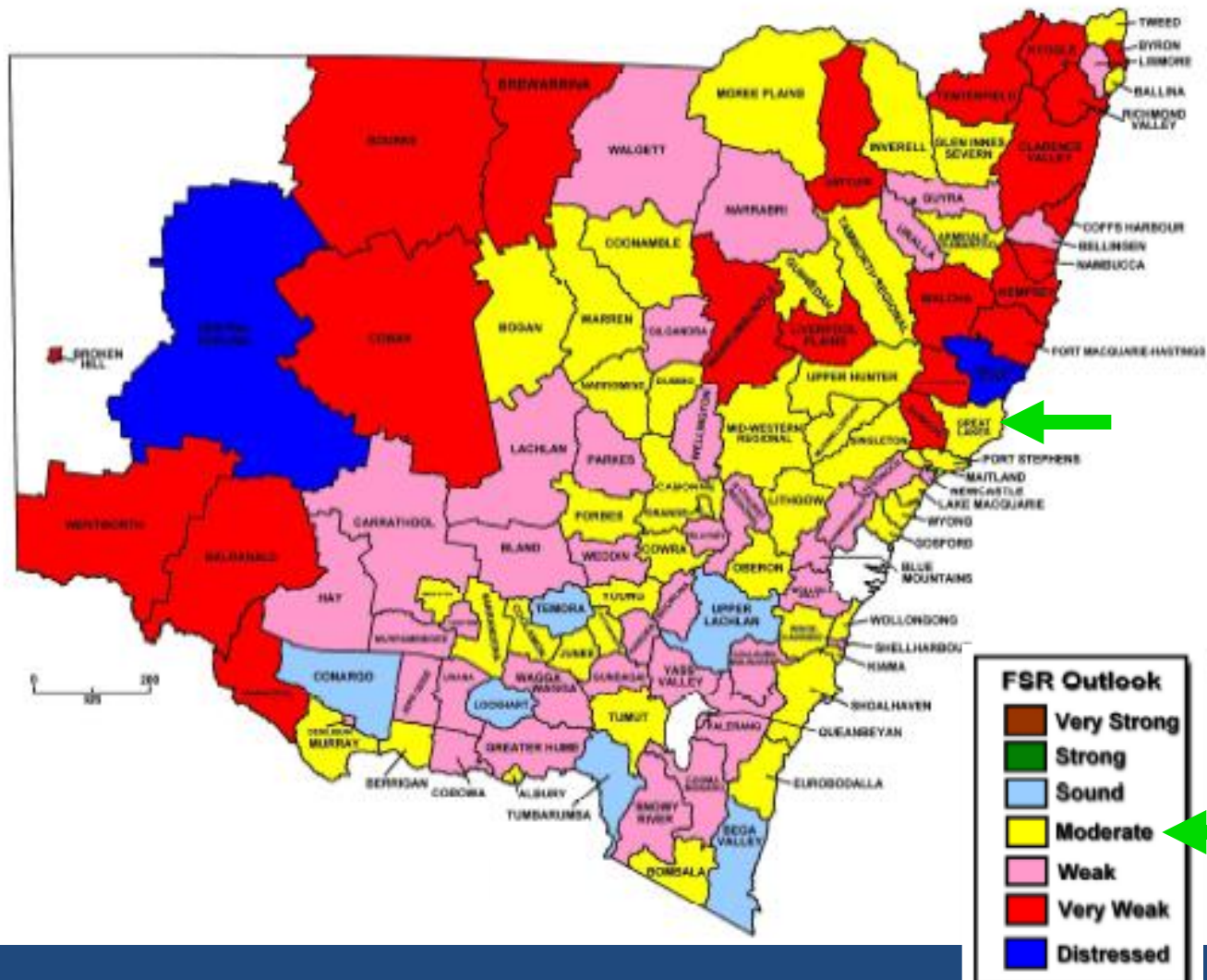
5

Way Forward & Local Update

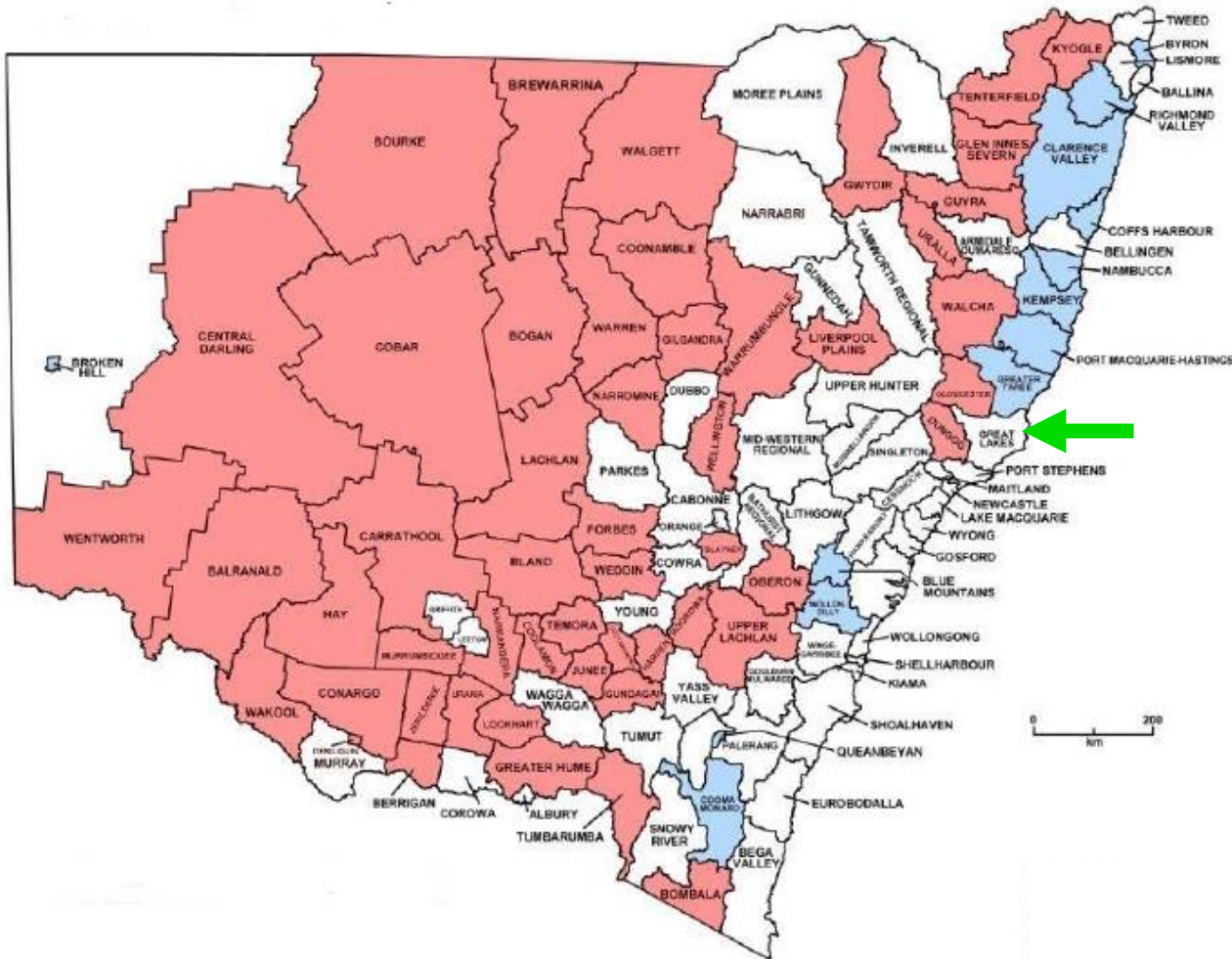
NSW Local Government Areas

Short term (3 year) FSR

NSW Local Government Areas



Councils at risk



GLC Rating

**FSR -
Moderate**

**Outlook -
Neutral**

- - SMALLER RURAL COUNCILS AT RISK (BASED ON A COMBINATION OF FACTORS)
- - LARGER COUNCILS AT RISK ('WEAK' TCORP SUSTAINABILITY RATING)

1

Tcorp Review

Long Term Financial Plan

2

3

Asset Management

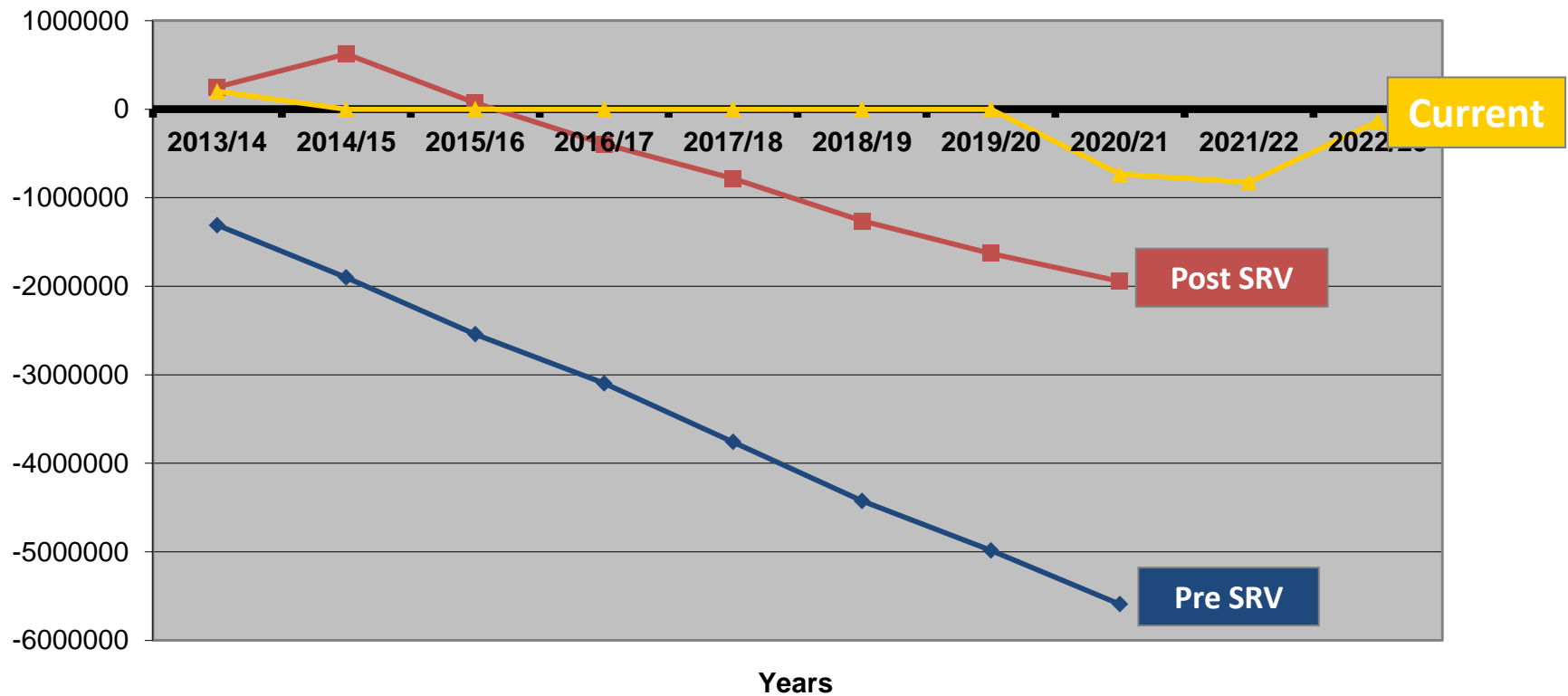
Key Focus Areas

4

5

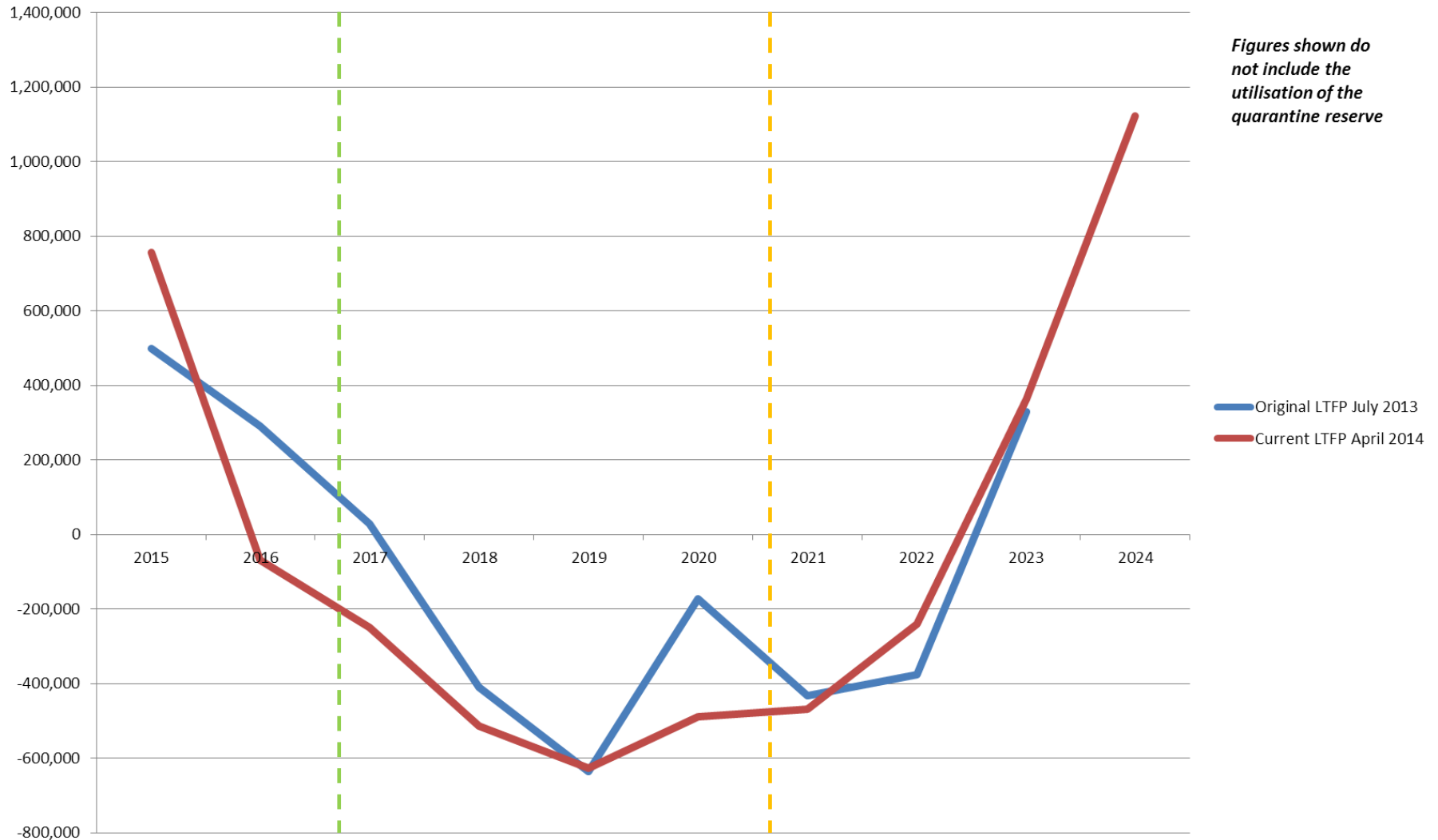
Way Forward

GLC long term financial position



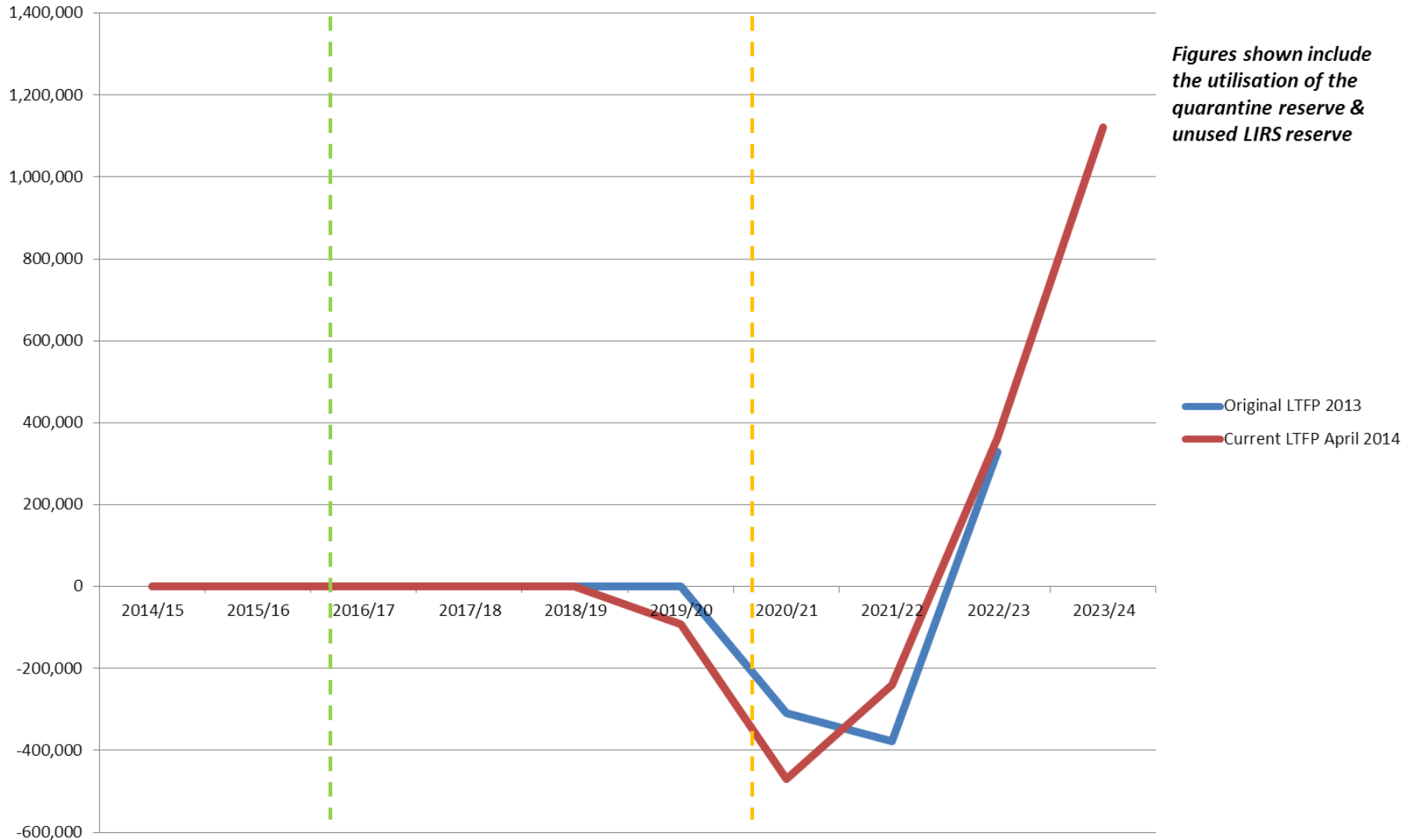
Long Term Financial Plan – Projected Budget Results (Raw)

Comparison July 2013 V's Current LTFP



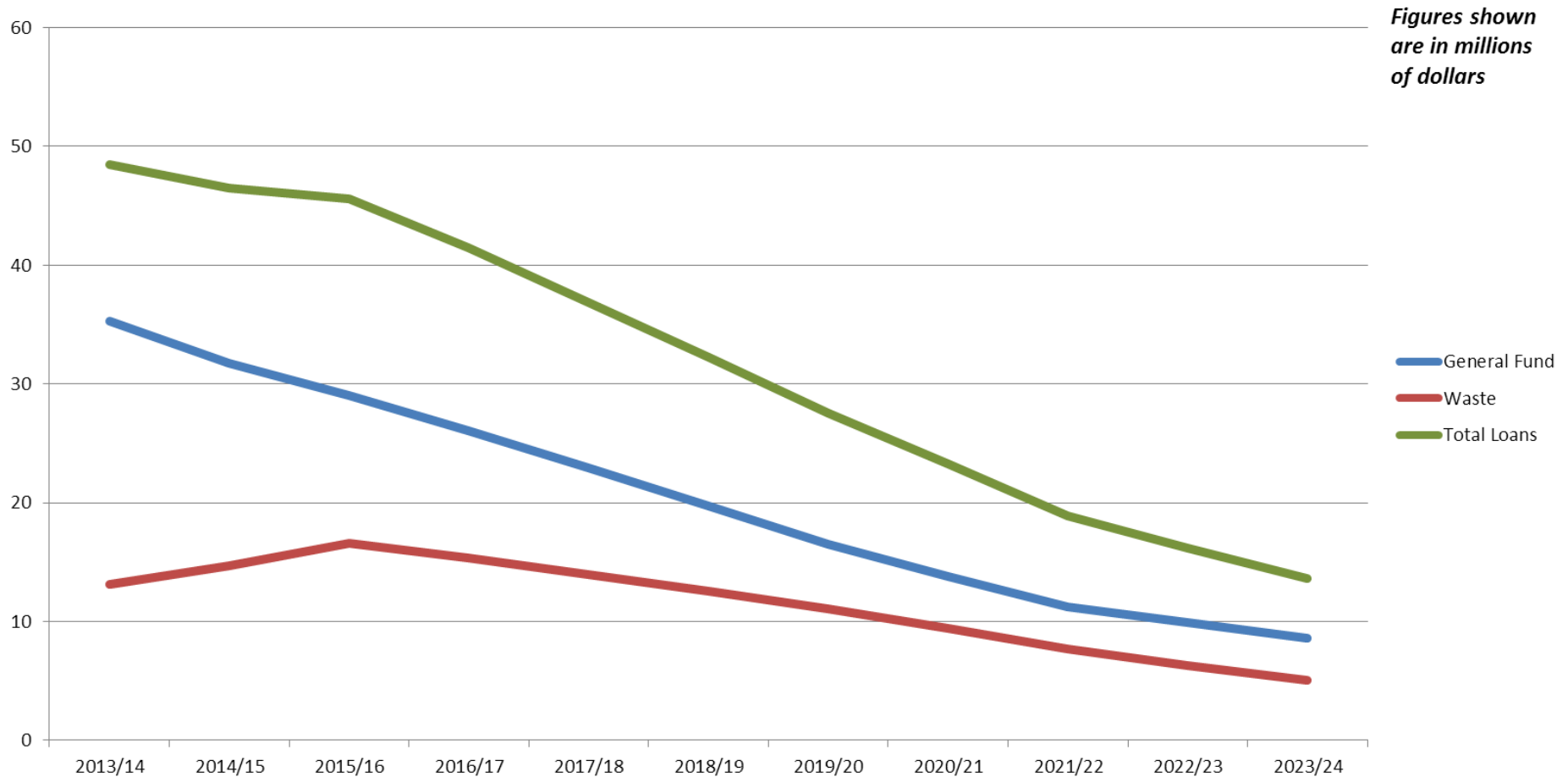
Long Term Financial Plan – Projected Budget Results (Balanced)

Comparison July 2013 V's Current LTFP

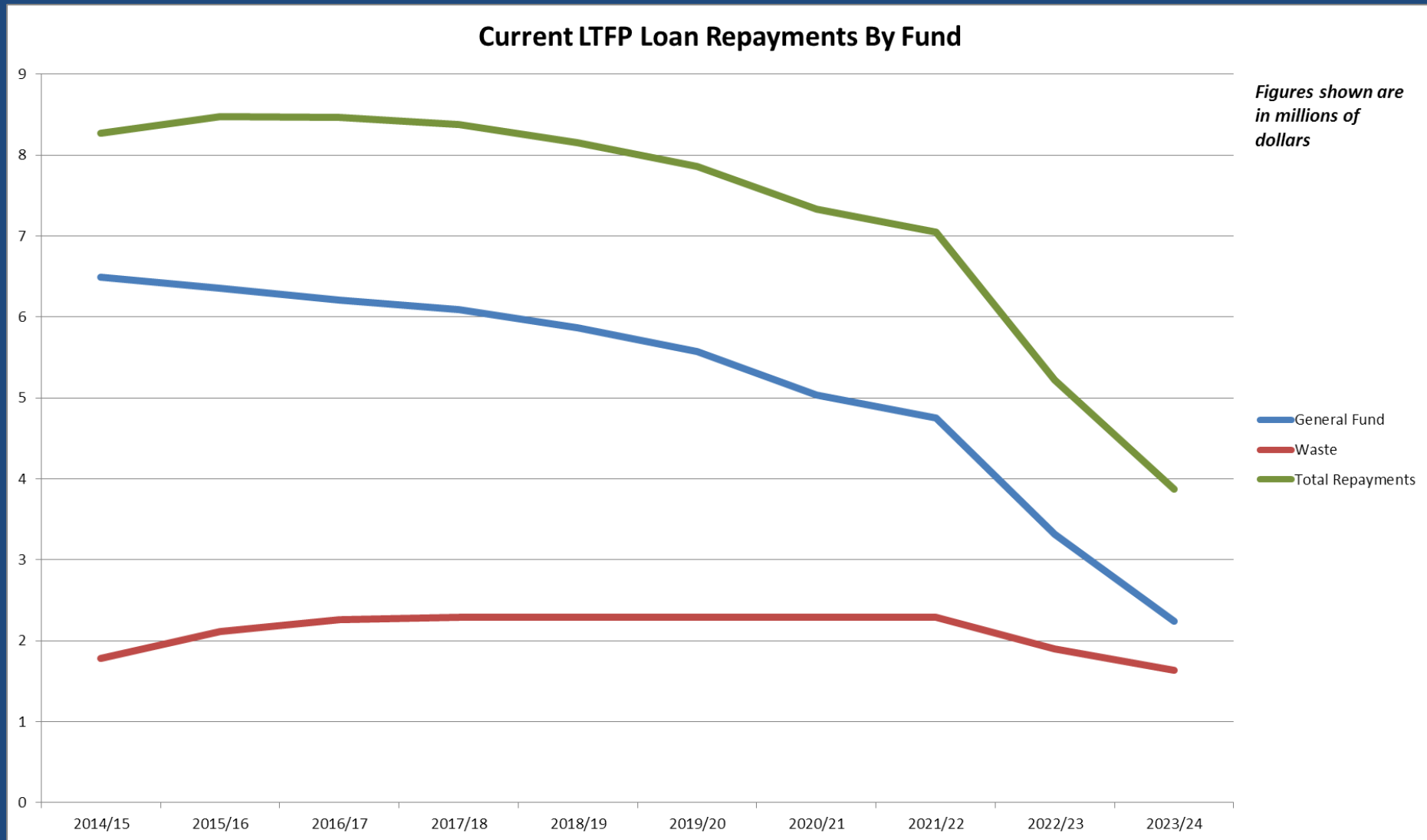


Long Term Financial Plan – Loans (Principal Outstanding)

Current LTFP Total Loans By Fund



Long Term Financial Plan – Loans (Principal + Interest Payments)



1

Tcorp Review

Long Term Financial Plan

2

3

Asset Management

Key Focus Areas

4

5

Way Forward

Road condition indicators

1 – very good



2 – good



3 – fair



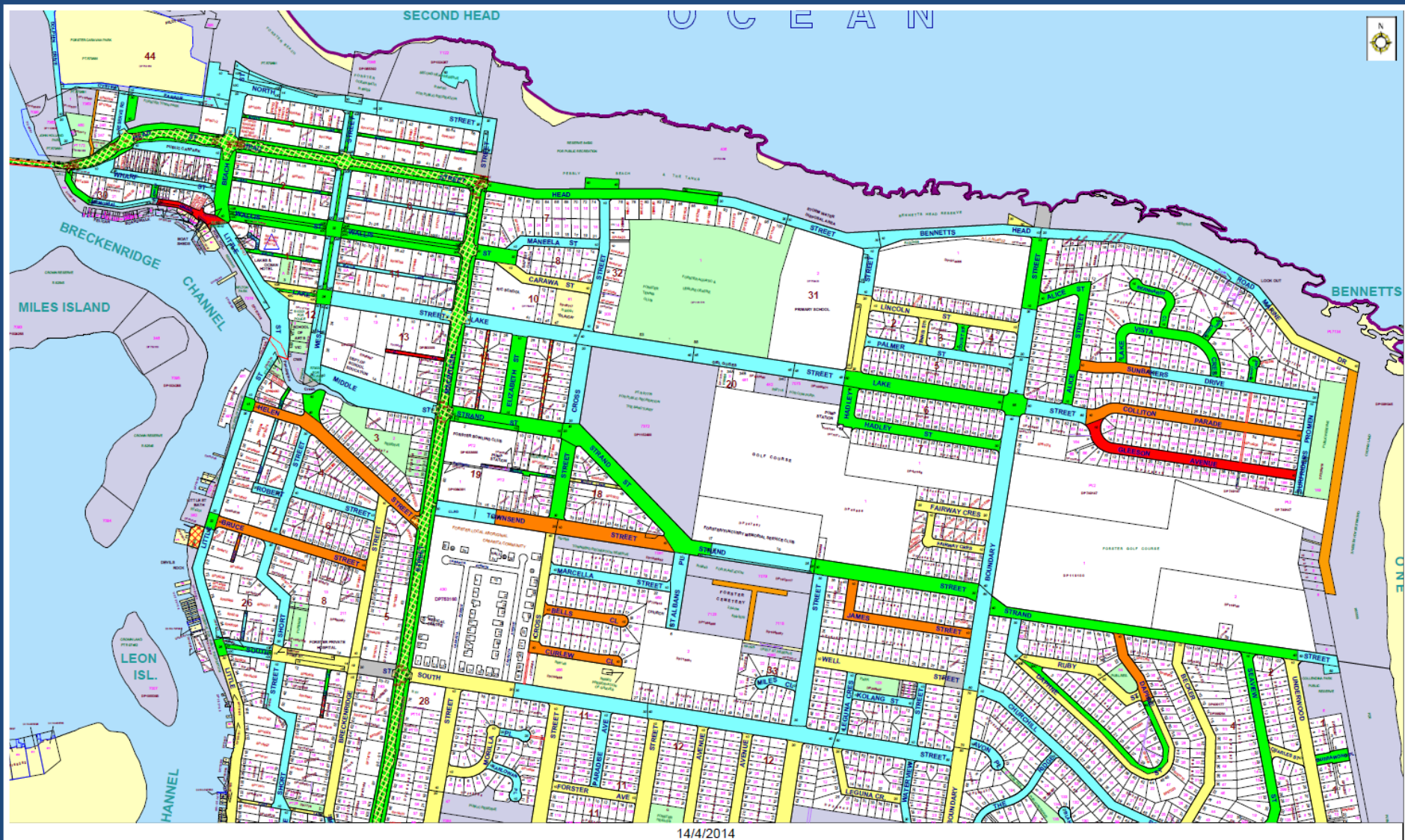
4 – poor



5 – very poor



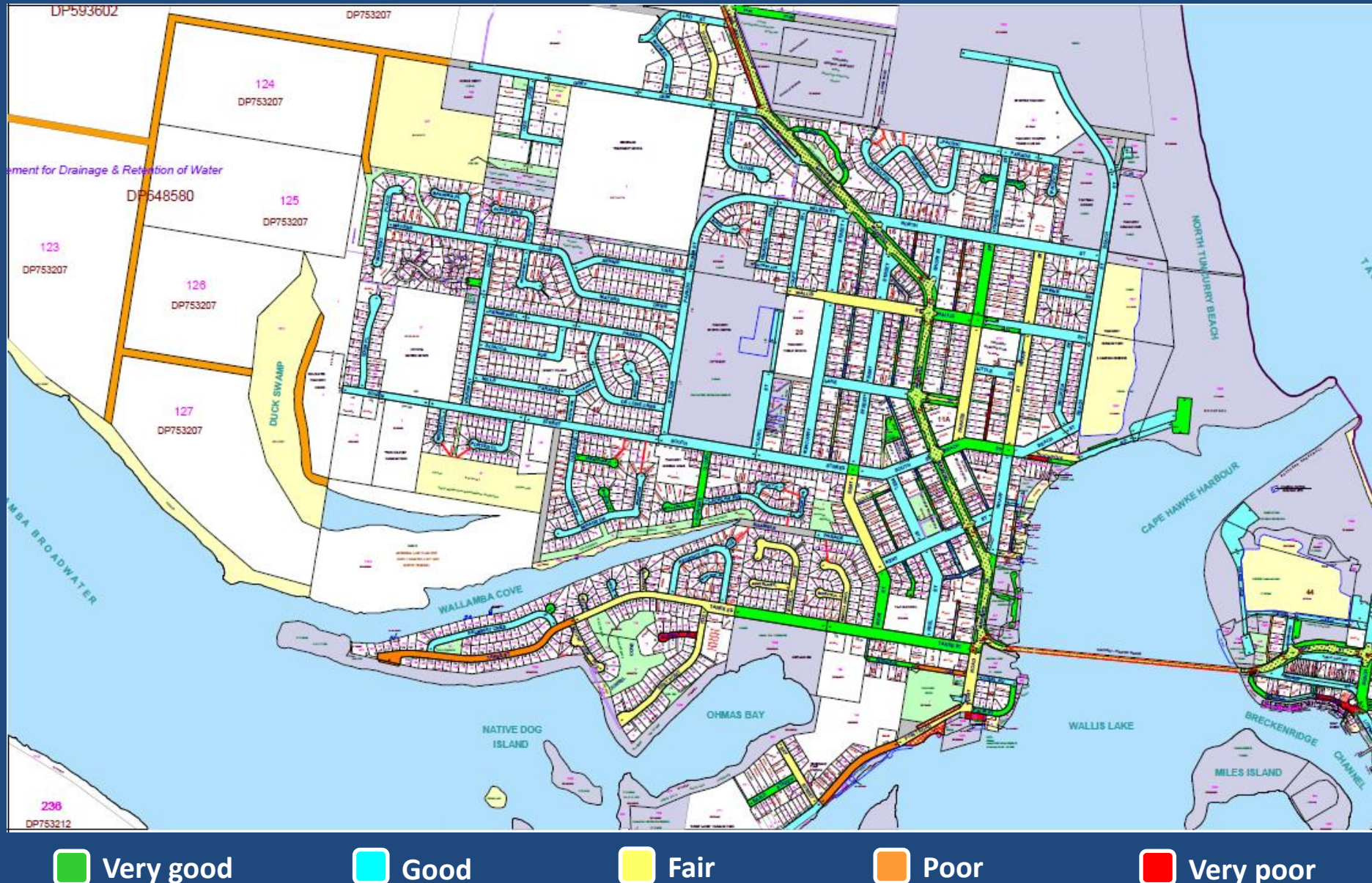
Road segment condition map - Forster



14/4/2014

Very good Good Fair Poor Very poor

Road segment condition map - Tuncurry

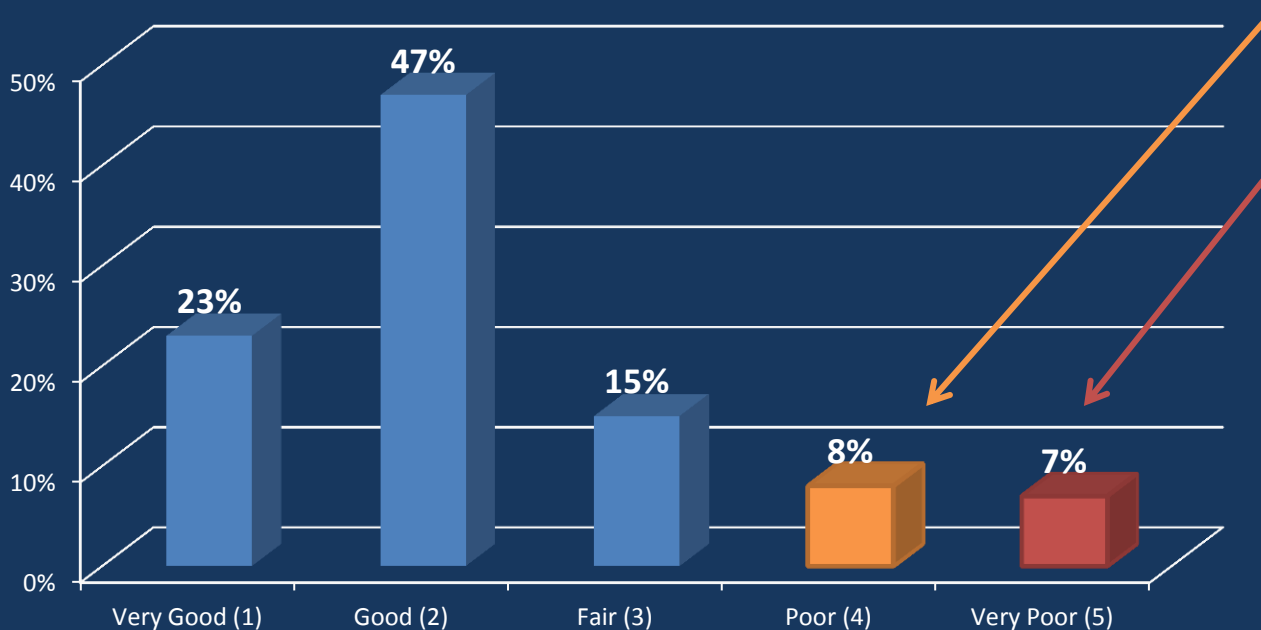




Regional roads

- The Lakes Way, The Bucketts Way, Myall Way and Stroud Hill Road (total length 136 km)
- Current value **\$51.1m** (pavement & seal)
- Current budget adequate to eliminate all poor (4) & very poor (5) over 20 years

Regional Roads Condition Distribution



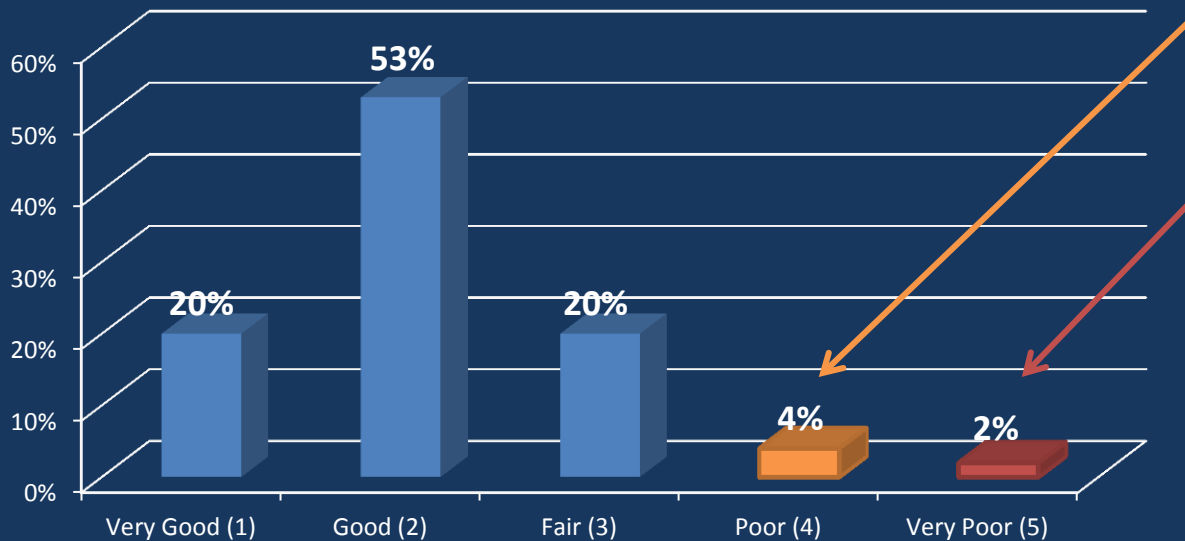
Backlog at condition 4
approx \$7.5m

Backlog at condition 5
approx \$4.3m

Urban roads

- Total length 245 km
- Current replacement value \$115.7m (pavement & seal)
- Current budget adequate to eliminate all very poor (5) roads over 20 years
- Additional \$1.3m per year needed to eliminate all poor (4) and very poor (5) roads over 10 years

Urban roads condition distribution



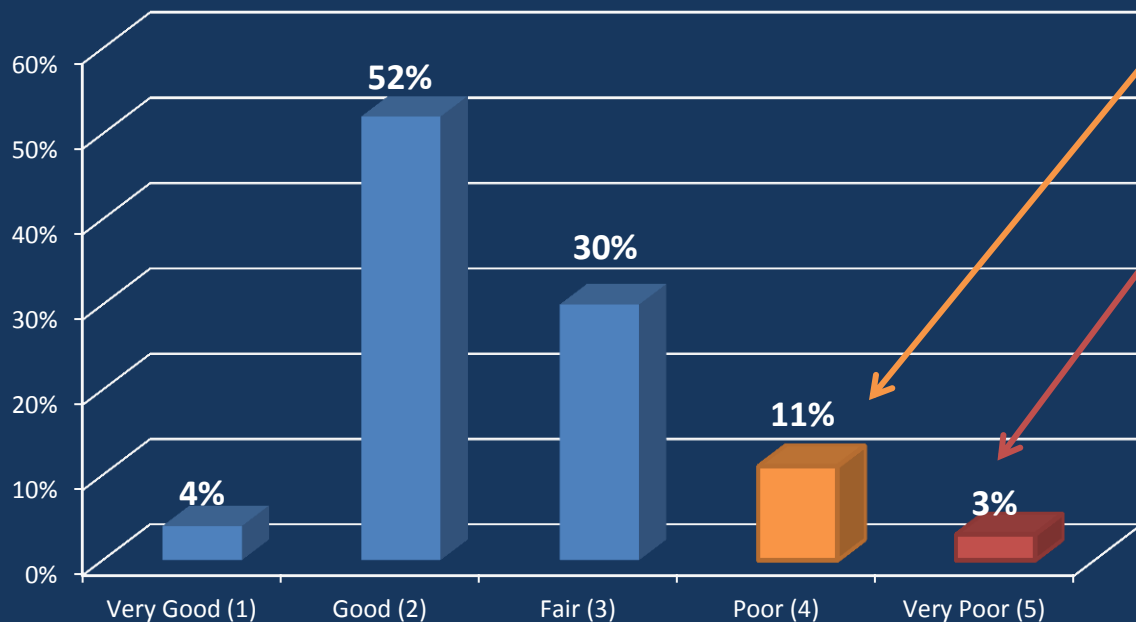
Backlog at condition 4
approx \$12.2m

Backlog at condition 5
approx \$4.4m

Rural roads – sealed

- Total length 261 km
- Current value **\$70.2m** (pavement & seal)
- Additional \$1.2m per year needed to eliminate all very poor (5) roads over 10 years
- Additional \$3m per year needed to eliminate all poor (4) roads over 10 years

Rural sealed roads condition distribution



Backlog at condition 4
approx \$29.0m

Backlog at condition 5
approx \$12.3m

Regional Roads

* No change in current funding

1 – very good



2 – good



3 – fair



4 – poor



5 – very poor



Urban Roads

* No change in current funding



Urban Roads

* Extra \$1.3m per year over ten years



Rural Roads

* No change in current funding



Rural Roads

* Extra \$1.2m per year over ten years



Roads summary

Regional Roads

- No change to funding allocations
- All roads in fair (3) or better within 20 years

Urban Roads & Rural Roads

- Allocate an additional \$1m per year
- All roads in poor (4) or better within 15 years

1

Tcorp Review

Long Term Financial Plan

2

3

Asset Management

Key Focus Areas

4

5

Way Forward

Key focus areas – Delivery Program & Operational Plan

- ✓ Detailed review – updated and more reader friendly
- ✓ Includes activities to be undertaken in 4 year term & in 2014/2015
- ✓ Improved performance measures

Rate structure

- No change in valuations; new valuations for 2015/2016 rating period
- 2.3% increase = IPART rate peg
- \$23 increase per \$1000 of ordinary rate
- Total rate income for 2014/2015 = \$31.2m
- Includes 6% Enviro & Dredging levy

Capital works program 2014/2015

- Total value - \$18.5m
- Roads, bridges, footpaths, drainage - \$11.5m
- Waste management - \$2.8m

Key focus areas – Delivery Program & Operational Plan

Public Halls review

- Usage of all halls reviewed as part of service level review
- No closures proposed
- New management strategy proposed
- Hand management of 6 halls back to State Government
- Asset rationalisation, will allow for significant upgrade to some facilities
- Engaging with Council and hall committees

Submissions – close 6 June

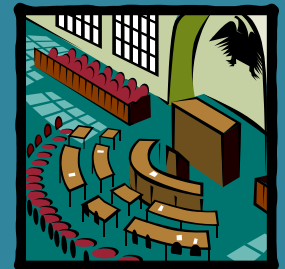
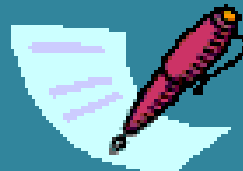
Key focus areas

- Asset backlog
 - Refinement of asset management plans
 - Additional \$1m per year to address backlog over 20 yr period
- Organisational productivity
 - Service Level Review
 - Improvement through technology
- ICT Strategy
 - Fit for purpose
- Major projects & programs
 - Civic Centre Precincts (Forster & Tea Gardens)
 - Ageing Centre of Excellence

Library funding campaign

- Funding at crisis point
- NSW lowest per-capita funding for public libraries across all states
- % State Gov expenditure on libraries decreased 23% (1980) to 7% (2013) as proportion of total library expenditure
- Current library grants likely to be the last
- Library Council recommends - recurrent funding adjusted from current **\$26.5m** to **\$30m** per annum

What can you do?



1

Tcorp Review

Long Term Financial Plan

2

3

Asset Management

Key Focus Areas

4

5

Way Forward & Local Update

Way forward

- Greater assistance from the State Government
- Potential special rate variation (modest)
 - 0.5% per year x 10 yrs to address infrastructure backlog **OR** 1 x 3%
 - 2-3% one off to address productivity improvements
 - x% for Civic Centre Precinct (Forster)
 - x% for Civic Centre Precinct (Tea Gardens)
- 2014-2015 funded from reserves from entrepreneurial activities (not sustainable)

Local update

Recent achievements

- Lakes Way rehab (north of Green Point turn off)
- Southern Parkway 'missing link' to Lakes Estate
- Seal Rocks Rd sealing (in progress)
- Forster Marina boatramp replacement (in progress)
- Cape Hawke surf club extension
- Boronia Park netball court resurfacing
- Green Point Drive drainage works
- Pacific Palms library extension

Upcoming works

2014/15 road rehab & construction

Urban roads

- Memorial Dr (Blows Ln to Little St)
- Elizabeth Pde (King George Pde to Guy St)
- Pipers Bay Dr (Carribean to Tahiti)
- Gleeson Ave (Colliton to Surfriders)
- Palm St Tuncurry (car park)
- Warramutty St Coomba
- Wallaroo St Coomba (Coomba Rd to Burranjurra)
- Lyn Crescent (Third Ridge Rd to end)

Rural roads

- Macwood Rd (Paradise Dr to Matthew Rd)
- Seal Rocks Rd (final stage)
- Boomerang Dr (Lakes Way to caravan park)

Footpath/cycleway

- Little St/Memorial Dr
- Boomerang Dr (missing link Carramatta – Redgum)

Regional roads

- Lakes Way rehab (north of Tiona – commencing soon)
- The Lakes Way (south Bungwahl cemetery)

Other projects

- Tuncurry swimming pool rehab
- Tuncurry sports complex cricket net upgrade
- Beach viewing platforms (Tuncurry & Blueys)
- Nabiac Swimming Pool

Questions?

1

Tcorp Review

Long Term Financial Plan

2

3

Asset Management

Key Focus Areas

4

5

Way Forward & Local Update



Community Update

July 2013

Outline of presentation

Introduction

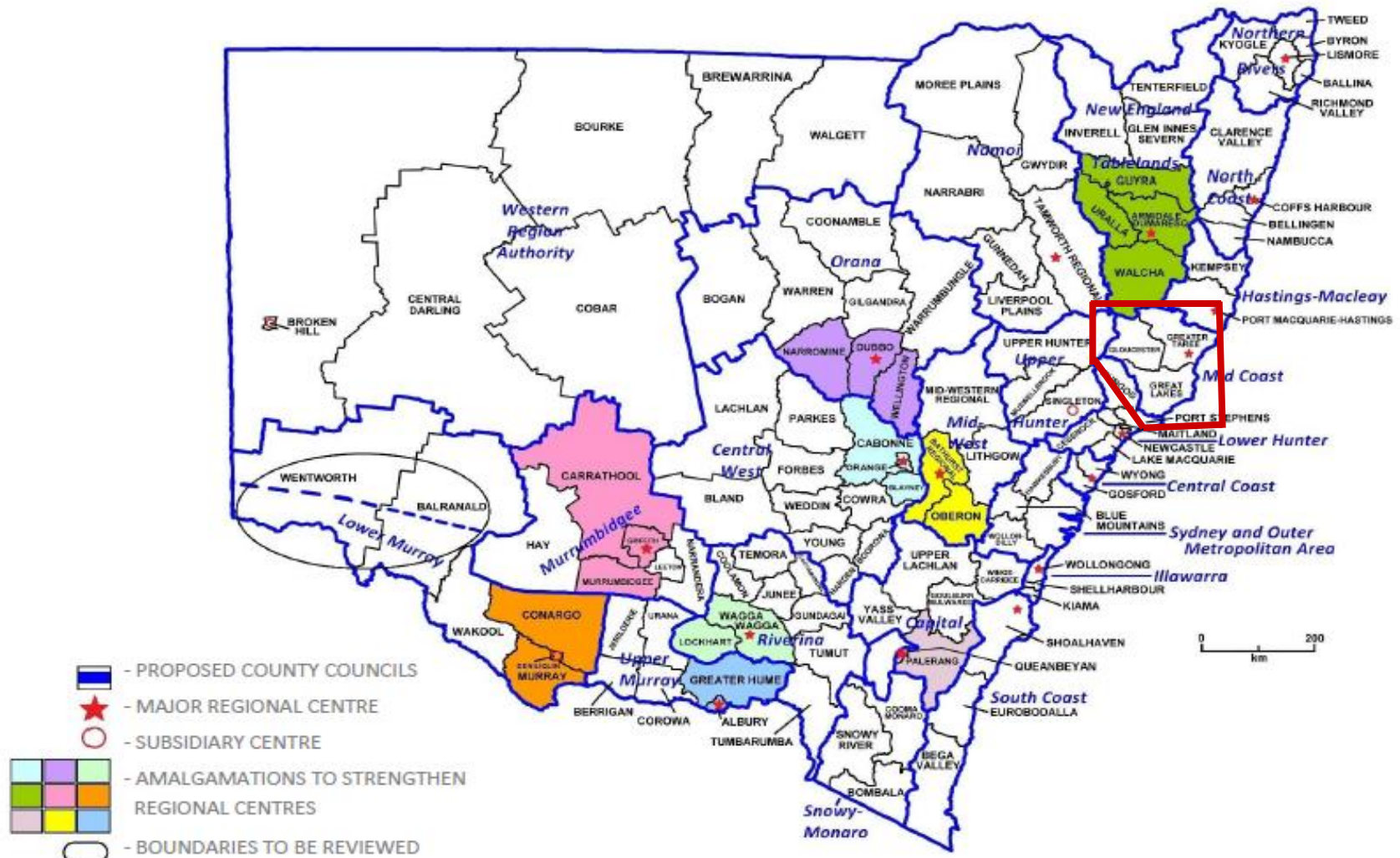
- 1 Independent Review Panel & Treasury Corp
- 2 GLC long term financial position
- 3 Local Gov't Infrastructure Audit
- 4 GLC & asset management
- 5 Improving our assets
- 6 Service Level Review
- 7 Local update
- 8 Constitutional recognition of LG
- 9 Handout - references

Independent Review Panel & TCorp

- *Future Directions for NSW Local Government* report covered variety of challenges for LG including:
 - Financial sustainability
 - Revenue options
 - Asset management
 - Integrated planning
 - Roles of mayors & councillors
- Report provided proposals for establishment of 'county councils' and mergers
- Final report due to Minister in September 2013
- TCorp reviewed the financial sustainability of all NSW Councils

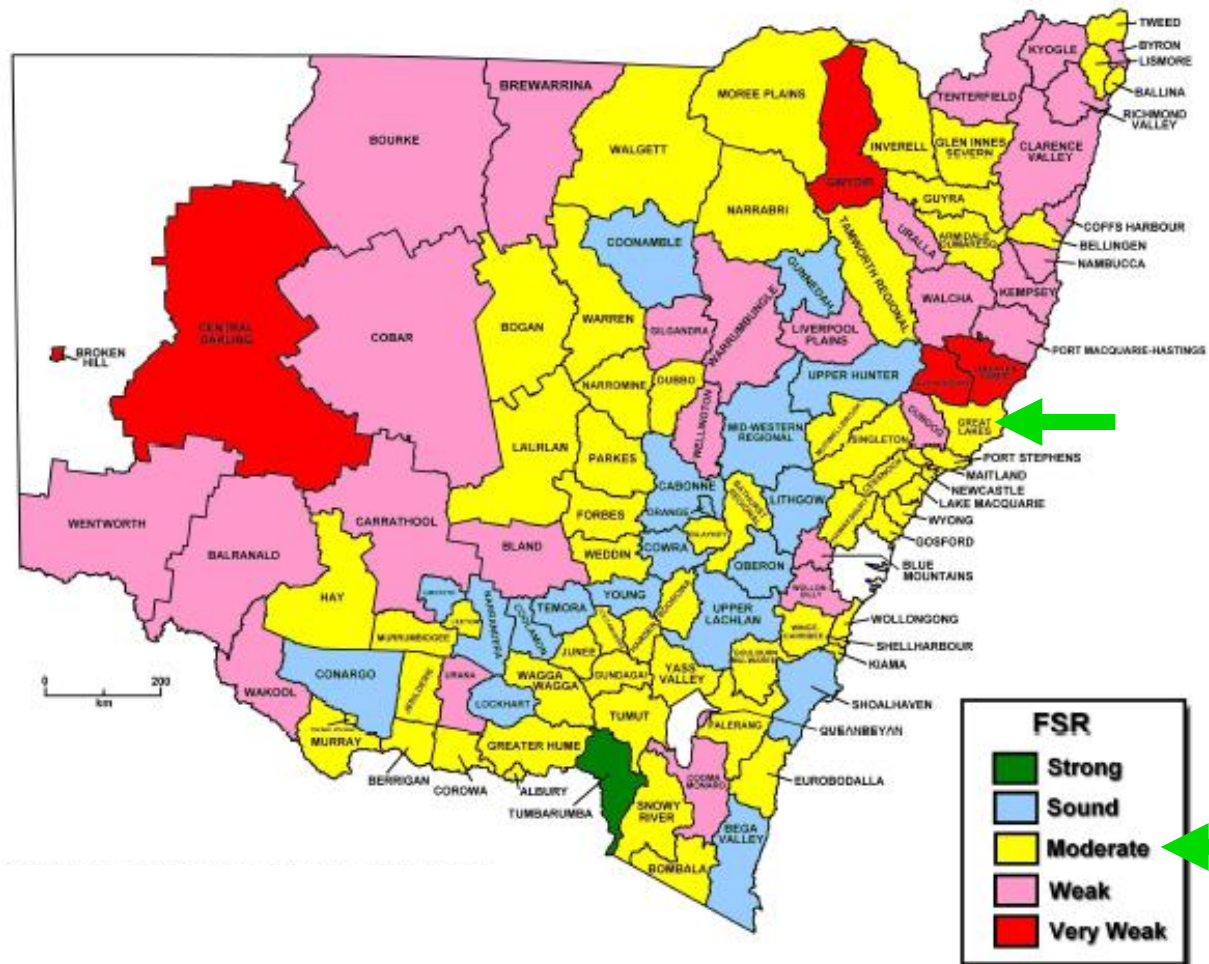
IRP county council proposals

Map 2: Proposed County Councils and Regional Centres



IRP Mid Coast proposal

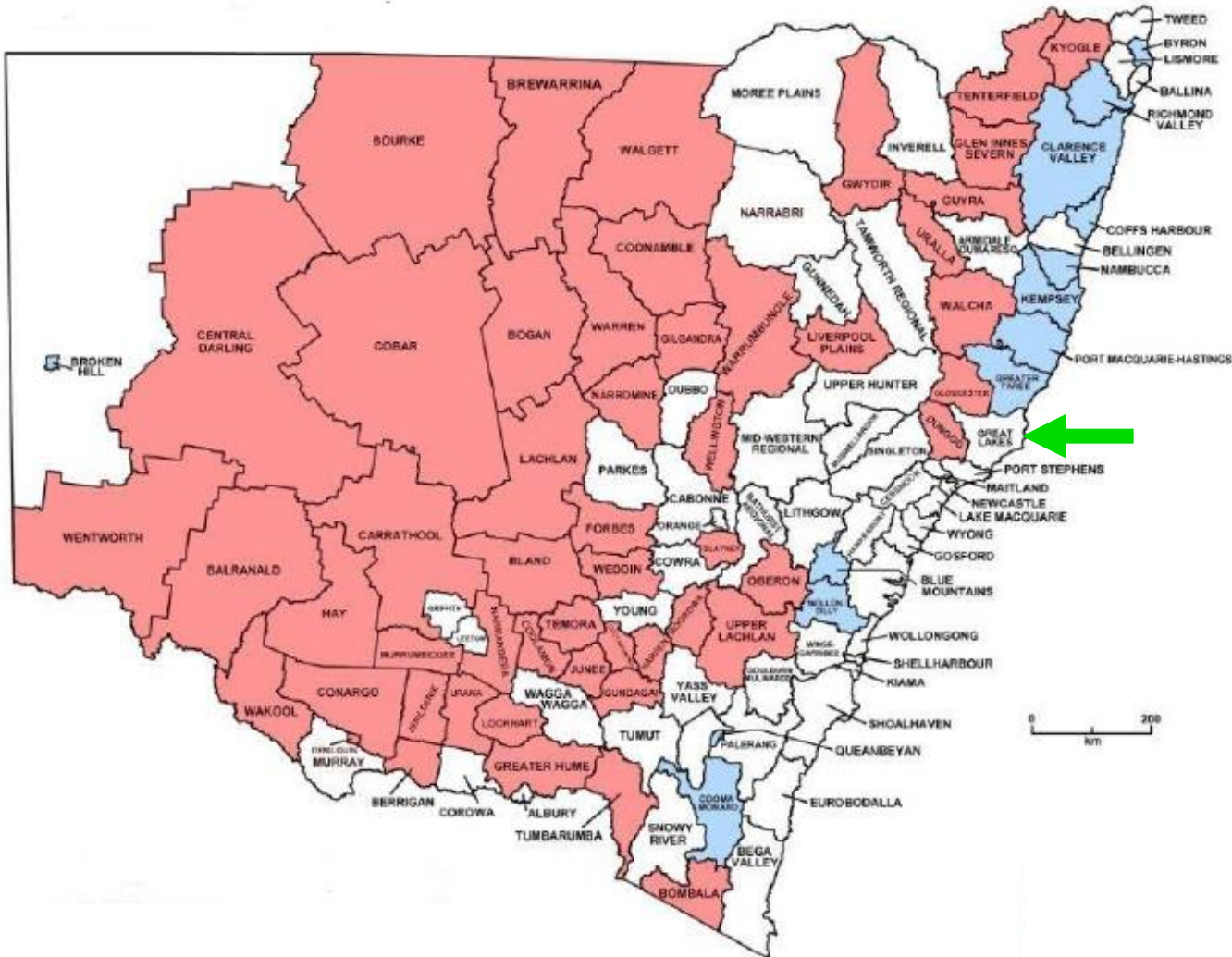




NSW Local Government Areas



Councils at risk

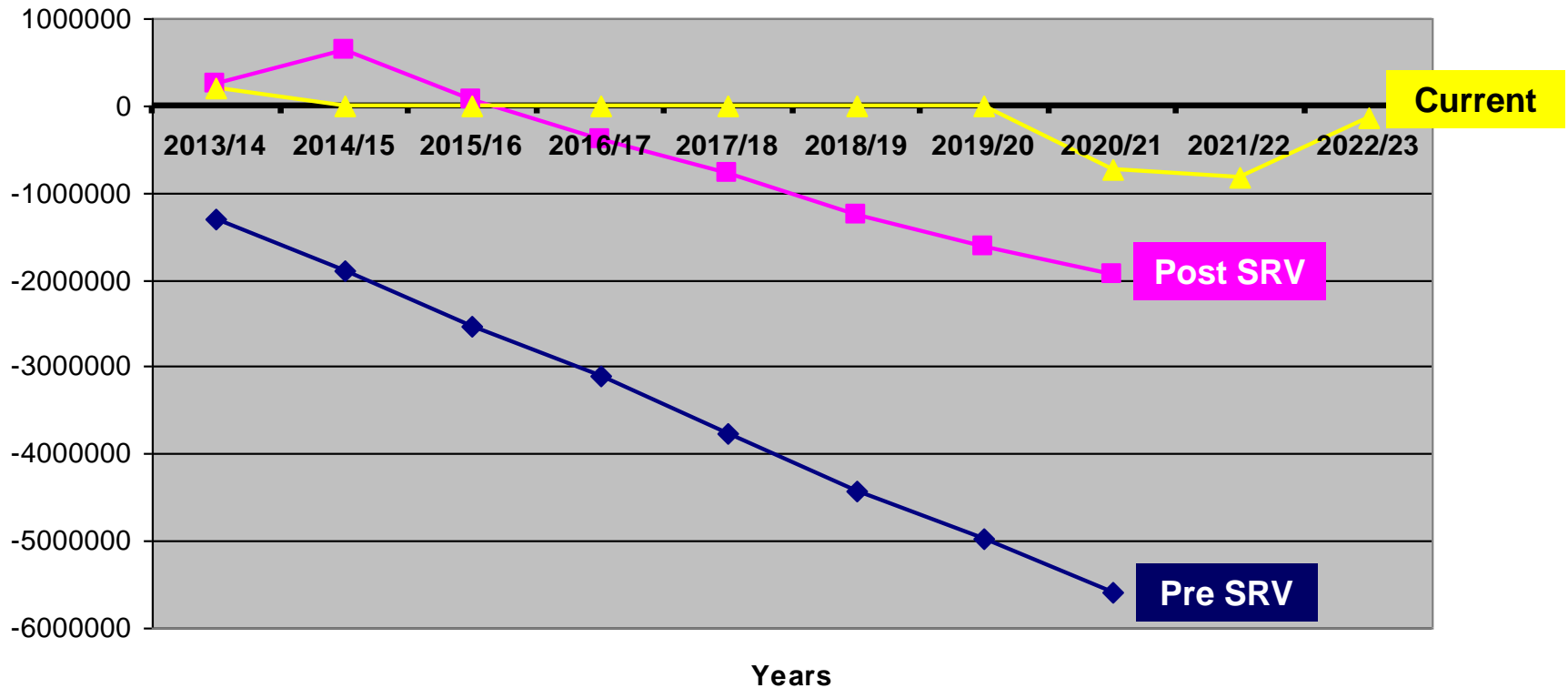


GLC Rating

**FSR -
Moderate**

**Outlook -
Neutral**

GLC Long Term Financial Position



DLG LG Infrastructure Audit

- Reviewed the infrastructure management practices & processes of all councils
- Results indicate that better data, practices & processes are in place for roads & related assets
- Defined 'backlog'
 - *the work required to ensure an asset is able to continue to provide the same level of service, has not been carried out at a particular reporting date (usually the end of the financial year)*
- GLC 1 of 35 councils selected for onsite audit

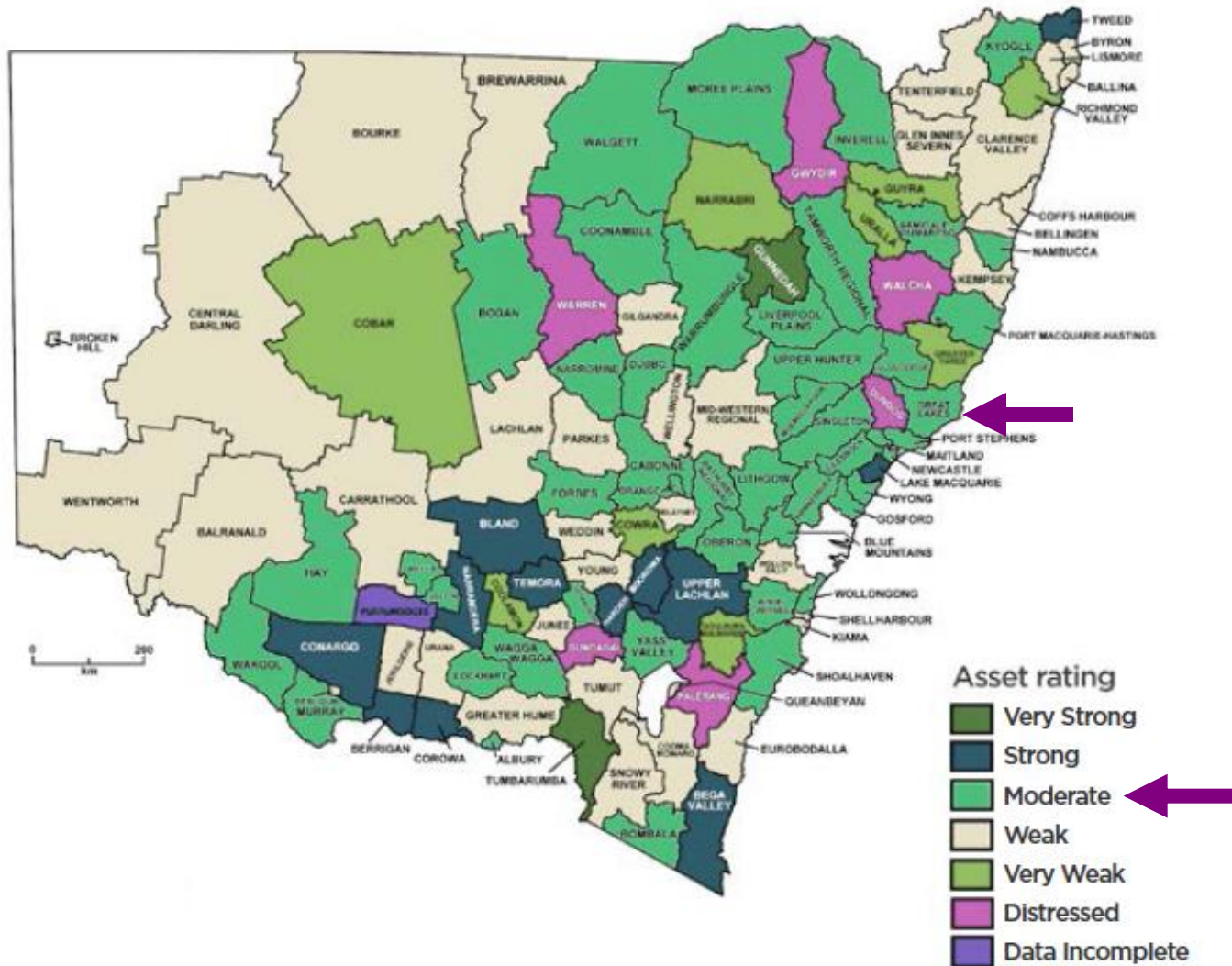
DLG LG Infrastructure Audit

“Strong and sustainable communities that optimise the use of public resources is what residents and ratepayers of NSW are looking for.

As a result, the management of assets and in particular infrastructure assets, is an extremely important component of a council's function.”

Audit results by LGA

NSW Local Government Areas Infrastructure Management Assessment



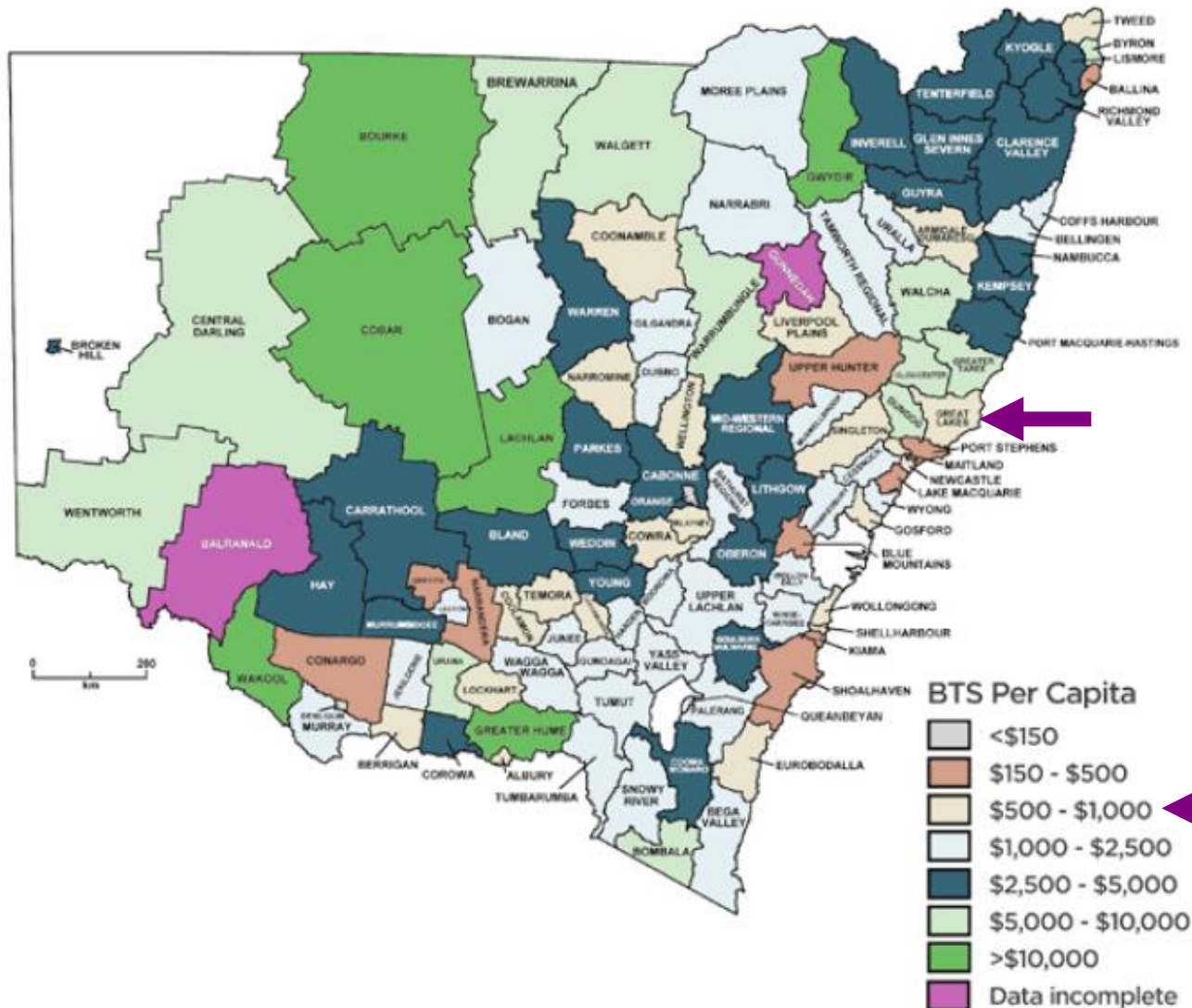
Audit results Mid North coast



Great Lakes

BTS per capita by LGA

NSW Local Government Areas Infrastructure - BTS Per Capita



GLC & asset management

- All councils must have AM planning that is integrated with LTFP & the strategic direction of Council (GLC Asset Management Strategy)
- *Asset Management Improvement Plan* underway to:
 - further develop AM systems, information & integration with LTFP
- Defining our approach to depreciation & backlog
- Considering future funding options

Improving our assets

Additional funds from 8% SRV

2011/12 \$344,000 - roads & bridges

2012/13 300,000 - roads
 200,000 - bridges
 125,000 - community buildings

2013/14 650,000 - roads
200,000 - bridges
100,000 - community buildings

Plus...retain existing service levels, reinstate
community grants, contributions to surf clubs &
build up working funds

LIRS funding



LIRS funded projects

Urban renewal

Stroud St Bulahdelah
Breese Pde Forster
Kularoo Dr Forster
Tuloa Ave Hawks Nest

Charlotte Bay St Pacific Palms
Rockpool carpark Tuncurry
Myall St Tea Gardens

Rural renewal

Booral Rd
Willina Rd

Markwell Rd
Mill Creek Rd

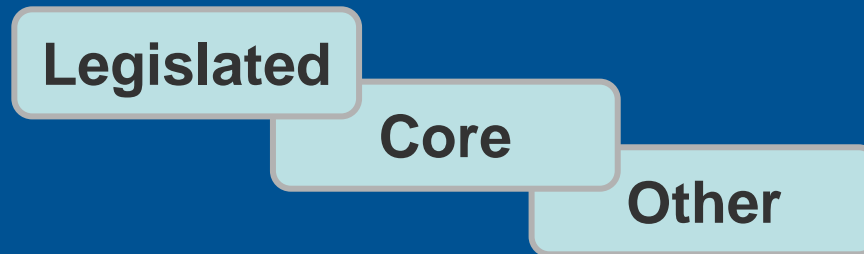
Bridge renewal

Reidsdale Bridge over Karuah River
Pongs Bridge on Booral Rd
Booral Creek

Service Level Review

Objectives:

- improve delivery of services
 - improve financial sustainability
 - ensure appropriate structure exists to support delivery of Delivery Program
- Review & categorisation by Council of all services as:



- *How we deliver services, what improvements can be made?*
- 1000 suggestions received from staff

RDA funding

Location	Description	Cost	In AMP
Nabiac	Play Equipment	40,000	Yes
Winda Woppa	Play Equipment	50,000	Yes
Coolongolook	Play Equipment	40,000	Yes
The Tanks - Forster	Outdoor fitness	60,000	No
North Tuncurry No2	Floodlighting	160,000	No
Stroud	Skate Park	100,000	Yes
Myall Park HN	Irrigation	60,000	Yes
Lake Street Forster	Irrigation	80,000	No
Boronia Park Forster	Irrigation	80,000	No
Boronia Park Forster	Drainage	20,000	No

Local update

Forster/Tuncurry & surrounds

- Renewal of Enviro & Dredging Levy – very strong support from community
- Boomerang Dr - cycleway 'missing link' south of school
- Seal Rocks Rd – sealing 1.3km leaving 1.3km unsealed
- The Lakes Way reconstruction –
 - ✓ between 7 Mile & Green Point bend
 - ✓ north of Tiona stage 2
 - ✓ Smiths Lake to Tarbuck Bay
- Boat ramp upgrades – Forster, Palms Rec Club
- War memorial upgrade – Tuncurry
- Tuncurry sea wall repairs
- Tuncurry CBD landscaping
- Little St footpath stage 2
- Nabiac pool construction

Constitutional recognition

The facts say yes

- A YES vote in the upcoming referendum is a vote for our community

The status quo

If you want to make sure our council keeps getting the funding we already get, vote YES

Bi-partisan support

95% of Federal MPs and Senators voted in favour of this referendum, because it makes a necessary change to our Constitution

The only way forward

Important local projects need Federal funding and voting YES is the only way to secure this. There is no other source to replace this funding

Keep it local

Direct Federal funding has already delivered safer roads and improved local libraries, parks, community halls and more

References

Independent Local Government Review Panel

<http://www.localgovernmentreview.nsw.gov.au/home.asp>

TCorp (NSW Treasury) report

http://www.dlg.nsw.gov.au/dlg/dlghome/dlg_GenerallIndex.asp?areaindex=TCORP&mi=46&ml=1

Dept Local Government Infrastructure Audit

http://www.dlg.nsw.gov.au/dlg/dlghome/dlg_GenerallIndex.asp?areaindex=TCORP&mi=46&ml=1

Great Lakes 2030, Delivery Program, Operational Plan & IP&R documents

<http://www.greatlakes.nsw.gov.au/Home>

Constitutional recognition

http://www.greatlakes.nsw.gov.au/Hot_Topics_Directory/Vote_YES_-_Federal_Referendum

23 October 2015

Council holds community update meetings

Great Lakes Council will hold community update meetings across the Great Lakes from Monday 2 - Monday 9 November to keep ratepayers informed about how it is meeting community priorities for the region.

"We invite anyone who is interested in hearing about our progress in addressing the concerns raised by the community in the 2014 community survey and also how we can ensure we meet the priorities that our ratepayers have asked us to achieve" said Council's General Manager, Mr Glenn Handford.

"We will be talking about the options to ensure we can continue to provide adequate maintenance on our existing assets - including roads, parks, playgrounds, footpaths, buildings and public swimming pools."

"We will also discuss the implications of the NSW Government's recent assessment of Great Lakes as a 'fit for the future' Council" said Mr Handford.

The meetings will take place as follows:

Stroud School of Arts Hall, Monday 2 November at 6pm

Forster Council Chambers Friday 6 November at 10am

Tea Gardens Baptist Church, Thursday 5 November at 6pm

Bulahdelah School of Arts Hall Monday 9 November 6pm.

We look forward to your participation in these important meetings.

END

Photos: The maintenance of existing assets such as roads, playgrounds and parks were identified by the community as priorities.





FOR THE INFORMATION OF MEDIA
(not for publication)

For further information in relation to the above item
please contact Glenn Handford on [REDACTED]
[REDACTED]