

Template 2

Fit for the Future

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 name:

MARRICKVILLE COUNCIL

Date of Council resolution endorsing
this submission:

9 JUNE 2015

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.

PLEASE REFER TO COUNCIL'S IMPROVEMENT PROPOSAL.

Council's Improvement Proposal addresses all elements of Template 2.

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).

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).

PLEASE REFER TO COUNCIL'S IMPROVEMENT PROPOSAL.

Council's Improvement Proposal addresses all elements of Template 2.

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.

2.2 Key challenges and opportunities

| | |
|----------------------|-------------------|
| Strengths | Weaknesses |
| Opportunities | Threats |

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? |
|--|----------------------------|-----------------------------|--|-----------------------------|
| Operating Performance Ratio (Greater than or equal to break-even average over 3 years) | | | | |
| Own Source Revenue Ratio Ratio (Greater than 60% average over 3 years) | | | | |
| Building and Infrastructure Asset Renewal Ratio (Greater than 100% average over 3 years) | | | | |

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

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Council's Improvement Proposal addresses all elements of Template 2.

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? |
|---|---------------------------|-----------------------------|--|-----------------------------|
| Infrastructure Backlog Ratio (Less than 2%) | | | | |
| Asset Maintenance Ratio (Greater than 100% average over 3 years) | | | | |
| Debt Service Ratio (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.

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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? |
| Real Operating Expenditure per capita A decrease in Real Operating Expenditure per capita over time | | | | |

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

| | |
|--|--|
| <p>PLEASE REFER TO COUNCIL'S IMPROVEMENT PROPOSAL.</p> <p>Council's Improvement Proposal addresses all elements of Template 2.</p> | |
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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.

Not Applicable

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

Not Applicable

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 |
|----------------|-----------|------|----------------------------|
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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.

Not Applicable

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.

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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.

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3.1 Sustainability

Outline your strategies and outcomes in the table below.

3.1 Sustainability

| Objective | Strategies | Key milestones | Outcome | Impact on other measures |
|-----------|------------|----------------|---------|--------------------------|
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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.

PLEASE REFER TO COUNCIL'S IMPROVEMENT PROPOSAL.

Council's Improvement Proposal addresses all elements of Template 2.

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

PLEASE REFER TO COUNCIL'S IMPROVEMENT PROPOSAL.

Council's Improvement Proposal addresses all elements of Template 2.

3.2 Infrastructure and Service Management

Outline your strategies and outcomes in the table below.

3.2 Infrastructure and service management

| Objective | Strategies | Key milestones | Outcome | Impact on other measures |
|-----------|------------|----------------|---------|--------------------------|
| | | | | |
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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.

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Council's Improvement Proposal addresses all elements of Template 2.

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

PLEASE REFER TO COUNCIL'S IMPROVEMENT PROPOSAL.

Council's Improvement Proposal addresses all elements of Template 2.

3.3 Efficiency

Outline your strategies and outcomes in the table below.

3.3 Efficiency

| Objective | Strategies | Key milestones | Outcome | Impact on other measures |
|-----------|------------|----------------|---------|--------------------------|
| | | | | |
| | | | | |

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 |
|---|------------|
| PLEASE REFER TO COUNCIL'S IMPROVEMENT PROPOSAL. | |
| Council's Improvement Proposal addresses all elements of Template 2. | |
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Outline the process that underpinned the development of your Action Plan.

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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.

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4. How will your plan improve performance?

4.1 Expected improvement in performance

| Measure/ benchmark | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | Achieves FFTF benchmark? |
|---|---------|---------|---------|---------|---------|---------|-----------------------------|
| Operating Performance Ratio (Greater than or equal to break-even average over 3 years) | | | | | | | |
| Own Source Revenue Ratio (Greater than 60% average over 3 years) | | | | | | | |
| Building and Infrastructure Asset Renewal Ratio (Greater than 100% average over 3 years) | | | | | | | |
| Infrastructure Backlog Ratio (Greater than 2%) | | | | | | | |
| Asset Maintenance Ratio (Greater than 100% average over 3 years) | | | | | | | |
| Debt Service Ratio (Greater than 0% and less than or equal to 20% average over 3 years) | | | | | | | |
| Real Operating Expenditure per capita 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.

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5. Putting your plan into action

How will your council implement your Improvement Action Plan?

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