

MidCoast Council

Great Lakes

delivery program 2013-2017
operational plan 2016-2017

How to find out what's going on at Council

The best way to find out information about Council is to read the meeting agenda papers, read the *Communicator* quarterly newsletter and read Council's weekly ad in local newspapers (the *Advocate* and *Chronicle*), visit the website, or drop into a Council office in Forster, Tea Gardens or Stroud.

How to contact us

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section one
introduction

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How Council works

Council's main sources of revenue are rates, government grants, investments, fees and other charges. This income is used to provide the community with a range of services.

The responsibilities of Council are derived from the Local Government Act 1993 and other Acts enacted by the Parliament of NSW. The Local Government Act and its Regulations serve as an administrative and structural blueprint for all councils in NSW.

Meetings

Ordinary Council meetings are open to the public and are generally held on the second and fourth Wednesday of the month. Council also holds other meetings including Traffic Committee.

Each Ordinary Council meeting agenda includes a 'Meet the Public' session where community members can address Council on matters of interest to them.

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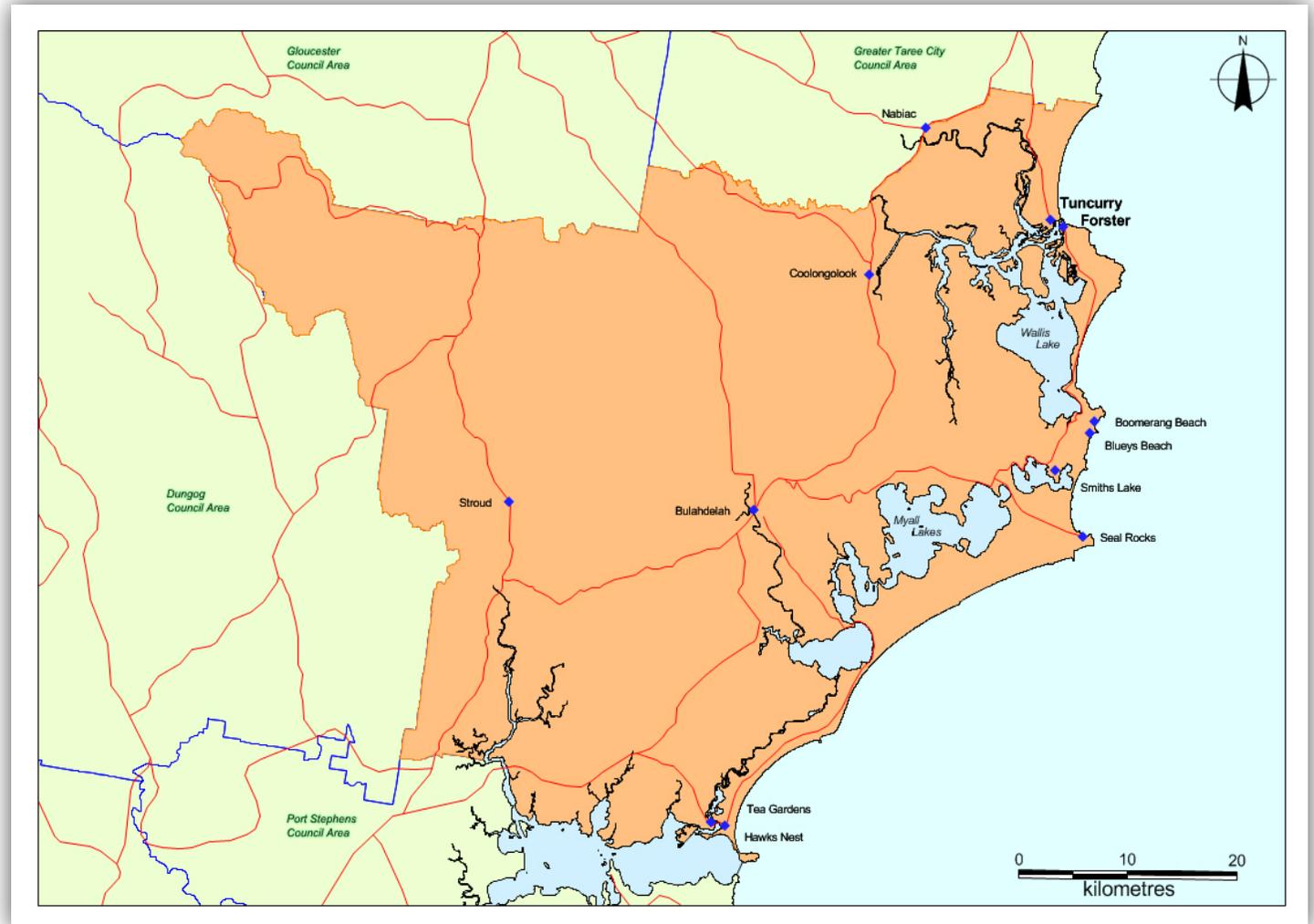
Our region

The Great Lakes region, covering an area of 3,373 km² houses an estimated resident population at 2014 of approximately 36,171* and is located about three hours drive north of Sydney on the Mid-North Coast between Port Stephens in the south, Taree in the north. It has a total coastline of 145 kilometres which represents close to one-third of the total open coastline of the Hunter, Central and Lower North Coast Region.

A spectacular environment characterised by unspoilt lakes, rivers, beaches, national parks, mountain ranges, hinterland, flora and fauna provide for a lifestyle that many residents and tourists have come to enjoy. Our natural environment is our greatest asset and requires ongoing protection and management to ensure its preservation for the present and future generations.

The Great Lakes district was originally home to the Biripi, who inhabited the area between Tuncurry, Taree and Gloucester, and the Worimi, who occupied the land between Barrington Tops and Forster in the north and Maitland and the Hunter River in the south.

The Great Lakes is comprised of two main population centres - Forster/Tuncurry in the north and Tea Gardens/Hawks Nest to the south. In addition there are a number of towns and villages within the region, each with their own unique character, including Stroud, Bulahdelah, Coolongolook, Nahiab, Boomerang Beach, Pacific Palms and Blueys Beach.



*(source: Australian Bureau of Statistics)

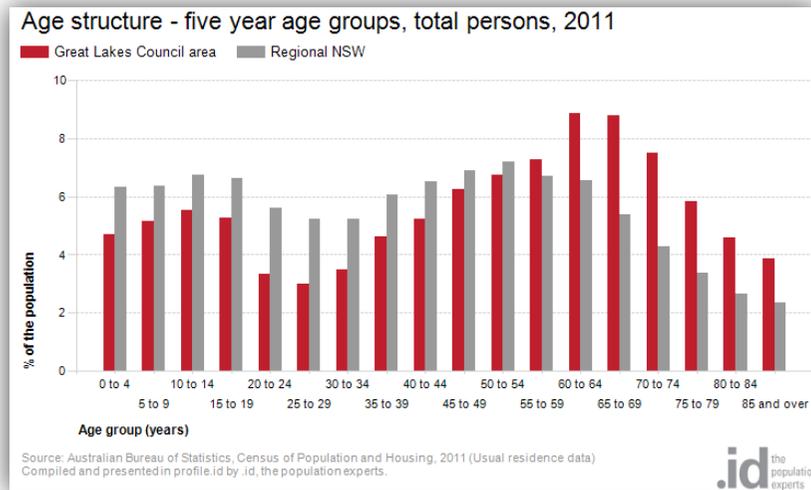
Population

The Great Lakes region has a population of approximately 36,171 and has experienced significant population growth over the last 10 years, with retirees strongly represented in this growth. Recent population projections suggest that this trend will continue into the foreseeable future.

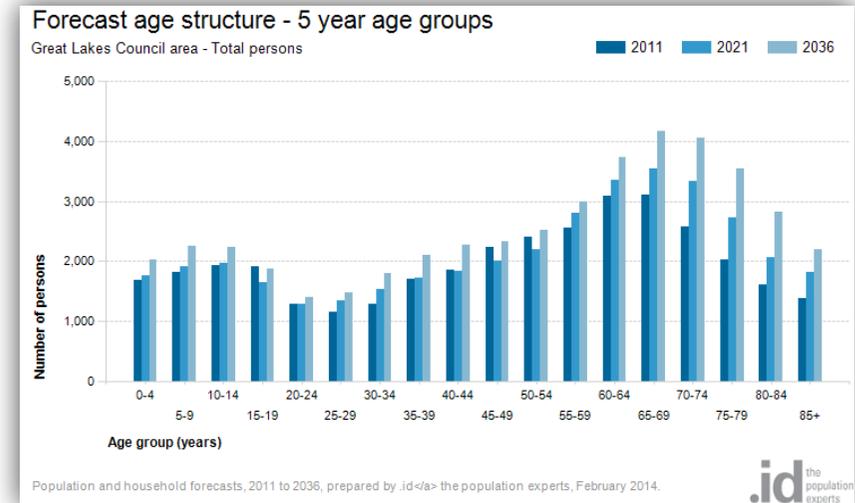
The population characteristics of the Great Lakes local government area are characterised by a significantly higher proportion of people in the older age groups (60+) and a lower proportion of people in the younger age groups (under 15), compared to regional NSW. People aged 60+ years currently represent more than one-third of the Great Lakes total population at 39.5%, making it one of the oldest communities in NSW, double the state average and well above the regional average of 24.5%.

From 2006 to 2011, Great Lakes Council area's population increased by 1,667 people (5.1%). This represents an average annual population change of 1.0% per year over the period with the largest changes in age structure in the following age groups:

- 65 to 69 (+411 persons)
- 60 to 64 (+396 persons)
- 70 to 74 (+383 persons)
- 85 and over (+376 persons)



The population forecast for 2036 is 45,850, with a significant 44.7% forecast in the older age groups of 60+. Knowledge of how the age structure of the population is changing is essential for planning age-based facilities and services, such as child care, recreation and aged care.



(source: Australian Bureau of Statistic & population.id & forecast.id)

At present 83.3% of our population are Australian born, with 3.8% identifying as being Aboriginal or Torres Strait Islander. English is the main language spoken by 97.8% of our population, and 3.38% of our population are from a non- English speaking background.

Economy

Although agriculture remains an important contributor to local economic activity, in more recent years the area has emerged as a popular 'lifestyle region' with increasing numbers of retirees, people seeking an alternative or coastal lifestyle, and holiday makers. The main industries are tourism, timber production, oyster farming, fishing and grazing.

According to the 2011 ABS Census, the majority of jobs in the Great Lakes (around 46%) were generated from 'In-person Services' - including retail, accommodation and food services, health care and social assistance, education and training. A further 20% of jobs came from 'Goods Producing Industries' including agriculture, forestry and fishing, manufacturing and

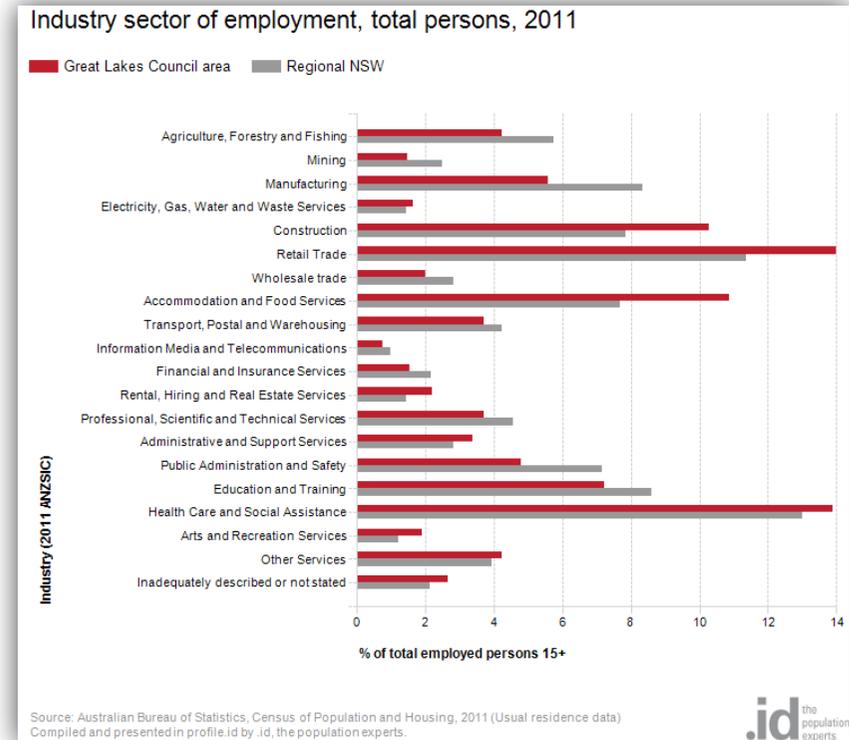
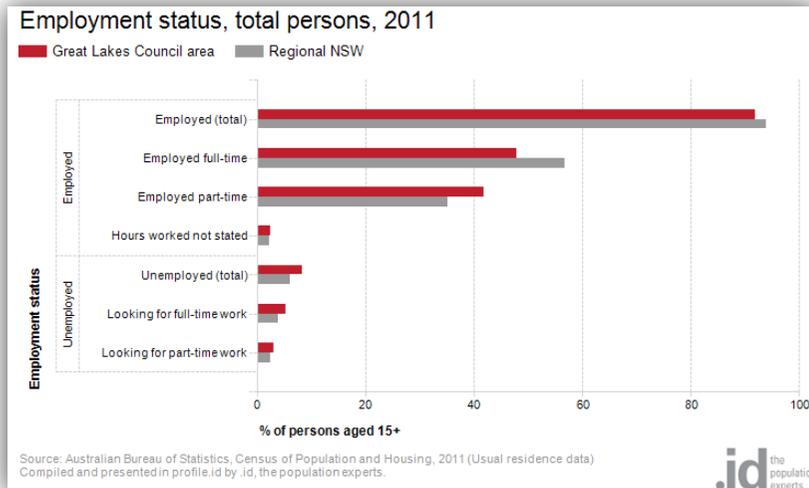
construction, and a further 16% came from 'Knowledge and Business Services'. A much smaller proportion of employment was generated from 'Goods Related Industries' including wholesale trade, transport, postal and warehousing.

The majority of the recent growth in jobs has been in the population-driven services of health care and social assistance; with mining, retail and education and training also seeing increases.

Employment

The Great Lakes has a higher incidence of part-time employment (especially in tourism and service related industries) and much lower workforce participation rates (explained in part by the significant proportion of the population who are retired, in addition to the attraction of residents seeking a 'sea' or 'tree' change and to move out of the workforce), relative to regional NSW.

Of the total labour force of 12,071 at the 2011 ABS Census, the local unemployment rate was 8.3% compared with 6.1% for regional NSW. Unemployment, especially amongst young people, remains an important concern for the community. The Great Lakes continues to have one of the highest unemployment rates amongst local government areas within the Hunter Region. Our most recent unemployment figures however are comparable to other coastal local government areas.



The 2011 ABS Census also revealed 80.5% of our employed residents work within the Great Lakes area, with an additional 12.4% travelling from Greater Taree to work in the Great Lakes. The majority of the 19.5% residents who work outside the Great Lakes area travel to Greater Taree (7.2%), followed by Port Stephens and Newcastle to the south. The figures show approximately 793 people travel from the Great Lakes to Taree to work and approximately 1,156 travel from Taree to the Great Lakes.

About the plan

AThis plan combines Council's Delivery Program 2013-2017, and the Operational Plan and Budget for 2016-2017. It is designed as the single point of reference to outline the Objectives and Strategies from the Community's Strategic Plan - Great Lakes 2030 - that Council will focus on during its 4 year term in office.

The Delivery Program covers a four year period from 1 July 2013 - 30 June 2017 while the Operational Plan applies to 1 July 2016 - 30 June 2017. The Operational Plan outlines in more detail the individual activities, services, key projects and capital works that Council will deliver in the year.

The plan sets out a program of activities across the full range of Council's services, focussing directly on the Key Directions, Objectives and Strategies outlined in Great Lakes 2030 which are within Council's realm of responsibility and that are supported through the Resourcing Strategy. It includes measures to track our progress in achieving the activities.

The Budget for 2016-2017 shows income, expenditure and capital programs. The document also includes information on rates for 2016-2017. Council's fees and charges for 2016-2017 are contained in a separate document available on Council's website.

Two budgets have been prepared for 2016-2017 to reflect Council's application to the Independent Pricing and Regulatory Tribunal (IPART) for a special variation to its general income.

One budget reflects the application which seeks a 6.5% increase in 2016-2017 followed by 3 annual increases of 4.25% (rate peg inclusive).

The second budget is based on the announced rate peg of 1.8% with 2.5% annual increases thereafter.

NSW Government Merger Proposal

NIn early March 2016, the Minister for Local Government referred a merger proposal to the Chief Executive Officer of the Office of Local Government for examination by an appointed Delegate. The proposal recommends the merging of Great Lakes Council with Greater Taree City Council and Gloucester Shire Council.

The 2016-2017 Operational Plan has been prepared on the basis of Great Lakes Council continuing to function as a separate entity in 2016-2017 pursuing the objectives and strategies previously endorsed and adopted in the Community Strategic Plan - Great Lakes 2030 and the Delivery Program 2013-2017.

Announcements concerning the future of Great Lakes Council are expected during June 2016.

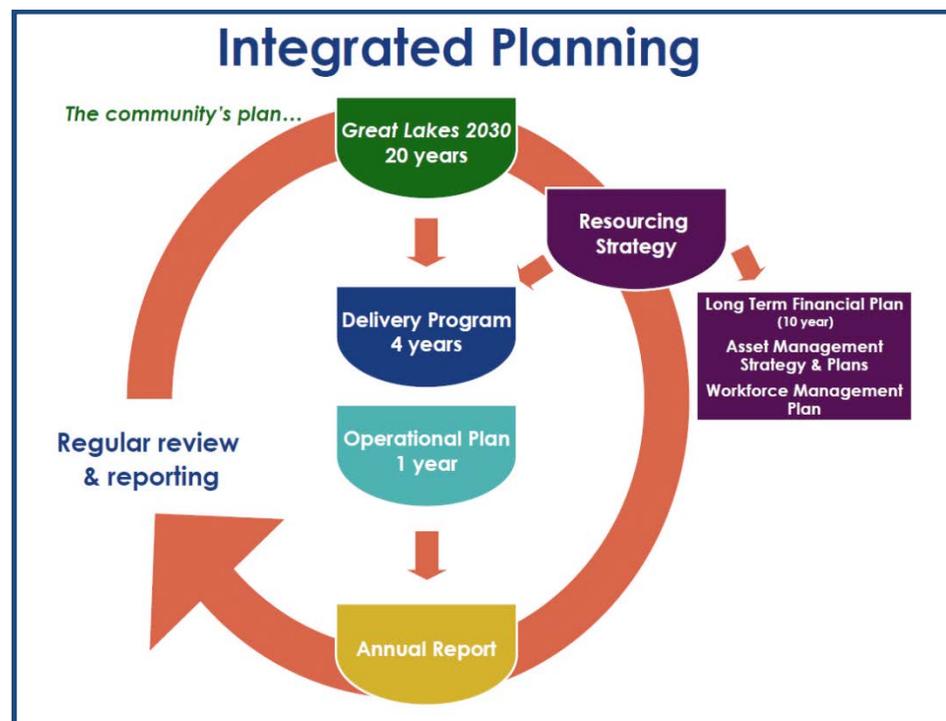
Integrated Planning and Reporting Framework

All NSW Councils are required by legislation to develop short-term, medium-term and long-term plans under the NSW Integrated Planning and Reporting Framework (IPR). IPR allows Council to draw their various plans together, to understand how they interact and to get the maximum leverage from their efforts by planning holistically for the future of the Great Lakes local government area.

Council's integrated planning documents include the following:

- ▶ Community Strategic Plan (Great Lakes 2030)
- ▶ Delivery Program
- ▶ Operational Plan
- ▶ Resourcing Strategy (including a Long Term Financial Plan, Asset Management Strategy & Plans and a Workforce Management Plan)

This integrated framework is represented below.



How do the documents fit together?

Community Strategic Plan - Great Lakes 2030

The community's plan for the future, representing the long term aspirations for the area. Council has a role in preparing and monitoring the plan on behalf of the community. Many agencies, groups, partners and the community play a role in delivering the plan. Key elements of the plan:

- 20 year plan
- Overarching vision developed by the community
- Defines Objectives and Strategies to achieve community goals
- Reviewed each four years following the election of Councillors

Delivery Program

The Councillor's commitment to delivering on the goals and objectives the community outlined in Great Lakes 2030. Key elements of the program:

- Four year timeframe
- Aligned with Council term of office
- Sets out principal activities to be undertaken to deliver on Great Lakes 2030
- All plans, projects, activities and funding allocation must be linked to this Program

Operational Plan

Council's annual plan including the individual projects and activities to be undertaken in that year to achieve the Delivery Program. Key elements of the plan:

- One year timeframe
- Provides information on Council's activities, services and projects
- Includes Council's Statement of Revenue Policy and estimated income and expenditure
- Sets performance measures

Resourcing Strategy

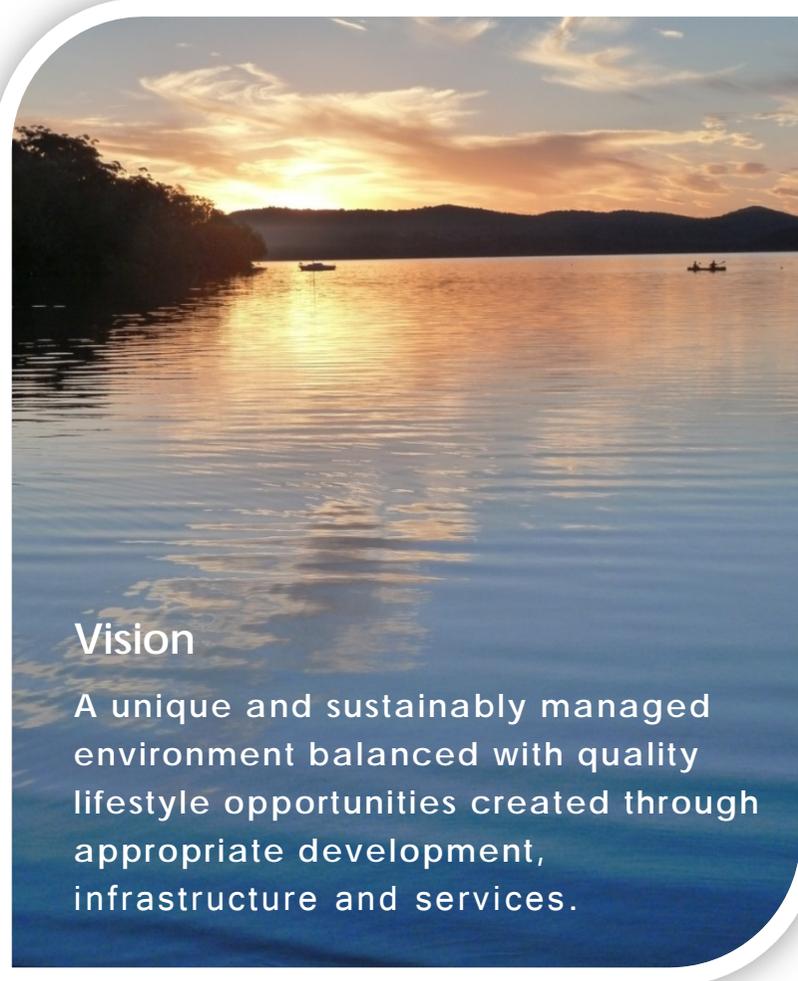
Suite of three documents that set out Council's ability to provide the resources - time, money, assets and people - to carry out the Delivery Program and Operational Plan, and to achieve the community's long-term aspirations. The Strategy focuses in detail on matters that are the responsibility of Council. Key elements of the strategy:

- Long Term Financial Plan - 10 years
- Asset Management Strategy & Plans - 10 years
- Workforce Management Plan - 4 years

Community Strategic Plan - Great Lakes 2030

Great Lakes 2030 is about planning a sustainable future for the Great Lakes area and was developed as a collaborative effort between the community and Council. It describes the community's vision for the future of the area and includes four focus areas (expressed as key directions) addressing environmental, economic, social and civic leadership issues in an integrated manner. These key directions have strategies designed to achieve the objectives of each key direction.

The Plan is Council's guide for informing the Resourcing Strategy, Delivery Program and Operational Plan to deliver the needs of our community over the 20 year period. The key directions, objectives and strategies contained in Great Lakes 2030 are outlined below.



Vision

A unique and sustainably managed environment balanced with quality lifestyle opportunities created through appropriate development, infrastructure and services.

Key Directions - Objectives - Strategies - Performance Outcome Indicators

Key Direction 1 Our environment

Objective 1: Protect and maintain the natural environment so it is healthy and diverse

- 1.1 Undertake an active management program to support a healthy environment that also provides for economic, recreational and cultural opportunities
- 1.2 Encourage and support the community to embrace environmentally friendly behaviours and sustainable business practices
- 1.3 Manage the balance between natural siltation in our lakes and the provision of access for recreation and economic purposes
- 1.4 Reduce the impact of noxious weeds and invasive species in our environment through strategic management and education
- 1.5 Monitor and report on the health, productivity and diversity of the Great Lakes environment

Objective 2: Ensure that development is sensitive to our natural environment

- 2.1 Base strategic land use planning on ecologically sustainable principles

Objective 3: Prepare for the impact of sea level rise and climate change

- 3.1 Establish a risk based adaptation response to sea level rise and climate change

Objective 4: Sustainably manage our waste

- 4.1 Seek to reduce, reuse or recycle all waste
- 4.2 Manage residual waste to minimise impact on the environment
- 4.3 Implement waste minimisation programs throughout the community

Performance outcome indicators

- Improved standards of water quality in our lakes and catchments
- A reduction per capita of tonnes of waste to landfill
- Areas of environmental value are protected by appropriate Local Environmental Plan provisions while at the same time land is rezoned to provide for population growth
- Environmental management system developed, adopted and implemented; number of actions achieved

Key Direction 2 Strong local economies

Objective 5: Promote the Great Lakes as an area that is attractive for residents and visitors

- 5.1 Market the Great Lakes as an area that offers a range of opportunities for all
- 5.2 Explore new and emerging opportunities to promote the Great Lakes

Objective 6: Establish and maintain a supportive business environment that encourages job opportunities

- 6.1 Support our existing business community and encourage the development of new business
- 6.2 Pursue improved and equitable access to telecommunication services
- 6.3 Encourage skill development that reflects local business needs

Objective 7: Provide transport infrastructure that meets current and future needs

- 7.1 Identify transport network needs based on recognised asset management processes
- 7.2 Maintain transport network infrastructure to current service standard
- 7.3 Develop facilities that provide for safe pedestrian and cycle traffic

Performance outcome indicators

- Upgraded and improved transport asset infrastructure reflecting the community's priorities
- Community satisfaction level with the quality of Council's transport asset infrastructure
- Community satisfaction level with support provided to local businesses

Key Direction 3 Vibrant & connected communities

Objective 8: Provide the right places and spaces

- 8.1 Ensure community, sporting, recreational and cultural facilities and services reflect current and future needs
- 8.2 Maintain community infrastructure to current service standards

Objective 9: Plan for sustainable growth and development

- 9.1 Manage growth to reflect current and future needs
- 9.2 Manage urban development and ensure it respects the character of the area in which it is located

Objective 10: Increase and improve access to education for all ages

- 10.1 Enable opportunities to experience lifelong learning through improved access to educational facilities

Objective 11: Encourage a positive and supportive place for young people to thrive

- 11.1 Provide activities and opportunities for young people

Objective 12: Develop and support healthy and safe communities

- 12.1 Improve access to health services that meet local needs
- 12.2 Encourage and promote healthy lifestyles
- 12.3 Promote community safety as a shared responsibility

Objective 13: Build on the character of our local communities and promote the connection between them

- 13.1 Increase community inclusion, cohesion and social interaction
- 13.2 Attract new events, activities and exhibitions that are respectful of local community character

Performance outcome indicators

- Improved Council facilities reflecting the community's priorities
- Community satisfaction level with Council's facilities and services
- Community satisfaction level with town planning
- Number of events supported and levels of participation

Key Direction 4 Local leadership

Objective 14: Deliver Council services which are effective and efficient

- 14.1 Set a strategic direction for Council that focuses on current and future customer needs and deploy plans to achieve those strategies
- 14.2 Develop an organisational culture that applies resources effectively to deliver quality outcomes
- 14.3 Provide good governance
- 14.4 Apply structured continuous improvement methods to achieve effectiveness and efficiencies
- 14.5 Assess organisational performance against strategic objectives and use information to ensure sustainability

Objective 15: Strengthen community participation

- 15.1 Encourage an informed community to enable meaningful participation

Objective 16: Represent the community's interests through regional partnerships

- 16.1 Advocate local interest with State and Federal government
- 16.2 Actively contribute to regional initiatives that benefit the local area

Performance outcome indicators

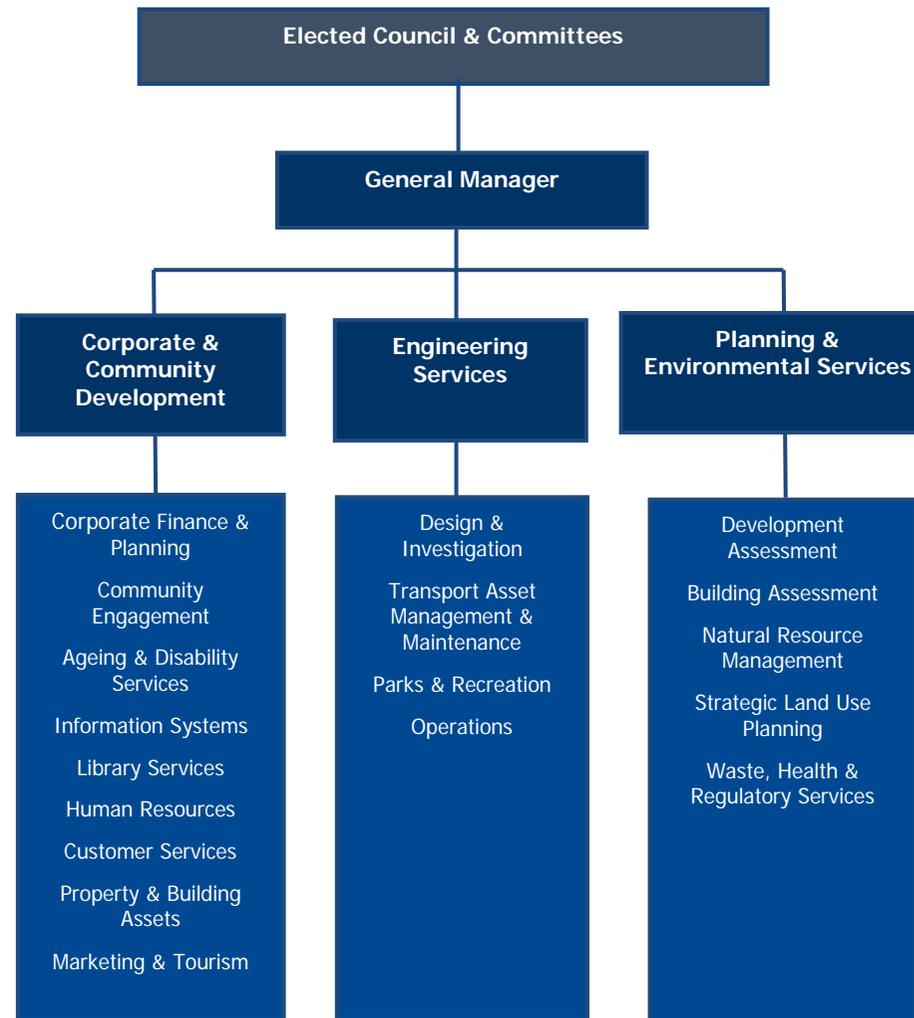
- Community satisfaction level with the overall performance of Council
- Community satisfaction level with the overall communication and information from Council
- Organisational performance is reviewed in accordance with a recognised improvement framework
- Advocacy undertaken on behalf of the community on identified community priorities in the long term Community Strategic Plan

How we will implement the plan

The Delivery Program outlines the priorities to be pursued by Council during its term of office, and the Operational Plan provides details of the projects, works and services being undertaken in the year ahead. Council as an organisation is responsible for delivering the Operational Plan.

The General Manager, Director Corporate & Community Development, Director Engineering Services and Director Planning & Environmental Services form the Management Executive Team and are supported by the following structure.

Organisational structure



How we will report on progress

It is important to both the community and Council that Council as an organisation reports regularly on its progress toward delivering the activities, services and projects in the integrated set of plans, and ultimately in delivering Great Lakes 2030.

Budget review

- Quarterly
- Reports on performance against the adopted budget

Performance report

- Six monthly
- Reports on performance in implementing the activities in the Delivery Program and Operational Plan

Annual report

- Annually
- Focuses on Council's implementation of the Delivery Program and Operational Plan
- Includes information required by legislation such as audited financial reports

End of term report

- Four yearly
- The outgoing Council's report to the community on Council's progress in implementing Great Lakes 2030 during its term
- Focuses on actions and initiatives over which Council has direct influence

State of Environment report

- Four yearly
- Produced as part of the Annual Report in the year of the ordinary election
- Reports on environmental objectives in Great Lakes 2030

section two
delivery program 2013-2017
operational plan 2016-2017

How to read this document

This document is structured around the four Key Directions and associated Objectives and Strategies that form the foundation of the Community Strategic Plan.

The Key Directions define the community's priorities while the Objectives identify what we are trying to achieve. Supporting these are the Strategies that tell us how we are going to get there and what we will focus on, and the Measures help us know if we're making progress.

The Activities for both the four and one year period included in the Delivery Program and Operational Plan indicate Council's commitment to achieving the outcomes that the community desires, for those strategies that fall within Council's realm of responsibility.

Those items that are the responsibility of others either solely or in association with Council are identified in Great Lakes 2030, including where Council's activities link to the NSW State Plan.

Potential future projects and programs identified by Council as being aligned with the Community Strategic Plan and the specific capital works program for 2016-2017 follows on from the Delivery Program and Operational Plan.

The final section is Council's Statement of Revenue Policy which includes the proposed rates, fees and charges for 2016-2017. The fees and charges for the period are presented in a separate document.

Our environment

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Strong local economies

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Vibrant & connected communities

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Local leadership

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KEY DIRECTION 1 - Our environment

Objective 1 Protect and maintain the natural environment so it is healthy and diverse

Strategy 1.1 Undertake an active management program to support a healthy environment that also provides for economic, recreational and cultural opportunities

Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
1.1.1	Develop and implement adopted plans and strategies aimed at improving water quality and biodiversity throughout the Great Lakes area	Continued implementation of the Tops to Lakes Strategy with a focus on the upper Karuah River and Branch River catchments	% of annual program implemented	Natural Systems
		Continue vegetation mapping of Wallis Lake foreshores and wetlands	% of wetlands and foreshores mapped	Natural Systems
		Develop and implement a biodiversity strategy focussing on reducing key threats	Strategy implementation commenced	Natural Systems
		Implement wetland management program with focus on the protection and rehabilitation of wetlands and foreshore on the lower Wallamba River	% of wetland program implemented	Natural Systems
		Implement management plans for Darawakh Creek, Kore Kore Creek, Bulahdelah wetland, Wallamba Riverbank restoration and lower Wallamba River wetlands	% of maintenance works completed as per site restoration plan	Natural Systems
		Develop a stormwater quality management plan for Coomba Park to improve the quality of urban stormwater discharged to Wallis Lake	Stormwater plan adopted by Council	Natural Systems
		Develop a Foreshore Reserve Management Plan for Southern Wallis Lake from Coomba Park to Tiona	Foreshore Plan adopted by Council	Natural Systems
		Develop and implement an annual program for the implementation of the: -Wallis Lake Estuary and Catchment Plan -Smiths Lake Estuary Coastal Zone Plan -Karuah River Catchment Plan -Great Lakes Water Quality Improvement Plan -Lower Wallamba Rivercare Plan	% of annual program implemented	Natural Systems
1.1.2	Develop and implement strategies that protect and enhance our natural areas and foreshores, while providing recreational and cultural use	Ongoing implementation of the Forster Tuncurry Stormwater Plan with a focus on the Dunns Creek catchment water quality improvements and investigation of the Duck Swamp and catchment in Tuncurry	% of annual program implemented	Natural Systems
		Complete the Federal Governments' Clean Energy Future Biodiversity Fund - <i>Enhance ecosystem resilience & protect biodiversity in the Great Lakes</i> grant, which programs for the protection of biodiversity in the Seal Rocks and Forster area in partnership with NPWS Great Lakes	Hectares of land enhanced for ecosystem resilience	Parks & Recreation

Strategy 1.2 Encourage and support the community to embrace environmentally-friendly behaviours and sustainable business practices				
Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
1.2.1	Encourage the adoption of environmentally sustainable practices in the community through delivery of education and awareness programs	Produce and distribute the quarterly Creek to Coast newsletter	Number distributed per issue	Natural Systems
		Deliver environmental education and capacity building programs at community events, industry and community group meetings, field days, workshops and at local schools	Number of events held Number of attendees	Natural Systems
		Develop and implement partnerships with the community, industry and the Karuah Great Lakes Landcare Network for improving natural resource management	Number of people involved	Natural Systems
Strategy 1.3 Manage the balance between natural siltation in our lakes and the provision of access for recreation and economic purposes				
Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
1.3.1	Monitor siltation rates and undertake priority navigation dredging	Undertake maintenance navigation dredging in accordance with the Wallis Lake Coast and Estuary Plan and the Port Stephens Myall Lakes Estuary Management Plan with the priority site being the Gut at Tea Gardens	Dredging completed to required benchmarks	Natural Systems
Strategy 1.4 Reduce the impact of noxious weeds and invasive species on our environment through strategic management and education				
Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
1.4.1	Undertake noxious weed management as prescribed in key species abatement plans	Continue implementation of the NSW Weeds Action program focussing on aquatic weed infestation	Number of property inspections undertaken Hectares of weeds managed	Parks & Recreation
1.4.2	Undertake education programs to raise community awareness of the impact of noxious weeds	Distribution of educational information on the impact of noxious and environmental weeds	Number of media releases and noxious weed information booklets distributed	Parks & Recreation
Strategy 1.5 Monitor and report on the health, productivity and diversity of the Great Lakes environment				
Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
1.5.1	Monitor the state of the Great Lakes environment to inform the development of Council's environmental programs and activities	Annual report card for the waterways of the Great Lakes developed and presented to the community	Report card launched and publicised Comparison to previous year's results	Natural Systems
		Complete monitoring including assessment of priority sites in the Wallis, Myall and Karuah catchment, and seagrass and sponge monitoring in Wallis Lake	Monitoring undertaken and reported	Natural Systems

Objective 2 Ensure that development is sensitive to our natural environment				
Strategy 2.1 Base strategic land use planning on ecologically sustainable principles				
Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
2.1.1	Plan for and manage the sustainable growth and development of the Great Lakes	Develop a local strategy for Great Lakes based on a review of Council's existing land use strategies and consideration of the Hunter Regional Plan	Project brief endorsed by Council	Strategic Planning
		Continue with rezonings for priority release areas so as to achieve balanced development and environmental protection outcomes. Priority areas include: Fame Cove, North Hawks Nest, Blueys Estate (between Smiths Lake and Pacific Palms)	Priority projects progressed	Strategic Planning
		Review the provisions of LEP 2014 relating to biodiversity offset subdivisions	Proposed revisions presented to Council	Strategic Planning
		Investigate feasibility of applying a fauna corridor provision to protect koala habitat at Hawks Nest	Proposal presented to Council	Strategic Planning
		Assess development applications and rezoning proposals for water quality and ecological considerations	Number of DAs assessed	Natural Systems
Objective 3 Prepare for the impact of sea level rise and climate change				
Strategy 3.1 Establish a risk based adaptation response to sea level rise and climate change				
Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
3.1.1	Develop strategies that address the impacts of sea level rise and climate change	Commence the implementation of the NSW Government Coastal Reforms	Actions reported to Council	Strategic Planning
		Review Jimmys Beach Coastal Zone Management Plan	Plan adopted by Council	Design & Investigation
		Implement Coastal Zone Management Plans and seek further funding	Number of actions implemented	Design & Investigation
		Implement priority actions for sea level rise from the climate change risk management action plan (see Annexure A of Section 2 of this document)	Number of actions implemented	Various
		Implement priority actions for heatwave from the climate change risk management action plan (see Annexure A of Section 2 of this document)	Number of actions implemented	Various
		Implement priority actions for severe storm event from the climate change risk management action plan (see Annexure A of Section 2 of this document)	Number of actions implemented	Various
		Implement priority actions for bushfire from the climate change risk management action plan (see Annexure A of Section 2 of this document)	Number of actions implemented	Various
3.1.2	Develop and implement strategies to manage flood hazards in the Great Lakes area	Identify new priority areas for floodplain management studies	Priority list in place	Design & Investigation

Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
		Implement floodplain risk management plans and seek further funding	Number of actions implemented	Design & Investigation
		Complete stormwater drainage management strategy for North Arm Cove and Bulahdelah	Drainage strategy completed	Design & Investigation
		Identify new priority areas for stormwater drainage strategies	Priority list in place	Design & Investigation

Objective 4 Sustainably manage our waste

Strategy 4.1 Seek to reduce, reuse or recycle all waste

Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
4.1.1	Construct and operate transfer stations that enhance diversion rates	Accept tender for and commence construction of the Tuncurry Waste Transfer Station	% Transfer Station constructed	Waste, Health & Regulatory
		Accept tender for and commence construction of the Tuncurry Community Recycling Centre (CRC)	% CRC is constructed	Waste, Health & Regulatory
		Accept tender for the operation of the Tuncurry Waste Transfer Centre (TWTC) and the Tuncurry Community Recycling Centre (CRC)	Contract signed for the operation of the TWTC and CRC	Waste, Health & Regulatory
4.1.2	Implement strategies that minimise the quantity of residual waste going to landfill	Implement the adopted master plan for the Tuncurry Waste Management Centre	% of master plan implemented	Waste, Health & Regulatory
4.1.3	Align services with the NSW State Strategy targets where possible	Complete a local Waste Strategy Action Plan	Plan adopted by Council	Waste, Health & Regulatory
4.1.4	Utilise 'Waste Less Recycle More' funding to guide future programs	Make application for grant funding	% of applications lodged are successful	Waste, Health & Regulatory

Strategy 4.2 Manage residual waste to minimise impact on the environment

Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
4.2.1	Improve landfill operations to reduce environmental impact	Progressively cap Tuncurry Landfill	% of landfill capped	Waste, Health & Regulatory
		Prepare Great Lakes Landfill (Minimbah) for waste disposal	% of project completed for 1st cell	Waste, Health & Regulatory
		Undertake groundwater monitoring at all landfill sites	% of reports containing adverse findings	Waste, Health & Regulatory
		Operate landfills in accordance with EPA licence conditions	Number of breaches	Waste, Health & Regulatory
4.2.2	Operate Waste Transfer Stations to reduce environmental impact	Operate Transfer Stations in accordance with licence conditions	No breaches of licence environmental impact	Waste, Health & Regulatory

Strategy 4.3 Implement waste minimisation programs throughout the community				
Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
4.3.1	Deliver education programs regarding sustainable management of waste to raise awareness throughout the community	Delivery of Education Plan activities	% of activities implemented	Waste, Health & Regulatory
		Undertake Materials Recovery Facility tours	Number of tours Number of attendees	Waste, Health & Regulatory

KEY DIRECTION 2 - Strong local economies

Objective 5 Promote the Great Lakes as an area that is attractive for residents and visitors

Strategy 5.1 Market the Great Lakes as an area that offers a range of opportunities for all

Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
5.1.2	Ensure the Great Lakes has a strong, vibrant, proactive and successful tourism industry characterised by coordinated and effective leadership that is mindful of its social, cultural, environmental and financial responsibilities	Manage the Great Lakes Partners Program	% change in Partners from previous period	Community Engagement
		Promote the value of tourism to the Great Lakes community	Continue local public relations and support local activities	Community Engagement
		Provide exceptional products, services and experiences that reflect the unique character of the Great Lakes and matches consumer demand	A database is maintained of Great Lakes product and experiences Support is provided to existing and new products	Community Engagement
5.1.3	Ensure that outstanding levels of customer service are achieved at all levels of customer interaction	Manage and resource a skilled Visitor Services Team	% of customers indicating satisfaction with visitor services	Community Engagement
5.1.4	Undertake marketing activities that position the Great Lakes as a primary tourist destination in NSW and support the Great Lakes brand	Produce marketing collateral that reflects the region's unique character, actively promotes the region and matches customer demand	Marketing material is produced	Community Engagement
		Support third party marketing collateral that best reflects the regions unique character and aligns with the Great Lakes brand	Number of involvements in third party marketing	Community Engagement
		Promote the Great Lakes to identified key source markets as resources allow	Number of promotions undertaken	Community Engagement
		Provide a website that reflects the Great Lakes product and experiences and is available on a variety of devices	% change in number of visitors from same period previous year % change in number of unique visitors from same period previous year % change in bounce rate from previous period on mobile devices	Community Engagement
		Communicate the Great Lakes brand message across all media & communication mediums. Website, Social Media, Print, new Signage (highway billboards & banners), emails, correspondence etc	Number and variety of mediums used	Community Engagement

Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
		Manage and resource a skilled Marketing & Events team	Number of successful event bids Number of events supported	Community Engagement
Strategy 5.2 Explore new and emerging opportunities to promote the Great Lakes				
Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
5.2.1	Develop and regularly review long term plans to facilitate destination visitation and spend	Carry out detailed market research to analyse visitation to the area to inform future focus areas. Collect long term performance data	Findings communicated to business partners and Council	Community Engagement
		Develop a Great Lakes Destination Management Plan (DMP) to provide strategic direction for Great Lakes Tourism	Present DMP to Council for adoption	Community Engagement
Objective 6 Establish and maintain a supportive business environment that encourages job opportunities				
Strategy 6.1 Support our existing business community and encourage the development of new business				
Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
6.1.1	Promote communication with key economic sectors and promote collaboration between groups	Regular liaison with reference panels on strategic direction and topical items	Number of groups consulted	MANEX, Community Engagement
6.1.2	Facilitate opportunities for commercial business growth and diversity	Coordinate the leasing/licensing of Council owned facilities for commercial use where those facilities are not required for other Council purposes	% vacancy rates for Council buildings Market rentals applied as per council policy	Property & Building Assets
		Further progress the 12 lot industrial subdivision at Tea Gardens subject to Tea Gardens depot development proceeding	Lots ready and available for sale	Property & Building Assets
Strategy 6.2 Pursue improved and equitable access to telecommunication services				
Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
	<i>No activities proposed</i>			
Strategy 6.3 Encourage skill development that reflects local business needs				
Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
	<i>No activities proposed</i>			

Objective 7 Provide transport infrastructure that meets current and future needs				
Strategy 7.1 Identify transport network needs based on recognised asset management processes				
Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
7.1.1	Maintain Asset Management Plans (AMPs) for Transport Assets infrastructure	Ongoing updating of asset information in AMP	Asset database is current and accurate	Transport Assets
7.1.2	Prepare prioritised transport asset and infrastructure renewal, enhancement and maintenance programs within allocated budget	Provide and monitor renewal and maintenance programs and associated budgets to Operations	Reductions in backlog amount	Transport Assets
7.1.3	Improve the safety of roads and roadside environment	Undertake accident analysis LGA wide	Number of accidents recorded LGA wide Accident analysis informs works program	Design & Investigation
		Install traffic calming facilities within allocated budget	Number of traffic calming facilities installed	Design & Investigation
Strategy 7.2 Maintain transport network infrastructure to current service standard				
Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
7.2.1	Deliver transport asset and infrastructure renewal, enhancement and maintenance programs within allocated budgets	Deliver annual programs for: - urban, rural and regional road renewal and construction - urban, rural and regional road maintenance - bridge upgrade/replacement - stormwater upgrade - risk management inspections in accordance with allocated budgets	% of individual programs completed % of individual programs budget expended	Operations
7.2.2	Deliver Road & Maritime Services (RMS) state road maintenance and renewal programs in accordance with the Road Maintenance Council Contract	Deliver renewal, rehabilitation, resurfacing and maintenance program as per RMS contract specifications	% of individual programs completed within contract specifications	Operations
Strategy 7.3 Develop facilities that provide for safe pedestrian and cycle traffic				
Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
7.3.1	Develop and deliver a cycleway network program within allocated budget	Undertake review of the GLC 2010 Bike Plan and associated priorities and actions	Updated programme adopted by Council	Design & Investigation
		Deliver cycleway projects within allocated budget	Number of metres of cycleway installed	Design & Investigation
7.3.2	Provide walking and cycling paths that link the area's foreshores, parks and reserves	Connect walking paths in the vicinity of Little Street and Memorial Drive, and enhance and expand foreshore green space for public enjoyment	Metres of walking path installed Increase in square metres of foreshore green space	Parks & Recreation
		Continue to develop the 'Great Walks' program that aims to connect and expand on existing walking trails across the Great Lakes	Plan developed	Strategic Planning

Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
7.3.3	Implement Great Lakes Council's Road Safety Strategic Plan	Implement actions identified in Road Safety Strategic Plan	Number of road safety projects delivered	Design & Investigation
		Revise Road Safety Strategic Plan	Revised Plan reported to Council	Design & Investigation

KEY DIRECTION 3 - Vibrant & connected communities

Objective 8 Provide the right places and spaces

Strategy 8.1 Ensure community, sporting, recreational and cultural facilities and services reflect current and future needs

Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
8.1.1	Maintain Asset Management Plans (AMPs) for community buildings and recreation infrastructure	Review, maintain and update community buildings AMPs to reflect acquisitions, disposals and building renewals	Plans updated at least annually	Property & Building Assets
		Undertake a condition audit of community buildings and update asset management system and AMP	Audit report completed and reported to Council	Property & Building Assets
		Select a corporate building asset management system in accordance with the ICT Strategy	System selected	Property & Building Assets
		Undertake asbestos audits of buildings not previously inspected	Asbestos management plans prepared	Property & Building Assets
8.1.2	Provide and maintain parks and recreation facilities which meet the varied needs of the community	Undertake capital renewal works as identified in the Asset Management Plans and within allocated budgets	Projects completed within budget	Parks & Recreation
		Continue investigations into 'Free Camping' option within the Great Lakes and present findings to Council for consideration	Options presented to Council	Director Planning & Environmental Services
		Implement improvements to boating infrastructure across the Great Lakes area through the successful 'Boating Now' grant funding received from the Roads and Maritime Services (RMS)	% of works completed	Parks & Recreation
8.1.3	Provide and maintain public buildings which meet the varied needs of the community	Ensure Council buildings that are used by community groups and organisations are subject to a lease or licence arrangement	% of Council buildings subject to a lease or licence agreement	Property & Building Assets
		Develop annual works program for the maintenance, upgrade and improvement of public buildings that reflect the needs of the users and AMPs	Works programmed	Property & Building Assets
		Undertake maintenance and renewal of public buildings in accordance with works programs	% of maintenance budget allocation expended % of capital work program undertaken	Operations
8.1.4	Maintain the Great Lakes Aquatic and Leisure Centre (GLALC) and services provided at a level that meets the needs of the community	Review and monitor programs each quarter to ensure needs of the various sections of the community are met - including the aged, youth, indigenous and people with a disability	GLALC management report reviewed	Property & Building Assets

Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
		Review customer surveys undertaken by contract management to determine level to which the facility meets customer needs	% of customers indicating high level of satisfaction	Property & Building Assets
		Develop and deliver a works program for the maintenance, upgrade and improvement of the GLALC that reflects the needs of the users and AMPs	% of works program undertaken	Property & Building Assets
8.1.5	Provide library programs, resources and facilities that offer opportunities for education and leisure and which meet the varied needs of the community	Provide library programs, resources and facilities that offer opportunities for education and leisure and which meet the varied needs of the community	Number of visitations at library service points per 6 month period. Number items held in the collection and eResources Number of home visits Number of internet hours booked	Library Services
		Assess Library against State Library Standards and Guidelines as a benchmark for future development	% of indicators meeting or exceeding benchmark	Library Services
		Provide customer feedback mechanisms to monitor provision of high level customer service	% of customers indicating dissatisfaction with library services Number of positive comments	Library Services
		Assist residents of the local community to improve literacy levels and to improve their quality of life through the "Better Reading Better Community" initiative	Number tutors active	Library Services
8.1.6	Implement the Great Lakes Cultural Plan within available funding and resource levels	Develop revised Cultural Plan after consultation with community	Plan adopted by Council	Community Engagement
		Develop a Heritage Management Conservation Plan for Bulahdelah Court House	Plan adopted by Council	Community Engagement
8.1.7	Provide financial support to and strategic management of the operation of the Great Lakes Band S355 Committee	Support the activities of the Great Lakes Band. Great Lakes Band performs at Council functions as requested	Number of performances by band	Community Engagement
8.1.8	Provide appropriate cemetery services to meet the needs of the community	Implement the recommendations of the 2013 Service Level Review and adopted Cemetery Policy	Number of recommendations implemented Number of recommendations outstanding	Community Engagement
		Continually review processes to ensure the best customer service outcomes	Number of processes reviewed Number of customer compliments and complaints received	Community Engagement

Strategy 8.2 Maintain community infrastructure to current service standard

Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
8.2.1	Deliver park assets and community buildings enhancement and maintenance programs within allocated budgets	Deliver programs for: - risk management inspections of Parks & Recreation assets - recreation facility maintenance	% of quarterly inspections completed on time % of individual programs completed % of individual programs budget expended	Parks & Recreation
		Delivery of construction and renewal programs per adopted capital work program	% of program completed	Operations

Objective 9 Plan for sustainable growth and development				
Strategy 9.1 Manage growth to reflect current and future needs				
Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
9.1.1	Monitor and update Council's land use planning framework to ensure it is responsive to the community's social, economic and environmental expectations	Monitor, review and provide input on new State Government policy and legislation that has implications for Council's strategic land use planning	Submissions made to the State Government	Strategic Planning
		Finalise planning proposals for amendments to LEP 2014 based on submissions received on the draft plan (e.g. flexible zone boundary provisions and zone adjustment Macwood Rd, Smiths Lake)	Planning proposals are exhibited e.g..	Strategic Planning
		Finalise high priority planning proposals for amendments to the LEP for matters raised since the introduction of LEP 2014 (e.g. update of heritage schedule, revised coastal erosion mapping, rezoning Council land to environmental conservation)	Planning proposals exhibited	Strategic Planning
		Review format, structure and layout of Great Lakes DCP to make it more user friendly for online customers	Draft revised DCP exhibited	Strategic Planning
		Undertake high priority amendments to Great Lakes DCP (e.g. provisions for tree management)	High priority DCP amendments considered by Council	Strategic Planning
		Finalise a planning proposal for the review of zones in the Hawks Nest town centre	Planning proposal is made by the Minister	Strategic Planning
		Prepare and finalise other planning proposals, that are endorsed by Council as high priority, in accordance with available resources	Number of planning proposals adopted by Council	Strategic Planning
		Prepare a community engagement strategy to progress the Tea Gardens Recreational and Cultural Precinct project, in conjunction with planning proposal for the reconfiguration of zones in the vicinity of Myall Quays shopping centre at Riverside, Tea Gardens	Masterplan presented to Council Planning proposal exhibited	Strategic Planning
		Amend Great Lakes LEP 2014 Flood Planning Area maps as required in response to new flood study data	Planning proposal is prepared	Strategic Planning
Strategy 9.2 Manage urban development and ensure it respects the character of the area in which it is located				
Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
9.2.1	Provide pre-development advice to applicants to assist in preliminary assessment of development applications and improve the quality of applications lodged	Continue operation of the Development Assessment Panel (DAP)	Number of individual proposals considered by DAP Number of DAs lodged that have been to DAP Number of those DAs that meet required standard	Development Assessment
		Continue provision of the Duty Planner service	Number of enquiries in the period	Development Assessment

Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
9.2.2	Determine development applications and certificates in accordance with legislation and Council's plans and policies	Assess and process development applications	Number of DAs received Number of DAs determined Number of DAs determined within required timeframe	Development Assessment
		Issue construction certificates to ensure buildings are designed and constructed in accordance with the relevant legislation	Number of applications received Number of applications determined	Building Assessment
9.2.3	Implement effective building regulation and compliance activities	Undertake critical stage inspections of buildings under construction where Council is the principal certifying authority	% of critical stage inspections undertaken	Building Assessment
9.2.4	Manage and preserve the cultural heritage of the Great Lakes area	Refer all applications with heritage implications to the Heritage Adviser for specialist advice	Number of applications referred	Strategic Planning
9.2.5	Manage the urban landscape to enhance our towns and villages	Town entrance planting to continue in Tuncurry at Cassandra Crescent, Tuncurry	% of works completed	Parks & Recreation

Objective 10 Increase and improve access to education for all ages

Strategy 10.1 Enable opportunities to experience lifelong learning through improved access to educational facilities

Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
10.1.1	Advocate to increase access to tertiary education for local residents and businesses by encouraging a cooperative approach between education providers at a local and regional level	<i>No action proposed for 2016/17</i>		General Manager

Objective 11 Encourage a positive and supportive place for young people to thrive

Strategy 11.1 Provide activities and opportunities for young people

Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
11.1.1	Advocate for and provide activities and services targeted at youth	Install wet play facility within Nabic Pool complex.	Wet play facility installed.	Parks & Recreation
		Provide programs through Library Services including: HSC study nights, homework help program, pre-school storytime services, school holiday activities and Code Club	Number of activities held Number of participants in programs	Library

Objective 12 Develop and support healthy and safe communities

Strategy 12.1 Improve access to health services that meet local needs

Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
12.1.1	Provide Ageing and Disability Support Services to meet the needs of the Great Lakes community	Manage Ageing & Disability Services to support residents to remain in their own homes across the Great Lakes, Gloucester and Manning areas in accordance with approved contracts and business plans	% of operating plan targets met % of budget expended	Community Engagement

Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
		Apply for funding packages to meet the needs of people who require support via Ageing & Disability Services provision	Number and value of funding applications lodged Number and value of successful funding applications	Community Engagement
		Promote and market Great Lakes Council Ageing & Disability Services to gain adequate levels of funding under the deregulated National Disability Insurance Scheme delivery systems	Assessment of adequacy of marketing approaches Number and value of successful funding applications	Community Engagement
12.1.2	Advocate for increased provision of health facilities and services to the region through partnerships with government agencies and other service providers	Make representations on behalf of the community for additional facilities and services to support the local target groups and address service gaps	Number of representations made	Community Engagement
		Council representation at local Health Advisory Committee meetings as appropriate	Number and % of meetings attended	Community Engagement
12.1.3	Seek opportunities to provide services to support and meet the needs of an ageing population, people with disabilities, and carers	Lodge applications for funding, and develop partnership arrangements with other service providers to provide services and support to the target groups	Number of applications lodged % of applications lodged that are successful Number of collaborative arrangements maintained	Community Engagement
		Conduct community consultation to inform the development of a Great Lakes Disability Inclusion Action Plan and present Plan to Council for adoption. Plan distributed to other agencies as required	Disability Inclusion Action Plan adopted by Council	Community Engagement
		Seek funding and partnership opportunities for projects that improve the LGA's age-friendliness and age-friendly related programs	Funding applications lodged	Community Engagement
Strategy 12.2 Encourage and promote healthy lifestyle choices				
Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
12.2.1	Promote healthy lifestyles through partnerships and support for, or delivery of health programs	Seek opportunities to support and promote healthy lifestyle choices for residents through partnerships and publicity programs	Number of health initiatives promoted	Community Engagement
		Seek funding opportunities for appropriate programs	Funding applications lodged	Community Engagement
Strategy 12.3 Promote community safety as a shared responsibility				
Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
12.3.1	Provide resourcing requirements, as necessary, to enable the Rural Fire Service to perform their responsibilities in accordance with the negotiated service level agreement (SLA)	Identify and seek endorsement for a new site for the relocation of the Pacific Palms Rural Fire Brigade	New site endorsed by Council	Engineering Executive
12.3.2	Provide buildings and facilities to enable the State Emergency Service (SES) to perform their responsibilities in the Great Lakes area	Identify and seek endorsement for a site for establishment a SES unit in Forster / Tuncurry	New site endorsed by Council	Engineering Executive
12.3.3	Provide safe public areas	Vandalism and graffiti is recorded and removed. Strategies to reduce reoccurrence implemented where possible	Number of incidences of graffiti Number of incidences of vandalism % change from previous year	Parks & Recreation

Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
12.3.4	Undertake Fire Management responsibilities on public land	On ground maintenance works are undertaken in line with current fire mitigation plans	% of total area in plans maintained % of works program completed	Parks & Recreation
		Review and update Pindimar / Bundabah Fire Mitigation Plan and Forster Fire Mitigation Plan	Number of plans reviewed and updated	Parks & Recreation
12.3.5	Implement regulatory and compliance services and programs to maximise public health and safety	Undertake fire safety audits as resources allow	Number of audits taken % of audits outstanding	Building Assessment
		Undertake inspections in accordance with the adopted Swimming Pool Inspection Program	Number of applications for compliance certificates received Number of inspections undertaken Number of compliance certificates issued	Building Assessment
		Receive fire safety statements and follow up overdue statements	% of received and overdue statements followed up	Building Assessment
		Undertake Companion Animal Act responsibilities	Number of dog attacks investigated Number of Companion Animal declarations issued	Waste, Health & Regulatory
		Undertake regulatory responsibilities in relation to parking and road matters	Number of parking related fines issued	Waste, Health & Regulatory
		Undertake regulatory responsibilities under other legislation	Number of fines issued	Waste, Health & Regulatory
		Undertake legislative responsibilities in relation to food premises	Number of fines issued Number of premises inspected	Waste, Health & Regulatory
		Undertake legislative responsibilities in relation to on-site septic systems	Number of fines issued Number of premises inspected	Waste, Health & Regulatory
12.3.6	Promote safety through liaison and communication with the NSW Police Force and implementation of crime prevention plans as appropriate	Provide regular newsletters to promote food safety within the retail food sector	Number of newsletters distributed	Waste, Health & Regulatory
		Represent Council at Community Safety Precinct Committee meetings with the Manning Great Lakes Police Command and report matters to Council as required	Number of meetings attended	Community Engagement
12.3.7	Ensure the Great Lakes Emergency Management Plan (EMPLAN) remains current, in collaboration with member agencies of the Local Emergency Management Committee	Continued liaison with NSW Police to improve safety at large public events	Number of events where liaison occurs	Community Engagement
		Present new EMPLAN to the local and regional Emergency Management Committees for adoption	EMPLAN adopted	Engineering Executive

Objective 13 Build on the character of our local communities and promote the connection between them

Strategy 13.1 Increase community inclusion, cohesion and social interaction

Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
13.1.1	Implement the Great Lakes Active Ageing Strategy and pursue other initiatives to support more inclusive communities	Seek funding opportunities and implement projects that improve the age-friendliness of the community in line with Council's commitment as a member of the WHO Global Network of Age-friendly Cities and Communities	Number of projects undertaken	Community Engagement

Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
		Seek funding opportunities and implement strategies outlined in GL Active Ageing Strategy.	Number of strategies undertaken	Community Engagement
		Continue active participation in WHO Global Network of Age-friendly Cities and Communities (GNAFCC)	Number of interactions with WHO GNAFCC annual progress report submitted	Community Engagement
13.1.2	Administer grant programs for community organisations that assist them in providing services and infrastructure which address needs and build capacity in the Great Lakes	Coordinate Council's Community Grants Program	Number of applications submitted Number of community groups supported	Community Engagement
		Administer Clubs NSW ClubGRANTS program	ClubGRANTS funding distributed to priority groups	Community Engagement
13.1.3	Support the establishment and development of community organisations that promote well-being and social cohesion	Assist community groups through provision of information and advice including grant funding opportunities	Number of groups assisted Number of grant opportunities promoted	Community Engagement
13.1.4	Advocate for the provision of improved community transport services within population centres	Continued liaison and support to the Manning Great Lakes Community Transport Group for the provision of community transport services	Regular communication and liaison with local service providers	Community Engagement
		Liaison with the NSW Ministry of Transport to identify service gaps and gain additional public transport services	Community transport needs communicated to funding bodies	Community Engagement
13.1.5	Support community volunteers throughout the organisation to enhance Council's services, facilities and natural areas while providing opportunities for social interaction and activity	Engage community volunteers to assist with the delivery of services	Number of volunteer groups Number of overall volunteers Number of appreciation activities	Community Engagement Library Services Parks & Recreation
13.1.6	Encourage Aboriginal partnership programs where possible to increase local community involvement in the management of the natural environment	Contract bush regeneration contractors who employ Aboriginal staff, to undertake environmental programs	Number of environmental programs undertaken	Parks & Recreation
13.1.7	Conduct and/or support local events that strengthen communities	Support local events that provide a variety of social, cultural, environmental and economic benefit to the area	Number of events supported	Community Engagement
		Coordinate and host Community Network (interagency) meetings, provide appropriate training where possible	Number of meetings held	Community Engagement
		Provide support for projects that address community needs	Number of projects supported	Community Engagement

Strategy 13.2 Attract new events, activities and exhibitions that are respectful of local community character

Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
13.2.1	Manage an event program that is unique to the Mid North Coast, promotes the region's character, reflects demand, connects with the brand and adds value to the Great Lakes experience	Support local events that provide a variety of social, cultural, environmental and economic benefit to the area.	Number of events supported (new and existing) Number of participants per event	Community Engagement
		Source new events where gaps exist within calendar or across region	Number and location of new events	Community Engagement
13.2.2	Conduct events and programs through the Library that emphasise the Library's role as a cultural and social interaction centre for the community	Promote and conduct a variety of cultural events and help promote community organisations	Number of events held Number people attending Number of displays provided	Library Services

KEY DIRECTION 4 - Local leadership

Objective 14 Deliver Council services which are effective and efficient

Strategy 14.1 Set a strategic direction for Council that focuses on current and future customer needs and deploy plans to achieve those strategies

Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
14.1.1	Implement the Integrated Planning & Reporting Framework	Prepare end of term report to the community incorporating data gathering and evaluation of achievements against 4-year activities	Report endorsed by Council	Corporate Finance & Planning
		Review of Community Strategic Plan incorporating input from the community survey, in preparation for endorsement of new plan by new Council within 9 months of election	Plan endorsed by Council	Corporate Finance & Planning
14.1.2	Identify and investigate opportunities to broaden Council revenue base through the investment of Council funds in appropriate business and/or property ventures	Adopt a strategy outlining the parameters that a business and/or property venture opportunity will need to meet for further consideration by Council	Strategy adopted	General Manager
		Engage appropriate professional assistance as required to identify and investigate commercial and/or property opportunities that appear to meet Council's adopted parameters	Opportunities investigated and reported in line with Strategy	General Manager

Strategy 14.2 Develop an organisational culture that applies resources effectively to deliver quality outcomes

Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
14.2.1	Provide information technology (IT) and communications systems which are current, secure, stable and support Council business operations	Implement Projects identified in the ICT Strategic Plan 2013/2017	% of projects completed on time % of projects completed within budget	Information Systems
		Ensure ICT systems are available to conduct Council business	% of availability during business hours	Information Systems
14.2.2	Implement the Workforce Management Plan	Ensure Human Resource practices and processes align with leadership direction and organisational culture	% of 2016/17 Workforce Management Plan actions implemented	Human Resources
		Attract, recruit and retain an effective workforce that aligns with organisational culture and the human resourcing requirements of the Delivery Program	% of 2016/17 Workforce Management Plan actions implemented	Human Resources
		Train and develop our workforce to align with organisational culture and the human resourcing requirements of the Delivery Program	% of 2016/17 Workforce Management Plan actions implemented	Human Resources
		Provide a safe work environment to minimise WHS risks	% of 2016/17 Workforce Management Plan actions implemented	Human Resources
14.2.3	Provide timely and proactive communication to the community	Develop and implement a Customer Service Strategy providing guidelines, standards and procedures to support customer service throughout the organisation	Customer Service Strategy is adopted Number of staff trained in new procedures	Customer Service & Communications

Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
		Develop and implement a new automated customer request system for use by customers and staff	System implemented and available online Number of staff trained in its use	Customer Service & Communications
		Undertake media promotions, prepare media responses, releases and statements as required	Number of media releases issued	Customer Service & Communications
		Continue to survey our customers and provide feedback to the relevant business units about the customer experience	% change in customer satisfaction	Customer Service & Communications
		Keep the community informed of Council activities via website, newsletter, in-house promotions, social media and local media channels	Number of hits on Council's website per quarter Degree of social media engagement per quarter Appearances in various forms of media Number of newsletters distributed	Customer Service & Communications
		Keep the community informed of library activities via website, newsletter, in-house promotions, social media and local media	Appearances in the media Monthly newsletter published Likes on Library Facebook page Visits to library webpages	Library Services
14.2.4	Implement Procurement Improvement Program to ensure efficient and transparent processes, achieve financial savings and comply with legislative requirements	Continued implementation of Procurement Improvement Action Plan	Number of items from Action Plan implemented	Corporate Finance & Planning
		Implement computer system modules to improve internal controls and achieve efficiencies in procurement processes	Number of staff trained	Corporate Finance & Planning
Strategy 14.3 Provide good governance				
Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
14.3.1	Provide, plan, maintain and develop financial systems that meet Council's strategic financial objectives	Manage accounting systems and registers to meet legislative reporting requirements	All returns/reports lodged with relevant bodies by required deadlines	Corporate Finance & Planning
14.3.2	Ensure Corporate Governance practices meet legislative requirements and reflect current community standards of 'good governance'	Audit Committee and Internal Audit function resourced and operating	4 Audit Committee meetings held Internal Audit annual work plan completed	Corporate Finance & Planning
14.3.3	Ensure that appropriate avenues exist to allow the community and staff to access and provide information regarding Council's operations and decisions	Ensure day to day GIPA issues handled in accordance with statutory requirements	% of formal GIPA determined within timeframe	Corporate Finance & Planning
14.3.4	Implement Risk Management Systems that identify, manage and control risk	Continue implementation of Council's Risk Management Plan and development and review of the corporate Risk Register	Review of register completed	Corporate Finance & Planning
		Continued implementation of Risk Management Action Plan throughout the organisation	Number of actions completed	Corporate Finance & Planning
14.3.5	Provide efficient Records Management and Information access services	Continued implementation of policies and procedures regarding information management	% of staff informed or responsibilities in relation to digital records	Information Systems

Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
14.3.6	Develop and maintain management systems for Council owned land and property which support Council business operations	Develop a policy and procedure for the acquisition and disposal of Council land and property	Policy and procedure adopted and implemented	Property & Building Assets
		Develop, review and maintain Plans of Management for Council owned and managed land	Plans of Management reported to Council for adoption Plans reviewed and updated	Property & Building Assets
Strategy 14.4 Apply structured continuous improvement methods to achieve effectiveness and efficiencies				
Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
14.4.1	Regularly review Council's levels of service and business processes	Continue process reviews through the mapping of current processes and identification and implementation of improvement opportunities	Number of processes mapped Efficiencies captured	Director Corporate & Community Development
		Through the Business Improvement Program continue implementation of action plans for culture, business improvement and leadership development across the organisation and capture information as part of a benefits realisation (using the Australian Business Excellence Framework as a guide)	Benefits captured	Director Corporate & Community Development
		Undertake a staff culture survey re-measure to gauge progress and shifts in the organisational culture (original staff culture survey undertaken in November/December 2014)	% participation rate of staff Change from previous survey results	Director Corporate & Community Development
		Accountabilities and processes for the management and maintenance of date relevant to s149 certificates defined and documented including engagement with staff	Processes and responsibilities communicated with staff	Strategic Planning
		Review Council's processes and procedures for reporting on land contamination in s149 certificates and other Council activities e.g. development assessment to ensure they meet Council's statutory obligations	Processes and procedures implemented	Strategic Planning
		Increase the awareness of and opportunities for the community to use Council's online planning tool, including provision of training for relevant staff	Staff training provided Awareness raising activities undertaken	Strategic Planning
		Facilitate the functioning of the Sustainability Advisory Team to set priority actions and monitor energy and water efficiency and GHG emissions	Change in consumption compared to previous years	Natural Systems
Strategy 14.5 Assess organisational performance against strategic objectives and use information to ensure sustainability				
Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
14.5.1	Manage, monitor and review Council's financial performance and plans to ensure sustainability	Coordinate financial information for inclusion in the Long Term Financial Plan	Complete annual review of the Long Term Financial Plan	Corporate Finance & Planning
		Prepare long term financial models incorporating asset management scenarios to determine impact on financial sustainability and required revenue paths to address desired service levels and backlogs	Models used to inform budget decisions and funding options	Corporate Finance & Planning
14.5.2	Undertake community surveys to assess Council's performance and to inform proposals and strategies	No specific community surveys proposed for 2016/17 (broad customer satisfaction survey undertaken last quarter, 2015/16)		Director Corporate & Community Development

Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
14.5.3	Fulfil statutory reporting requirements, publicise results to the community and utilise results to review performance against objectives	Prepare quarterly financial budget reviews and six-monthly Delivery Program reviews	Reports presented to Council within legislative timeframes	Corporate Finance & Planning
		Prepare Annual Report as per legislative requirement	Report completed and lodged by due date	Customer Service & Communications
14.5.4	Implement an integrated performance measurement framework across the organisation	Develop a performance reporting framework using the 'Results and Sustainable Performance' category of the Australian Business Excellence Framework as a guide	Framework presented to Council	Corporate Finance & Planning
		Implement performance planning software system	System installed % of staff utilising system	Corporate Finance & Planning
		Continue participation in the PWC Organisational Effectiveness Program	Results reported to Council	General Manager

Objective 15 Strengthen community participation

Strategy 15.1 Encourage an informed community to enable meaningful participation

Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
15.1.1	Provide appropriate community engagement and consultation opportunities to ensure community input into decisions and plans that affect them	Conduct community meetings and/or other appropriate community engagement opportunities in towns and villages on a regular basis	Number of meetings/engagement opportunities conducted Number of participants	Management Executive Team
		Finalise local plans for Nabic and Coolongolook and develop local plans for Bulahdelah, North Arm Cove, Coomba Park, Pacific Palms and Tea Gardens	Number of people involved in engagement Plans presented to Council for information	Community Engagement
		Commence preparations for 2016 Local Government election including conduct of candidate information sessions	Number of information sessions held	Corporate Finance & Planning

Objective 16 Represent the community's interests through regional leadership

Strategy 16.1 Advocate local interests with State and Federal government

Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
16.1.1	Provide representation on relevant Federal, State and Regional task forces and groups to further local issues	Retain membership and involvement with Local Government NSW, Pacific Highway Action Group, SeaChange Taskforce etc and other relevant groups	Number of initiatives/matters reported to Council	General Manager
		Respond to State Government local government reform initiatives with the best interests of the local community in mind	Information provided to Council and community	General Manager

Strategy 16.2 Actively contribute to regional initiatives that benefit the local area

Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
16.2.1	Maintain membership of Hunter Councils and support activities of the Board, Advisory Groups, various teams and taskforces	Participate in Hunter Councils activities and support lobbying issues	Number of initiatives/matters reported to Council	General Manager

Activity ref.	4 Year Activities	2016/17 Actions	Performance Measure	Responsibility
16.2.2	Provide representation on and contribute to regional committees and groups to further local issues	Participate in State Government pilot activities associated with the Hunter Joint Organisation to build better working relationships between councils and State Government agencies	Updates provided to Council	General Manager
		Elected members and staff attend and participate in regional group meetings	Number of meetings attended Number of groups with Council representation	Various

Annexure A

Objective 3 Prepare for the impact of sea level rise and climate change			
Strategy 3.1 Establish a risk based adaptation response to sea level rise and climate change			
Activity ref.	4 Year Activity	Performance Measure	Responsibility
3.1.1	Develop strategies that address the impacts of sea level rise and climate change <i>DETAILED RISK MANAGEMENT ACTIONS</i>		
2016/17 Sea level rise actions		Performance Measure	Responsibility
	Finalise Floodplain Risk Management Plans related to all flood studies	Plans finalised	Design & Investigation
	Complete the mapping of the extent of flood inundation for all current and future storms	Mapping completed	Design & Investigation
	Identify vulnerable critical recreation assets within the mapped extent of flood and coastal hazards and determine site specific strategies and procedures and include in Asset Management Plan (AMP)	Assets identified and AMP updated	Parks & Recreation
	Identify vulnerable critical transport assets within the mapped extent of flood and coastal hazards	Assets identified and AMP updated	Transport Assets
	Review On-site Sewage Management Strategy to include consideration of sea level rise	Strategy reviewed and updated	Waste, Health & Regulatory
	Complete Wallis Lake Foreshore Management Plan to include consideration of sea level rise	Plan completed	Natural Systems
	Review wetland strategies to ensure they include consideration of sea level rise	Strategies reviewed	Natural Systems
	Review estuary management plans to ensure they include consideration of sea level rise	Plans reviewed	Natural Systems
	Include consideration of sea level rise in all Plans of Management for natural areas	Plans reviewed	Natural Systems
2016/17 Heatwave actions		Performance Measure	Responsibility
	Review proposed strategies to assist the vulnerable community prepare for and act in the event of a heatwave including triggers for implementation of proposed controls such as activation of evacuation centres etc if appropriate	Controls updated	Community Engagement
	Review operations management manuals for pools to account for extremely hot days, including increased need for water testing, facility cleaning and lifeguarding services	Manuals reviewed	Parks & Recreation
	Review the need for additional shade covers over pools and passive use areas at Council swimming pool facilities	Areas of need identified	Parks & Recreation
	Review the operation of lifeguard services contract to provide for the potential to increase supervision on hot days at beaches when lifeguard contract is due for renewal in June 2018	Services reviewed	Parks & Recreation
	Investigate the need for water bubblers at swimming pool facilities and around high use beaches and recreation areas	Areas of need identified	Parks & Recreation

2016/17 Heatwave actions	Performance Measure	Responsibility
Review the need for additional shade over playgrounds, trees within passive recreation areas, additional shade covers and seating in spectator areas and additional trees at sports fields	Areas of need identified	Parks & Recreation
Investigate options to make drinking water available in Council's library buildings	Options presented including costings	Library Services
Investigate what actions are required to integrate heatwave resilience planning into LEPs / DCPs / BASIX and other relevant planning documents	Actions identified	Strategic Planning
2016/17 Severe storm event actions	Performance Measure	Responsibility
Document response mechanisms and service level agreements / procedures required to manage severe storm events	Procedures produced	Parks & Recreation Operations Transport Assets Property & Building Assets Engineering Executive
Map alternative routes for major road corridors and determine how they can be communicated to the public in the event of a severe storm	Maps and communication plan produced	Transport Assets Design & Investigation
2016/17 Bushfire actions	Performance Measure	Responsibility
Undertake a review of the current bushfire mapping in conjunction with Rural Fire Service	Review undertaken	Director Engineering Services and Director Planning & Environmental Services

Future projects/programs

During the initial preparation of this Delivery Program in 2013 Council identified projects and program enhancements that align with the community strategic plan that may be pursued during their term of office. Project plans and financial planning models may have been developed for selected projects and if these were to proceed, the projects would be reflected in future Operational Plans developed under the 2013-2017 Delivery Program.

The projects and programs identified are listed below and do not appear in any specific order or priority.

A number of the projects and programs have now commenced and the current status of each is noted in the table below.

Projects	Description	Status
Civic/Community Centre Precinct - Forster	Development in accordance with master plan adopted in principle by Council on 12 May 2009 and the facilities and services that could be incorporated into the site adopted at the Strategic Committee Meeting 9 February 2010	Council is progressing the planning of the Civic Precinct on the former School site on the corner of Lake and West Streets Forster. Expressions of Interest from the private sector for development partners have been sought and Council is progressing through the procurement process to identify a suitable partner. Council has received \$6 million from the Federal Government's National Stronger Regions Fund towards this development.
Tea Gardens Recreational and Cultural Precinct	Relocation of existing Council/Community facilities to a central location at Myall River Downs	
Women's respite centre - Forster/Tuncurry	To provide women's respite facilities in Forster-Tuncurry which can be leased and operated by the relevant support agencies	Council has assisted through advocacy and financial contributions to the establishment of a women's refuge within Forster / Tuncurry.
Tuncurry Town Centre improvements	Physical Town Centre improvements including beautification, marketing programs and business development activities	
Alternative energy supply (green energy development)	To provide an alternative energy facility in the Great Lakes area through a partnership with either other levels of Government or the private sector (potential for a partnership with Mid Coast Water)	No action taken to date
North Tuncurry Regional Sporting Complex	Next stages of upgrade plan including floodlighting, car parking, stage 2 grandstand and new field development	
Forster Town Centre improvements	Physical Town Centre improvements including beautification, marketing programs and business development activities	
Outdoor entertainment/performance space - Forster/Tuncurry	To provide a purpose built outdoor entertainment and performance space in Forster-Tuncurry (potential links to Civic Centre Precinct project)	
Forster car parking	Improve car parking in the Forster Town Centre area	Council purchased the Wallis Street Car Park and extended it to provide additional car parking for the Town Centre area.
Marine Education Centre	To promote and facilitate the establishment of a Marine Education Centre in the Great Lakes (Ballina Marine Discovery and Resource Centre is an example of a similar facility)	No action taken to date

Projects	Description	Status
Stroud Showground improvements	To provide improvements at the Stroud Showground which could include an outdoor theatre and floodlighting	Due to the severe storm damage in 2015 some existing facilities at the Showground have been improved/renewed as part of the repair of damage
Stroud cemetery extensions	To acquire land for the future expansion of the Stroud cemetery	No action taken to date
Information technology and broadband communication	To facilitate the provision of fast internet services across the Great Lakes to enable business development and attraction of knowledge workers. Secondly to develop Council's information and communication capability to enhance communication and service provision to the Great Lakes community	Telecommunications companies are gradually improving services across the Great Lakes. Council's adopted ICT Strategy is being actively implemented and is driving Council service improvements to the Great Lakes community.
Ageing Services Centre of Excellence	The Great Lakes demographic (particularly Forster/Tuncurry and Hawks Nest/Tea Gardens) shows an ageing community - one of the highest in Australia. This is projected to grow in terms of the level of aged population. Great Lakes could be a window to the future for Australia and there is an opportunity to partner with State and Federal Governments to create a Centre of Excellence for service planning and service provision to meet the needs of an ageing community	Council has adopted an Active Ageing Strategy and is actively participating in WHO Global Network of Age-friendly Cities and Communities
Urban road construction / rural road construction	Increase funding to the urban and rural road construction programs to address backlog issues	Council has allocated additional funds in the past few years to the rural road network in accordance with the asset management plans, and has applied to the IPART for a special rate variation to ensure the funding can continue
Asset Management Plans - infrastructure	Increase funding to maintenance programs across all infrastructure categories to address back log issues	The special rate variation application also included additional funding for playgrounds and recreation assets
Small village enhancement	Develop Village Plans to enable implementation in line with available funding	Council has appointed a Community Engagement Officer to assist small villages develop local plans
Tourism	Enhance tourism service to meet changing needs and maximise tourism potential of the area in line with Council's Sustainable Tourism objective	The Development of a Destination Management Plan commenced in April 2016. The Plan will be finalised during 2016.
Community engagement	Enhance community engagement across the Great Lakes to enable strong relationships with the community to be fostered and further developed. This includes enhancement of both on line and face to face engagement	Council has appointed a Community Engagement Officer and continues regular community update meetings. Online communications has also been enhanced with a new Council website and use of social media
Identify what differentiates 'Great Lakes' from other areas	Identify a point of difference/uniqueness for the Great Lakes area from which to create industry, tourism, lifestyle and employment opportunities	The Destination Management Plan referred to above will assist in terms of the tourism industry.
Footpaths and cycleways	Increase funding to construction and maintenance programs	No action taken to date
Noxious weed program	Increase funding to program	Program currently adequately funded
Development compliance	Increase in compliance focus to ensure DA conditions are implemented	No action taken to date
Transport	Improve public transport links	No action taken to date

Projects	Description	Status
Crime prevention	Increase crime prevention programs with relevant government agencies	No specific programs implemented by Council, however it does continue to liaise with NSW Police and assist government agencies where appropriate.
Boat ramps, wharves, jetties	Increase funding to construction and maintenance programs	Grant funding received through Better Boating program enabling an increase in this area
Creative, attractive area for entertainers	Provide the physical and regulatory environment to stimulate live performance activity	Considered as part of the Forster Civic Centre project
Cultural officer	Employ a cultural officer to develop and implement cultural programs across the Great Lakes	No action taken to date

section three
statement of revenue policy
2016-2017 financial year

Council's budget

Council has developed two budget scenarios for 2016-2017. The budget summaries for these scenarios follow.

Expenditures and other revenue sources have generally been forecast to increase in line with the parameters utilised in the Long Term Financial Plan. Growth in rate income across the life of the Long Term Financial Plan has been amended from 3% per annum to 2.5% per annum to reflect advice from the Office of Local Government. Further information on Council's financial position can be found in the Long Term Financial Plan.

Council's Statement of Revenue Policy is also included.

The first scenario or 'Base Case' reflects growth in rates of 1.8% in 2016/2017, being the rate peg announced by IPART.

Rates are then forecast to increase at the rate of 2.5% per annum thereafter. A review of expenditure was undertaken in this scenario to reflect the lower revenue projections.

The second scenario reflects the Special Rate Variation application previously identified. This shows a 6.5% increase in general income in 2016/2017 followed by 3 years of 4.25% increases before returning to 2.5% per annum annual growth.

A program of works is associated with the second scenario. These works programs will not proceed should the Special Rate Variation be unsuccessful.

Council will continue to utilise its Quarantine Reserve to fund the predicted deficits in both scenarios.

The reports show that further significant reviews of the 'Base Case' will be required to improve the projected long term outlook.

Income statement – consolidated – base case

Great Lakes Council
10 Year Financial Plan for the Years ending 30 June 2026
INCOME STATEMENT - GENERAL FUND

Scenario: Base Case	Projected Years									
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	41,162,536	42,061,062	43,432,329	44,766,986	46,050,070	47,375,049	48,338,662	49,343,822	50,360,144	51,400,594
User Charges & Fees	7,227,873	7,374,112	7,588,678	7,797,885	8,021,970	8,260,115	8,488,715	8,726,599	8,966,091	9,187,700
Interest & Investment Revenue	1,958,000	2,058,000	2,128,000	2,183,000	2,228,000	2,273,000	2,323,000	2,393,000	2,433,000	2,433,000
Other Revenues	1,802,277	1,881,104	1,910,179	1,965,921	2,018,750	2,073,974	2,088,537	2,103,516	2,120,858	2,051,150
Grants & Contributions provided for Operating Purposes	14,028,144	13,966,707	14,147,890	14,330,134	14,514,483	14,704,717	14,889,152	15,145,467	15,437,011	15,692,749
Grants & Contributions provided for Capital Purposes	2,912,000	1,432,339	1,432,339	1,432,339	1,432,339	1,432,339	1,432,339	1,432,339	1,432,339	1,432,339
Total Income from Continuing Operations	69,090,830	68,773,324	70,639,416	72,476,265	74,265,611	76,119,194	77,560,405	79,144,743	80,749,442	82,197,531
Expenses from Continuing Operations										
Employee Benefits & On-Costs	25,148,349	25,891,051	26,371,845	27,265,079	28,181,084	29,206,163	30,269,511	31,373,227	32,564,621	33,732,922
Borrowing Costs	2,448,725	2,488,629	2,293,236	2,006,643	1,716,384	1,442,822	1,171,627	1,022,964	907,657	802,550
Materials & Contracts	16,113,914	16,100,541	16,563,535	16,797,069	17,399,726	17,704,627	18,181,236	18,468,987	18,885,213	19,297,417
Depreciation & Amortisation	16,403,205	16,403,205	16,403,205	16,403,205	16,403,205	16,403,205	16,403,205	16,403,205	16,403,205	16,403,205
Other Expenses	9,268,440	9,261,677	9,585,323	9,893,931	10,473,158	10,587,451	10,893,379	11,266,324	11,897,210	12,027,862
Total Expenses from Continuing Operations	69,382,633	70,145,103	71,217,145	72,365,927	74,173,556	75,344,268	76,918,959	78,534,707	80,657,906	82,263,955
Operating Result from Continuing Operations	(291,803)	(1,371,779)	(577,729)	110,338	92,056	774,926	641,446	610,036	91,536	(66,425)
Net Operating Result for the Year	(291,803)	(1,371,779)	(577,729)	110,338	92,056	774,926	641,446	610,036	91,536	(66,425)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(3,203,803)	(2,804,118)	(2,010,068)	(1,322,001)	(1,340,283)	(657,413)	(790,893)	(822,303)	(1,340,803)	(1,498,764)

Balance sheet – consolidated – base case

Great Lakes Council
10 Year Financial Plan for the Years ending 30 June 2026
BALANCE SHEET - GENERAL FUND

Scenario: Base Case	Projected Years									
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS										
Current Assets										
Cash & Cash Equivalents	-	-	-	-	-	-	-	2,510,377	3,032,093	4,550,779
Investments	33,144,296	30,512,601	27,018,704	26,803,828	25,990,187	25,515,675	25,491,731	25,491,731	25,491,731	25,491,731
Receivables	7,891,950	7,814,557	7,984,626	8,178,323	8,340,292	8,537,892	8,671,261	8,819,872	8,977,101	9,030,383
Inventories	3,157,157	3,157,581	3,162,003	3,164,311	3,167,963	3,170,972	3,175,622	3,178,476	3,182,558	3,185,473
Other	278,179	278,585	287,092	293,040	303,433	308,078	316,651	323,913	335,352	340,066
Total Current Assets	44,471,582	41,763,324	38,452,425	38,439,501	37,801,875	37,532,618	37,655,265	40,324,368	41,018,835	42,598,431
Non-Current Assets										
Investments	12,289,863	11,314,033	10,018,501	9,938,825	9,637,128	9,461,180	9,452,301	9,452,301	9,452,301	9,452,301
Inventories	746,000	746,000	746,000	746,000	746,000	746,000	746,000	746,000	746,000	746,000
Infrastructure, Property, Plant & Equipment	770,315,457	769,701,983	768,571,621	763,512,132	759,597,441	755,771,630	752,567,667	748,011,224	745,209,039	741,530,332
Investments Accounted for using the equity method	119,000	119,000	119,000	119,000	119,000	119,000	119,000	119,000	119,000	119,000
Investment Property	17,195,000	17,195,000	17,195,000	17,195,000	17,195,000	17,195,000	17,195,000	17,195,000	17,195,000	17,195,000
Total Non-Current Assets	800,665,320	799,076,017	796,650,121	791,510,958	787,294,569	783,292,810	780,079,968	775,523,525	772,721,340	769,042,634
TOTAL ASSETS	845,136,902	840,839,340	835,102,546	829,950,458	825,096,444	820,825,428	817,735,232	815,847,894	813,740,176	811,641,065
LIABILITIES										
Current Liabilities										
Payables	9,057,170	9,095,225	9,255,926	9,383,125	9,588,271	9,690,337	9,863,288	10,032,697	10,278,672	10,409,567
Borrowings	6,885,165	7,071,146	7,161,709	6,944,679	6,960,273	5,422,051	4,216,923	4,009,839	3,740,919	2,763,824
Provisions	9,347,000	9,347,000	9,347,000	9,347,000	9,347,000	9,347,000	9,347,000	9,347,000	9,347,000	9,347,000
Total Current Liabilities	25,289,335	25,513,371	25,764,634	25,674,804	25,895,544	24,459,387	23,427,211	23,389,536	23,366,591	22,520,392
Non-Current Liabilities										
Borrowings	43,149,100	39,999,282	34,588,953	29,416,358	24,249,547	20,639,762	17,940,297	15,480,597	13,304,288	12,117,800
Provisions	5,232,000	5,232,000	5,232,000	5,232,000	5,232,000	5,232,000	5,232,000	5,232,000	5,232,000	5,232,000
Total Non-Current Liabilities	48,381,100	45,231,282	39,820,953	34,648,358	29,481,547	25,871,762	23,172,297	20,712,597	18,536,288	17,349,800
TOTAL LIABILITIES	73,670,435	70,744,653	65,585,587	60,323,161	55,377,091	50,331,149	46,599,508	44,102,133	41,902,879	39,870,192
Net Assets	771,466,466	770,094,687	769,516,959	769,627,297	769,719,353	770,494,279	771,135,725	771,745,761	771,837,297	771,770,872
EQUITY										
Retained Earnings	456,011,466	454,639,687	454,061,959	454,172,297	454,264,353	455,039,279	455,680,725	456,290,761	456,382,297	456,315,872
Revaluation Reserves	315,455,000	315,455,000	315,455,000	315,455,000	315,455,000	315,455,000	315,455,000	315,455,000	315,455,000	315,455,000
Council Equity Interest	771,466,466	770,094,687	769,516,959	769,627,297	769,719,353	770,494,279	771,135,725	771,745,761	771,837,297	771,770,872
Total Equity	771,466,466	770,094,687	769,516,959	769,627,297	769,719,353	770,494,279	771,135,725	771,745,761	771,837,297	771,770,872

Cash flow statement – consolidated – base case

Great Lakes Council
10 Year Financial Plan for the Years ending 30 June 2026
CASH FLOW STATEMENT - GENERAL FUND

Scenario: Base Case	Projected Years									
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	41,130,573	42,016,987	43,365,064	44,701,517	45,987,130	47,310,055	48,291,394	49,294,516	50,310,290	51,349,556
User Charges & Fees	7,227,873	7,374,112	7,588,678	7,797,885	8,021,970	8,260,115	8,488,715	8,726,599	8,966,091	9,187,700
Interest & Investment Revenue Received	1,948,018	2,044,235	2,106,992	2,162,553	2,208,343	2,252,701	2,308,238	2,377,601	2,417,430	2,417,060
Grants & Contributions	16,833,455	15,613,675	15,554,996	15,737,092	15,921,148	16,110,562	16,295,804	16,542,109	16,828,746	17,089,471
Other	1,626,023	1,808,847	1,863,381	1,893,238	1,973,150	1,998,006	2,050,246	2,062,979	2,077,421	2,107,024
Payments:										
Employee Benefits & On-Costs	(25,148,349)	(25,891,051)	(26,371,845)	(27,265,079)	(28,181,084)	(29,206,163)	(30,269,511)	(31,373,227)	(32,564,621)	(33,732,922)
Materials & Contracts	(16,189,176)	(16,053,481)	(16,395,064)	(16,656,979)	(17,187,226)	(17,590,580)	(18,006,508)	(18,302,094)	(18,648,524)	(19,168,321)
Borrowing Costs	(2,434,033)	(2,505,601)	(2,323,700)	(2,037,507)	(1,745,882)	(1,472,302)	(1,193,987)	(1,038,235)	(921,659)	(814,940)
Other	(9,268,440)	(9,261,677)	(9,585,323)	(9,893,931)	(10,473,158)	(10,587,451)	(10,893,379)	(11,266,324)	(11,897,210)	(12,027,862)
Net Cash provided (or used in) Operating Activities	15,725,944	15,146,044	15,803,179	16,438,790	16,524,392	17,074,942	17,071,011	17,023,924	16,567,964	16,406,767
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	2,460,230	3,607,525	4,789,430	294,551	1,115,339	650,459	32,823	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	763,000	787,174	1,216,131	431,506	851,728	924,452	1,158,768	484,698	1,397,709	563,084
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(21,514,749)	(16,576,905)	(16,488,973)	(11,775,223)	(13,340,242)	(13,501,847)	(14,358,009)	(12,331,461)	(14,998,729)	(13,287,582)
Net Cash provided (or used in) Investing Activities	(18,291,519)	(12,182,207)	(10,483,413)	(11,049,165)	(11,373,175)	(11,926,935)	(13,166,418)	(11,846,763)	(13,601,020)	(12,724,498)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	8,637,655	3,813,991	1,644,043	1,664,747	1,686,125	1,704,929	1,410,121	1,442,802	1,457,273	1,470,000
Payments:										
Repayment of Borrowings & Advances	(6,072,080)	(6,777,828)	(6,963,809)	(7,054,372)	(6,837,342)	(6,852,936)	(5,314,714)	(4,109,586)	(3,902,502)	(3,633,582)
Net Cash Flow provided (used in) Financing Activities	2,565,575	(2,963,837)	(5,319,766)	(5,389,625)	(5,151,217)	(5,148,007)	(3,904,593)	(2,666,784)	(2,445,229)	(2,163,582)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	2,510,377	521,716	1,518,686						
Cash, Cash Equivalents & Investments - end of the year	45,434,159	41,826,634	37,037,205	36,742,653	35,627,314	34,976,855	34,944,032	37,454,409	37,976,125	39,494,811

Financial performance indicators – base case

Great Lakes Council
10 Year Financial Plan for the Years ending 30 June 2026
FINANCIAL PERFORMANCE INDICATORS - GENERAL FUND

Scenario: Base Case	Projected Years									
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
New Note 13 Ratios										
Operating Performance Ratio	-4.84%	-4.16%	-2.90%	-1.86%	-1.84%	-0.88%	-1.04%	-1.06%	-1.69%	-1.86%
Own Source Operating Revenue Ratio	75.48%	77.61%	77.94%	78.25%	78.53%	78.80%	78.96%	79.05%	79.11%	79.17%
Unrestricted Current Ratio	2.70	2.49	2.27	2.29	2.19	2.38	2.58	2.84	2.90	3.18
Debt Service Cover Ratio	1.84	1.74	1.80	1.89	1.96	2.07	2.59	3.24	3.32	3.54
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	6.03%	6.03%	6.04%	6.03%	6.03%	6.03%	6.03%	6.03%	6.03%	6.03%

Summary of all centres – base case

Great Lakes Council
10 Year Financial Plan for the Years ending 30 June 2026
SUMMARY OF BUDGET POSITION BY PROGRAM - GENERAL FUND

Scenario: Base Case	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Program Description	Net Result	Net Result	Net Result	Net Result	Net Result					
CIVIC GOVERNMENT	(354,007)	(363,256)	(372,758)	(382,520)	(412,608)	(402,856)	(413,447)	(424,330)	(456,015)	(447,010)
ECONOMIC DEVELOPMENT	(701,983)	(712,955)	(724,285)	(735,987)	(748,075)	(760,561)	(771,785)	(785,110)	(797,877)	(813,151)
PROGRAM MANAGEMENT & SUPPORT	(1,571,899)	(1,596,322)	(1,685,635)	(1,766,857)	(2,075,971)	(2,156,991)	(2,244,241)	(2,334,551)	(2,434,788)	(2,549,825)
TOURISM PROMOTION	(763,696)	(787,695)	(812,484)	(838,090)	(864,543)	(891,872)	(920,108)	(949,284)	(979,434)	(1,012,694)
CORPORATE FINANCES	35,272,932	36,094,110	37,424,767	38,567,307	39,960,885	39,822,360	40,518,733	41,395,510	42,222,142	42,987,304
INFORMATION TECHNOLOGY SERVICES	(1,723,350)	(1,707,733)	(1,849,649)	(1,838,221)	(1,922,558)	(1,911,239)	(2,060,986)	(1,893,184)	(1,945,031)	(1,998,428)
ADMINISTRATION	(574,400)	(593,686)	(613,616)	(634,212)	(655,496)	(677,340)	(699,917)	(723,249)	(747,362)	(772,282)
PROPERTY MANAGEMENT	(507,378)	(523,122)	(783,469)	(784,598)	(797,173)	(815,663)	(834,856)	(854,872)	(794,167)	(815,912)
COMMERCIAL SERVICES	(610,120)	(610,202)	(624,922)	(636,856)	(654,683)	(673,394)	(653,104)	(673,719)	(695,356)	(620,529)
LIBRARY SERVICES	(1,299,208)	(1,341,621)	(1,385,738)	(1,430,973)	(1,477,754)	(1,526,089)	(1,567,907)	(1,611,437)	(1,656,490)	(1,705,171)
HUMAN RESOURCE MANAGEMENT	(836,325)	(779,433)	(803,838)	(829,067)	(855,148)	(882,110)	(909,982)	(938,796)	(968,583)	(999,377)
COMMUNITY SERVICES	(985,264)	(1,004,246)	(1,050,753)	(1,083,348)	(1,108,364)	(1,145,462)	(1,156,608)	(1,197,802)	(1,240,293)	(1,286,269)
DEVELOPMENT CONTROL	(238,000)	(246,523)	(255,419)	(264,702)	(274,388)	(284,493)	(295,034)	(306,026)	(317,489)	(329,439)
STRATEGIC PLANNING	(581,058)	(548,318)	(566,144)	(584,555)	(603,571)	(623,212)	(643,498)	(664,450)	(686,091)	(708,444)
BUILDING SERVICES	(520,877)	(536,742)	(553,671)	(570,699)	(588,332)	(606,591)	(633,203)	(660,276)	(698,768)	(717,209)
REGULATORY CONTROL	(141,116)	(144,633)	(148,284)	(152,076)	(156,013)	(160,101)	(164,346)	(168,483)	(172,780)	(177,245)
WASTE MANAGEMENT	-	-	-	-	-	-	-	-	-	-
ENVIRONMENTAL HEALTH & PROTECTION	(104,373)	(106,868)	(109,443)	(112,100)	(114,843)	(117,673)	(120,595)	(123,610)	(126,722)	(129,933)
ROADS & DRAINAGE SERVICES	(17,542,173)	(18,341,644)	(18,717,101)	(19,347,661)	(19,928,102)	(20,208,096)	(19,887,264)	(19,295,634)	(19,878,142)	(20,341,585)
PARKS & RECREATION SERVICES	(5,010,010)	(5,005,764)	(5,166,245)	(5,328,789)	(5,431,043)	(5,609,204)	(5,793,489)	(5,984,125)	(6,181,344)	(6,382,589)
TECHNICAL SUPPORT SERVICES	(676,948)	(589,958)	(609,769)	(630,302)	(651,585)	(673,648)	(696,499)	(720,212)	(745,803)	(768,327)
PRIVATE WORKS-PUBLIC & PRIVATE	30,000	29,138	28,247	27,325	26,372	25,387	24,368	23,315	22,226	21,099
RURAL FIRE SERVICES	(560,747)	(582,526)	(619,791)	(643,018)	(667,009)	(691,792)	(717,396)	(743,852)	(771,193)	(798,615)
NATURAL SYSTEMS	-	-	-	-	-	-	-	-	-	0
	-	-	-	-	-	(970,638)	(641,162)	365,824	(49,360)	(365,631)

Income statement – consolidated – srv scenario

Great Lakes Council
10 Year Financial Plan for the Years ending 30 June 2026
INCOME STATEMENT - GENERAL FUND

Scenario: 6.5% Special Rate Variation	Projected Years									
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	42,665,737	44,195,468	46,238,914	48,288,854	49,659,976	51,075,195	52,131,302	53,231,269	54,344,768	55,484,823
User Charges & Fees	7,174,246	7,369,186	7,584,835	7,792,880	8,016,932	8,256,284	8,483,625	8,721,491	8,960,970	9,183,702
Interest & Investment Revenue	1,958,000	2,058,000	2,128,000	2,183,000	2,228,000	2,273,000	2,323,000	2,393,000	2,433,000	2,458,000
Other Revenues	1,803,472	1,882,323	1,911,790	1,967,932	2,021,171	2,076,816	2,091,811	2,107,231	2,125,026	2,057,334
Grants & Contributions provided for Operating Purposes	14,028,181	13,966,644	14,147,727	14,329,971	14,514,520	14,704,754	14,889,189	15,145,504	15,437,048	15,692,786
Grants & Contributions provided for Capital Purposes	2,912,000	1,432,339	1,432,339	1,432,339	1,432,339	1,432,339	1,432,339	1,432,339	1,432,339	1,432,339
Total Income from Continuing Operations	70,541,636	70,903,960	73,443,606	75,994,976	77,872,939	79,818,388	81,351,266	83,030,834	84,733,150	86,308,985
Expenses from Continuing Operations										
Employee Benefits & On-Costs	25,239,831	26,060,664	26,543,785	27,435,123	28,353,560	29,379,548	30,443,835	31,548,522	32,730,420	33,815,068
Borrowing Costs	2,448,725	2,488,629	2,293,236	2,006,643	1,716,384	1,442,822	1,171,627	1,022,964	907,657	802,550
Materials & Contracts	16,432,256	16,329,578	16,817,286	17,030,871	17,394,341	17,714,459	18,194,878	18,486,536	18,895,758	19,419,239
Depreciation & Amortisation	16,403,205	16,403,205	16,403,205	16,403,205	16,403,205	16,403,205	16,403,205	16,403,205	16,403,205	16,403,205
Other Expenses	9,216,796	9,330,540	9,656,197	9,966,900	10,548,306	10,664,873	10,973,171	11,348,570	11,982,020	12,115,446
Total Expenses from Continuing Operations	69,740,813	70,612,616	71,713,709	72,842,741	74,415,797	75,604,907	77,186,716	78,809,796	80,919,060	82,555,508
Operating Result from Continuing Operations	800,823	291,344	1,729,897	3,152,235	3,457,142	4,213,482	4,164,550	4,221,038	3,814,090	3,753,477
Net Operating Result for the Year	800,823	291,344	1,729,897	3,152,235	3,457,142	4,213,482	4,164,550	4,221,038	3,814,090	3,753,477
Net Operating Result before Grants and Contributions provided for Capital Purposes	(2,111,177)	(1,140,995)	297,558	1,719,896	2,024,803	2,781,143	2,732,211	2,788,699	2,381,751	2,321,138

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alance sheet - consolidated – srv scenario

Great Lakes Council
10 Year Financial Plan for the Years ending 30 June 2026
BALANCE SHEET - GENERAL FUND

Scenario: 6.5% Special Rate Variation

	Projected Years									
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS										
Current Assets										
Cash & Cash Equivalents	-	-	-	1,113,288	1,683,662	2,785,475	4,552,454	8,912,220	11,342,153	14,845,774
Investments	35,879,505	33,488,945	30,523,824	30,523,824	30,523,824	30,523,824	30,523,824	30,523,824	30,523,824	30,523,824
Receivables	7,984,849	7,951,064	8,166,715	8,407,690	8,604,540	8,809,335	8,949,778	9,105,809	9,270,626	9,333,328
Inventories	3,160,310	3,159,650	3,164,451	3,166,646	3,170,273	3,173,493	3,178,247	3,181,208	3,185,294	3,189,343
Other	281,193	281,674	290,631	296,473	306,863	311,771	320,487	327,897	339,368	345,397
Total Current Assets	47,305,857	44,881,333	42,145,620	43,507,921	44,289,163	45,603,898	47,524,790	52,050,958	54,661,266	58,237,666
Non-Current Assets										
Investments	13,304,075	12,417,658	11,318,195	11,318,195	11,318,195	11,318,195	11,318,195	11,318,195	11,318,195	11,318,195
Receivables	-	-	-	-	-	-	-	-	-	-
Inventories	746,000	746,000	746,000	746,000	746,000	746,000	746,000	746,000	746,000	746,000
Infrastructure, Property, Plant & Equipment	767,608,348	768,304,274	768,720,626	765,251,401	762,983,426	760,840,482	759,355,179	756,555,451	755,560,581	753,717,801
Investments Accounted for using the equity method	119,000	119,000	119,000	119,000	119,000	119,000	119,000	119,000	119,000	119,000
Investment Property	17,195,000	17,195,000	17,195,000	17,195,000	17,195,000	17,195,000	17,195,000	17,195,000	17,195,000	17,195,000
Total Non-Current Assets	798,972,423	798,781,932	798,098,821	794,629,596	792,361,621	790,218,677	788,733,374	785,933,646	784,938,776	783,095,996
TOTAL ASSETS	846,278,280	843,663,266	840,244,441	838,137,518	836,650,784	835,822,575	836,258,164	837,984,604	839,600,042	841,333,662
LIABILITIES										
Current Liabilities										
Payables	9,105,922	9,163,401	9,334,447	9,464,913	9,672,255	9,778,571	9,954,202	10,126,389	10,372,965	10,516,691
Borrowings	6,885,165	7,071,146	7,161,709	6,944,679	6,960,273	5,422,051	4,216,923	4,009,839	3,740,919	2,763,824
Provisions	9,347,000	9,347,000	9,347,000	9,347,000	9,347,000	9,347,000	9,347,000	9,347,000	9,347,000	9,347,000
Total Current Liabilities	25,338,088	25,581,547	25,843,155	25,756,592	25,979,527	24,547,622	23,518,125	23,483,228	23,460,884	22,627,516
Non-Current Liabilities										
Borrowings	43,149,100	39,999,282	34,588,953	29,416,358	24,249,547	20,639,762	17,940,297	15,480,597	13,304,288	12,117,800
Provisions	5,232,000	5,232,000	5,232,000	5,232,000	5,232,000	5,232,000	5,232,000	5,232,000	5,232,000	5,232,000
Total Non-Current Liabilities	48,381,100	45,231,282	39,820,953	34,648,358	29,481,547	25,871,762	23,172,297	20,712,597	18,536,288	17,349,800
TOTAL LIABILITIES	73,719,188	70,812,829	65,664,108	60,404,950	55,461,074	50,419,384	46,690,422	44,195,825	41,997,172	39,977,316
Net Assets	772,559,092	772,850,436	774,580,333	777,732,568	781,189,710	785,403,192	789,567,742	793,788,779	797,602,870	801,356,346
EQUITY										
Retained Earnings	457,104,092	457,395,436	459,125,333	462,277,568	465,734,710	469,948,192	474,112,742	478,333,779	482,147,870	485,901,346
Revaluation Reserves	315,455,000	315,455,000	315,455,000	315,455,000	315,455,000	315,455,000	315,455,000	315,455,000	315,455,000	315,455,000
Council Equity Interest	772,559,092	772,850,436	774,580,333	777,732,568	781,189,710	785,403,192	789,567,742	793,788,779	797,602,870	801,356,346
Total Equity	772,559,092	772,850,436	774,580,333	777,732,568	781,189,710	785,403,192	789,567,742	793,788,779	797,602,870	801,356,346

Cash flow statement - consolidated – srv scenario

Great Lakes Council 10 Year Financial Plan for the Years ending 30 June 2026 CASH FLOW STATEMENT - GENERAL FUND

Scenario: 6.5% Special Rate Variation

	Projected Years									
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	42,560,037	44,120,430	46,138,677	48,188,298	49,592,719	51,005,774	52,079,497	53,177,312	54,290,147	55,428,900
User Charges & Fees	7,174,246	7,369,186	7,584,835	7,792,880	8,016,932	8,256,284	8,483,625	8,721,491	8,960,970	9,183,702
Interest & Investment Revenue Received	1,924,989	2,034,565	2,096,695	2,151,595	2,206,995	2,251,319	2,306,821	2,376,149	2,415,941	2,440,534
Grants & Contributions	16,833,487	15,613,626	15,554,847	15,736,929	15,921,157	16,110,599	16,295,841	16,542,146	16,828,783	17,089,508
Other	1,639,930	1,811,039	1,866,827	1,898,382	1,948,351	2,000,058	2,052,995	2,065,997	2,080,893	2,110,867
Payments:										
Employee Benefits & On-Costs	(25,239,831)	(26,060,664)	(26,543,785)	(27,435,123)	(28,353,560)	(29,379,548)	(30,443,835)	(31,548,522)	(32,730,420)	(33,815,068)
Materials & Contracts	(16,473,774)	(16,266,047)	(16,643,459)	(16,891,662)	(17,181,583)	(17,597,231)	(18,018,314)	(18,317,741)	(18,659,137)	(19,280,430)
Borrowing Costs	(2,434,033)	(2,505,601)	(2,323,700)	(2,037,507)	(1,745,882)	(1,472,302)	(1,193,987)	(1,038,235)	(921,659)	(814,940)
Other	(9,216,796)	(9,330,540)	(9,656,197)	(9,966,900)	(10,548,306)	(10,664,873)	(10,973,171)	(11,348,570)	(11,982,020)	(12,115,446)
Net Cash provided (or used in) Operating Activities	16,768,255	16,785,992	18,074,739	19,436,893	19,856,822	20,510,080	20,589,473	20,630,027	20,283,498	20,227,628
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	1,809,420	3,276,977	4,064,584	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	860,810	787,174	1,216,131	431,506	851,728	924,452	1,158,768	484,698	1,397,709	563,084
Payments:										
Purchase of Infrastructure, Property, Plant & Equipment	(22,405,450)	(17,886,305)	(18,035,688)	(13,365,486)	(14,986,958)	(15,184,713)	(16,076,670)	(14,088,175)	(16,806,044)	(15,123,509)
Net Cash provided (or used in) Investing Activities	(19,735,220)	(13,822,155)	(12,754,973)	(12,933,980)	(14,135,230)	(14,260,261)	(14,917,902)	(13,603,477)	(15,408,335)	(14,560,425)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	8,637,655	3,813,991	1,644,043	1,664,747	1,686,125	1,704,929	1,410,121	1,442,802	1,457,273	1,470,000
Repayment of Borrowings & Advances	(6,072,080)	(6,777,828)	(6,963,809)	(7,054,372)	(6,837,342)	(6,852,936)	(5,314,714)	(4,109,586)	(3,902,502)	(3,633,582)
Net Cash Flow provided (used in) Financing Activities	2,565,575	(2,963,837)	(5,319,766)	(5,389,625)	(5,151,217)	(5,148,007)	(3,904,593)	(2,666,784)	(2,445,229)	(2,163,582)
Net Increase/(Decrease) in Cash & Cash Equivalents	(401,389)	-	-	1,113,288	570,374	1,101,813	1,766,979	4,359,766	2,429,933	3,503,620
Cash, Cash Equivalents & Investments - end of the year	49,183,580	45,906,603	41,842,019	42,955,307	43,525,681	44,627,494	46,394,473	50,754,239	53,184,173	56,687,793

Financial performance indicators – srv scenario

Great Lakes Council
10 Year Financial Plan for the Years ending 30 June 2026
FINANCIAL PERFORMANCE INDICATORS - GENERAL FUND

Scenario: 6.5% Special Rate Variation	Projected Years									
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Note 13 Ratios										
Operating Performance Ratio	-3.12%	-1.64%	0.41%	2.31%	2.65%	3.55%	3.42%	3.42%	2.86%	2.73%
Own Source Operating Revenue Ratio	75.99%	78.28%	78.79%	79.26%	79.52%	79.78%	79.94%	80.03%	80.09%	80.16%
Unrestricted Current Ratio	3.02	2.83	2.67	2.82	2.85	3.27	3.70	4.12	4.35	4.99
Debt Service Cover Ratio	1.96	1.92	2.05	2.22	2.36	2.49	3.13	3.94	4.09	4.40
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	6.04%	6.04%	6.04%	6.04%	6.03%	6.03%	6.03%	6.03%	6.03%	6.03%

S ummary of all centres – srv scenario

Great Lakes Council 10 Year Financial Plan for the Years ending 30 June 2026 SUMMARY OF BUDGET POSITION BY PROGRAM - GENERAL FUND

Scenario: 6.5% Special Rate Variation	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Program Description	Net Result									
CIVIC GOVERNMENT	(382,057)	(380,221)	(390,149)	(400,348)	(430,883)	(421,590)	(432,651)	(444,016)	(476,195)	(467,697)
ECONOMIC DEVELOPMENT	(804,309)	(827,535)	(851,508)	(876,256)	(899,610)	(923,644)	(946,705)	(972,163)	(997,365)	(1,025,389)
PROGRAM MANAGEMENT & SUPPORT	(1,603,576)	(1,620,285)	(1,695,632)	(1,708,953)	(1,781,183)	(1,855,109)	(1,935,095)	(2,017,967)	(2,110,588)	(2,217,795)
TOURISM PROMOTION	(772,018)	(796,373)	(821,533)	(847,527)	(874,244)	(901,846)	(930,363)	(959,829)	(990,278)	(1,023,877)
CORPORATE FINANCES	36,598,210	38,025,757	39,783,977	41,333,088	42,298,083	43,165,612	44,127,862	45,094,863	46,013,976	46,898,931
INFORMATION TECHNOLOGY SERVICES	(1,828,550)	(2,004,063)	(2,157,600)	(2,158,307)	(2,255,315)	(2,257,231)	(2,409,953)	(2,245,202)	(2,300,175)	(2,356,776)
ADMINISTRATION	(576,688)	(596,042)	(616,042)	(636,710)	(658,068)	(679,990)	(702,645)	(726,058)	(750,255)	(775,262)
PROPERTY MANAGEMENT	(523,810)	(539,890)	(800,904)	(802,534)	(815,438)	(834,279)	(853,841)	(874,246)	(813,853)	(836,068)
COMMERCIAL SERVICES	(610,250)	(610,366)	(625,124)	(637,096)	(654,963)	(673,716)	(653,471)	(674,131)	(695,818)	(620,901)
LIBRARY SERVICES	(1,312,969)	(1,355,919)	(1,400,596)	(1,446,415)	(1,493,740)	(1,542,642)	(1,585,027)	(1,629,147)	(1,674,815)	(1,724,136)
HUMAN RESOURCE MANAGEMENT	(847,451)	(780,799)	(805,452)	(830,938)	(857,285)	(884,521)	(912,677)	(941,784)	(971,875)	(1,002,982)
COMMUNITY SERVICES	(1,092,248)	(1,064,710)	(1,111,816)	(1,147,331)	(1,173,576)	(1,211,941)	(1,224,369)	(1,266,888)	(1,311,224)	(1,359,097)
DEVELOPMENT CONTROL	(238,500)	(247,036)	(255,944)	(265,241)	(274,940)	(285,059)	(295,613)	(306,620)	(318,098)	(330,064)
STRATEGIC PLANNING	(581,558)	(548,835)	(566,679)	(585,108)	(604,143)	(623,803)	(644,109)	(665,082)	(686,745)	(709,120)
BUILDING SERVICES	(522,202)	(538,101)	(555,065)	(572,129)	(589,799)	(608,095)	(634,746)	(661,859)	(689,891)	(718,874)
REGULATORY CONTROL	(155,192)	(159,054)	(163,076)	(167,248)	(171,576)	(176,066)	(180,722)	(185,262)	(189,973)	(194,862)
WASTE MANAGEMENT	-	-	-	-	-	-	-	-	-	-
ENVIRONMENTAL HEALTH & PROTECTION	(104,373)	(106,868)	(109,443)	(112,100)	(114,843)	(117,673)	(120,595)	(123,610)	(126,722)	(129,933)
ROADS & DRAINAGE SERVICES	(18,291,697)	(19,543,728)	(20,134,652)	(20,786,070)	(21,387,894)	(21,689,810)	(21,391,450)	(20,822,857)	(21,428,983)	(21,915,402)
PARKS & RECREATION SERVICES	(5,117,958)	(5,101,389)	(5,264,639)	(5,430,048)	(5,535,145)	(5,716,245)	(5,903,567)	(6,097,340)	(6,297,804)	(6,502,602)
TECHNICAL SUPPORT SERVICES	(701,056)	(635,100)	(655,994)	(677,661)	(700,003)	(723,171)	(747,176)	(772,095)	(798,946)	(822,716)
PRIVATE WORKS-PUBLIC & PRIVATE	30,000	29,138	28,247	27,325	26,372	25,387	24,368	23,315	22,226	21,099
RURAL FIRE SERVICES	(561,748)	(598,579)	(621,363)	(644,902)	(668,945)	(693,782)	(719,442)	(745,956)	(773,355)	(800,837)
NATURAL SYSTEMS	-	-	-	-	-	-	-	-	-	-
	-	-	209,013	627,492	382,862	370,789	928,015	1,986,067	1,633,246	1,385,639

Ordinary rates

In December 2015 the Independent Pricing and Regulatory Tribunal (IPART) determined a general rate increase of 1.8% for NSW councils for the 2016-2017 financial year. This represents the maximum amount that Council can increase its general income for the rating year commencing 1 July 2016.

Great Lakes Council has resolved to apply for a Section 508A Special Rate Variation to increase its general income above the 1.8% rate peg limit.

The Section 508A application is for a 6.5% increase in general income in 2016-2017, followed by 3 annual increase of 2.5%. These increases are inclusive of the 2016-2017 rate peg of 1.8% and forecast increases of 2.5% per annum thereafter.

Council has resolved not to increase income from non-urban land (i.e. properties not permitted to have a dwelling erected upon them).

If Council's application is successful all residential, business, mining and farmland properties (excepting non-urban land) will be subject to an increase in rates of approximately 6.5% in 2016-2017. The 6.5% increase will be impacted by the redistribution of the amount applicable to the non-urban land across all other rateable properties. In addition the rate structures include a 'catch-up' of income lost due to property valuation objections.

As such the increase will not be uniform and as such some increases on individual properties will be slightly higher or lower than Council's overall increase in revenue of 6.5%.

Valuations

In NSW council rates are levied based on the rateable land value of each parcel of land as supplied by the Valuer General. Rates for 2016-2017 will be calculated using property values with a base date of 1 July 2014.

Categorisation of land

Council is required to categorise all rateable land into one of four broad categories. These categories are Farmland, Residential, Business and Mining. Council may also create sub categories within each of these categories.

The categories are principally determined by the "dominant use" of the land and not by the zoning of the land. Zoning may be considered when determining the category of vacant land.

The following categories and sub-categories are to be used in the 2016-2017 rating period.

Category	Sub-category	Definition of use
Residential		Dominant use of land is for residential purposes. Includes vacant land zoned to permit use for residential purposes.
	Residential Towns	Separate sub-categories based on "centres of population" for Nahiack, Stroud, Bulahdelah, Forster, Tuncurry, Green Point, Pacific Palms, Hawks Nest, Tea Gardens, Seal Rocks, Pindimar, Coomba Park, North Arm Cove and Winda Woppa. Includes vacant land within those areas that are zoned to permit residential purposes.
Business		Includes all properties which cannot be categorised as Residential or Farmland. Includes vacant land zoned to permit business.
	Business Towns	Separate sub-category for business properties in the towns of Forster and Tuncurry and the Council Administration Centre in Forster. Includes vacant land zoned for purposes such as business, commercial or industrial use.
Farmland		All land deemed to be Farmland in accordance with the provisions of Section 515 Local Government Act 1993.
		All residential type blocks such as at North Arm Cove and Pindimar which are zoned Zone RU2 - Rural Landscape. These properties cannot receive building approval, however limited agricultural use may be permitted.
Mining		Land is to be categorised as mining if it is a parcel of rateable land and its dominant use is for a coal or metalliferous mine.

Maps showing the sub-category of all rateable land are available for inspection at Council's administration building in Breese Parade, Forster. A computer listing showing individual categorisation for all properties in the Farmland, Business and Mining categories is also available for inspection at Council's administration building in Breese Parade, Forster.

Ratepayers who believe that their property has been incorrectly categorised can seek amendment to the categorisation. Further details can be obtained from Council's Rates Section.

Rating structure

Each year Council determines a rating policy for the next financial year, in determining its rating structure, Council considers the need for equity amongst all ratepayers. Council has previously decided that it will use a two part rating structure consisting of a base amount and an ad valorem amount.

In determining its rating structure consideration was given to all the rating structure options available, Council has also examined the valuation range across its rate base. It is of the opinion that rates levied wholly as an ad valorem rate would not result in an equitable distribution of the rates. As such, Council uses base amounts to obtain a more equitable distribution of the rate burden.

Council considers the requirements of Section 536 of the Local Government Act in determining the level of the various base amounts.

(1) base amount:

- ▶ the base amount is a fixed amount and must be the same for every property subject to a particular rate;
- ▶ the base amount should not collect more than 50% of the total amount of rates payable for a category or sub-category.

(2) ad valorem amount:

- ▶ the ad valorem amount is calculated by multiplying the rateable value of a property by a rate set on the dollar by Council;
- ▶ the higher the value of a property the higher the ad valorem component;

2 016-2017 rate structure 1.8% increase

Categories/sub categories	Assessments	Base %	Amount	Value	Rate in \$	Total Rates
Residential						
Forster	7,155	45.14%	\$549.00	1,131,431,210	0.00422000	\$ 8,702,734.71
Tuncurry	3,138	47.93%	\$549.00	443,559,818	0.00422000	\$ 3,594,584.43
Green Point	309	46.32%	\$549.00	46,580,200	0.00422000	\$ 366,209.44
Total Forster Tuncurry Green Point Rate	10,602			1,621,571,228		\$12,663,528.58
Hawks Nest	1,379	42.82%	\$549.00	260,767,400	0.00387700	\$ 1,768,066.21
Tea Gardens	1,394	45.18%	\$549.00	239,518,236	0.00387700	\$ 1,693,918.20
North Arm Cove	398	40.03%	\$549.00	84,430,500	0.00387700	\$ 545,839.05
Pindimar	191	39.97%	\$549.00	40,617,700	0.00387700	\$ 262,333.82
Seal Rocks	61	17.82%	\$549.00	39,822,000	0.00387700	\$ 187,878.89
Total Lower Coastal Rate	3,423			665,155,836		\$ 4,458,036.18
Winda Woppa Rate	167	20.33%	\$549.00	83,748,000	0.00429000	\$ 450,961.92
Pacific Palms Rate	992	32.13%	\$549.00	355,036,570	0.00324000	\$ 1,694,926.49
Coomba Park Rate	647	48.97%	\$483.00	35,245,460	0.00924000	\$ 638,169.05
Nabiac Rate	246	49.14%	\$501.00	29,595,000	0.00431000	\$ 250,800.45
Bulahdelah Rate	492	49.84%	\$501.00	43,823,832	0.00566000	\$ 494,534.89
Stroud Rate	306	49.05%	\$501.00	36,953,070	0.00431000	\$ 312,573.73
Residential Rate	4,341	49.96%	\$602.00	857,598,380	0.00305200	\$ 5,230,672.26
Farmland Rate	4,138	44.06%	\$323.00	498,283,000	0.0034060	\$ 3,033,725.90
Business						
Forster Business Rate	386	15.58%	\$634.00	135,904,874	0.00976000	\$ 1,571,155.57
Tuncurry Business Rate	214	15.75%	\$634.00	74,351,523	0.00976000	\$ 861,346.86
Council Admin Centre Business Rate	1	9.58%	\$634.00	4,500,000	0.00133000	\$ 6,619.00
Business Rate	443	30.64%	\$634.00	104,075,012	0.00611000	\$ 916,760.32
Mining Rate	4	4.19%	\$634.00	8,046,000	0.00720000	\$ 60,467.20
Total	26,402			4,553,887,785		\$32,644,278.40

Note: the above ad valorem rates/base amounts and estimated yields may change slightly due to new supplementary valuations being received by Council for the purpose of rating prior to this Operational Plan being adopted.

2 016-2017 rate structure 6.5% increase

Categories/sub categories	Assessments	Base %	Amount	Value	Rate in \$	Total Rates
Residential						
Forster	7,155	45.04%	\$574.00	1,131,431,210	0.00443000	\$ 9,119,210.26
Tuncurry	3,138	47.83%	\$574.00	443,559,818	0.00443000	\$ 3,766,181.99
Green Point	309	46.22%	\$574.00	46,580,200	0.00443000	\$ 383,716.29
Total Forster Tuncurry Green Point Rate	10,602			1,621,571,228		\$ 13,269,108.54
Hawks Nest	1,379	42.72%	\$574.00	260,767,400	0.00407000	\$ 1,852,869.32
Tea Gardens	1,394	45.08%	\$574.00	239,518,236	0.00407000	\$ 1,774,995.22
North Arm Cove	398	39.93%	\$574.00	84,430,500	0.00407000	\$ 572,084.14
Pindimar	191	39.87%	\$574.00	40,617,700	0.00407000	\$ 274,948.04
Seal Rocks	61	17.77%	\$574.00	39,822,000	0.00407000	\$ 197,089.54
Total Lower Coastal Rate	3,423			665,155,836		\$ 4,671,986.25
Winda Woppa Rate	167	20.28%	\$574.00	83,748,000	0.00450000	\$ 472,724.00
Pacific Palms Rate	992	32.12%	\$574.00	355,036,570	0.00339000	\$ 1,772,981.97
Coomba Park Rate	647	49.13%	\$505.00	35,245,460	0.00960000	\$ 665,091.42
Nabiac Rate	246	49.07%	\$524.00	29,595,000	0.00452000	\$ 262,673.40
Bulahdelah Rate	492	49.72%	\$524.00	43,823,832	0.00595000	\$ 518,559.80
Stroud Rate	306	48.98%	\$524.00	36,953,070	0.00452000	\$ 327,371.88
Residential Rate	4,341	49.91%	\$630.00	857,598,380	0.00320000	\$ 5,479,144.82
Farmland Rate	4,138	42.47%	\$320.00	498,283,000	0.00360000	\$ 3,117,978.80
Business						
Forster Business Rate	386	15.48%	\$664.00	135,904,874	0.01030000	\$ 1,656,124.20
Tuncurry Business Rate	214	15.65%	\$664.00	74,351,523	0.01030000	\$ 907,916.69
Council Admin Centre Business Rate	1	9.53%	\$664.00	4,500,000	0.00140000	\$ 6,964.00
Business Rate	443	30.63%	\$664.00	104,075,012	0.00640000	\$ 960,232.08
Mining Rate	4	4.22%	\$664.00	8,046,000	0.00750000	\$ 63,001.00
Total	26,402			4,553,887,785		\$ 34,151,858.84

Note: the above ad valorem rates/base amounts and estimated yields may change slightly due to new supplementary valuations being received by Council for the purpose of rating prior to this Operational Plan being adopted.

Interest charges (extra charges)

Interest is charged on all overdue rates and annual charges in accordance with section 566 of the Local Government Act. The maximum interest rate is set by the Minister for Local Government.

It is proposed that Council calculate interest at the maximum percentage per annum permitted and that such interest be calculated daily on a simple interest basis.

Annual charges

Waste management charge

The (s501) waste management charge will continue to apply to all properties where waste services are available.

This waste management charge will be used to fund principal repayments on loans and any excess funds will be placed in reserves to assist in funding future expenditure.

The charge is to be applied to each property where the service is available including vacant land, it is proposed to increase the section 501 waste management charge from \$40.50 to \$44.15.

- ▶ Properties containing more than one dwelling or utilising more than one service will be levied a waste management charge for each dwelling or service provided. (includes units/retirement villages and other multiple dwellings where bulk bin containers may be supplied). Example 15 units/dwellings the charge will be the equivalent to 15 x waste management charge (s501).

Particulars	Number	Charge per unit	Yield \$
Waste management charge (s501)	25,043	44.15	1,105,648.45

Other waste management charges

There are a number of non domestic properties that utilise Council's mobile garbage bin services. These include commercial and industrial premises that are not currently being serviced by a privately arranged bulk bin service

To ensure that these properties contribute to the overall cost of providing the mobile garbage bin/kerbside recycling service, it is proposed that a waste service charge be levied on all such properties.

It is proposed that waste service charges be kept at the same level as 2015-2016. Properties subject to these charges will also be subject to the waste management charge of \$44.15 detailed previously in this policy statement.

The charge is to be levied in respect of each service provided. Properties commencing a service after 1 July 2016 will be subject to a reduction in the charge based on the number of weeks that have expired before the service is commenced.

Particulars	Number	Charge per unit	Yield \$
Waste management commercial / industrial (standard)	745	440.50	328,172.50
Waste management commercial / industrial (weekly)	11	502.00	5,522.00
Commercial 240 ltr rubbish bin	146	338.50	49,421.00
240 ltr recycling bin (fortnightly)	19	192.00	3,648.00
240 ltr recycling bin (weekly)	4	338.50	1354.00
240 ltr organic bin (fortnightly)	17	158.50	2,694.50

Domestic waste management

Council is required to levy a domestic waste charge on **ALL** rateable land where the service is deemed available, including vacant land.

Rate pegging legislation is not applicable to domestic waste charges however the domestic waste function is required to be self funding. This means that waste charges are set by Council to cover the cost of domestic waste collection services, landfill and waste processing costs, education and promotion, provision for future planning and all other associated services.

It is proposed that the domestic waste service charge be kept at the same level as 2015-2016. All properties subject to domestic waste charges will also be subject to the waste management charge of \$44.15 detailed previously in this policy statement.

The domestic waste collection area incorporates the entire Council area with the exception of properties/areas deemed inaccessible or not cost effective, and non-urban land (i.e. properties not permitted to have a dwelling erected upon them).

The current comprehensive domestic waste service includes the following:

- ▶ a weekly kerbside collection of garbage using a 140L mobile garbage bin
- ▶ a fortnightly kerbside recycling collection using a 240L mobile garbage bin
- ▶ a fortnightly kerbside organic collection using a 240L mobile garbage bin (not available in some rural areas)
- ▶ Council will determine the most appropriate bin type and size to suit particular properties. In instances where properties contain a large number of dwellings (such as retirement villages) it may not be practical to issue individual mobile garbage bins. Bulk bin containers or a mixture of mobile bins and bulk bins may be supplied
- ▶ one kerbside clean-up campaign each year which will comprise of two separate collections of whitegoods/scrap metal and general waste

- ▶ contribution to the provision of the public place litter and recycling bin service
- ▶ contribution to the provision and operation of landfills and landfill recycling services
- ▶ contribution to the provision and operations of waste transfer stations
- ▶ contribution to the provision of a public weighbridge located at the Tuncurry Waste Management Centre
- ▶ community programs (Clean Up Australia Day etc.)
- ▶ community education for waste management services
- ▶ management and administration services
- ▶ technical advice

It is proposed that:

- ▶ A domestic waste service charge for the removal of household waste (including kerbside recycling and organic where available) be applied to each domestic premises/non rateable property where the service is deemed to be available or for the use of a common collection point.
- ▶ Every dwelling in a strata lot is to be taken as a separate parcel and levied a separate charge
- ▶ The charge may be expressed as the number of individual units or dwellings forming part of a single assessment. Properties containing more than one habitable dwelling, may be in a single ownership, will be subject to an additional domestic waste service charge for each habitable dwelling (includes units, retirement villages and other multiple occupancy dwellings where bulk bin containers may be supplied). Example a property containing 15 units/dwellings the charge will be the equivalent to 15 x domestic waste service charge
- ▶ a vacant domestic waste management charge to meet a proportion of the cost of administrative and fixed cost of the domestic waste management service will be applied to all vacant land where the service is deemed available
- ▶ properties that require additional bins will be charged for the additional services as detailed in the table below
- ▶ where the service to any premises is commenced after 1 July 2016 the charge/charges shall be reduced in proportion to the number of weeks that have expired before such service commences

- ▶ an annual charge of 75% of the domestic waste charge apply to granny flats which meet the adopted criteria

Particulars	Number	Charge per unit \$	Yield \$
Vacant land	2,386	22.00	52,492.00
Domestic waste	18,915	395.00	7,471,425.00
Domestic waste rural (two bin service)	1,826	360.00	657,360.00
140 ltr domestic waste	34	225.60	7,670.40
240ltr domestic waste	22	338.50	7,477.00
Waste management common collection	255	360.00	91,800.00
240 ltr recycling bin	8	192.00	1,536.00
240 ltr organic	33	158.50	5,230.50
Wheel in - wheel out service	4	360.00	1,440.00
Waste management (non rateable)	186	395.00	73,470.00
Domestic waste 75% charge	70	296.25	20,737.50

On-site sewage management

Council is responsible for ensuring the appropriate and safe disposal of wastewater from on-site sewage management systems under Section 68 of the Local Government Act 1993. Within the Great Lakes Council local government area there are approximately 4,000 on-site sewage management systems. Council continues to routinely inspect the operation of on-site sewage management systems, requiring upgrades in instances where systems have failed and where there is an assessed risk to public health and safety from the disposal of effluent. Council also checks pumpout systems to ensure safe disposal of wastewater, obtains and monitors the service history of aerated wastewater treatment systems, and undertakes research projects to determine sources of wastewater failures.

The following fee is proposed:

Particulars	Number	Charge per unit \$	Estimated yield
On-site sewage management approval fee	4,033	90.00	362,970.00

Stormwater management service charge

Council has resolved to continue raising a stormwater management service charge in the 2016-2017 rating period.

What is stormwater management?

Stormwater management is defined as “a service to manage the quantity and quality, or both, of stormwater that flows off land, and includes a service to manage the re-use of stormwater for any purpose”. The overwhelming majority of annual stormwater runoff volume and pollutant load from an urban area is derived from the runoff from impervious surfaces, such as roads, roofs, car parks and paved areas.

The purpose of the stormwater management service charge is to provide Council with the ability to raise additional revenue to cover new or additional stormwater management services within a catchment, suburb, town, village or local government area.

Who is subject to the charge?

Council may apply the charge to parcels of rateable land categorised as residential or business within an urban area, which will benefit from the proposed new/additional stormwater services.

How much will it cost?

The Local Government Act provides that the following maximum charges can be applied:

- ▶ residential property containing a dwelling is to be charged a maximum of \$25
- ▶ residential strata unit is to be charged a maximum of \$12.50 per unit
- ▶ business properties are to be charged at the rate of \$25 per 350m² of land containing impervious surfaces
- ▶ business strata units are to be charged at the rate of \$25 per 350m². The calculation includes common land and is divided between the units on a unit entitlement basis. Council may introduce a minimum charge for business strata units.

How will the funds be spent?

In addition to the normal stormwater management programs provided by Council the following additional projects are proposed for 2016-2017:

- ▶ Lee Street/Crawford Street/Stroud Street, Bulahdelah
- ▶ Cove Boulevard, North Arm Cove - strategy works

Category	Number	Proposed charge \$	Estimated yield \$
Residential	12,375	25.00	309,375.00
Residential strata	4,689	12.50	58,612.50
Business strata	236	12.50	2,950.00
Business < 700m ²	129	25.00	3,225.00
Business 701m ² - 1,400m ²	167	50.00	8,350.00
Business 1,401m ² - 2,100m ²	79	75.00	5,925.00
Business 2,101m ² - 2,800m ²	34	100.00	3,400.00
Business 2,801m ² - 3,500m ²	21	150.00	3,150.00
Business 3,501m ² - 6,300m ²	50	200.00	10,000.00
Business 6,301m ² - 10,150m ²	14	350.00	4,900.00
Business > 10,150m ²	29	500.00	14,500.00
Total	17,823		424,387.50

Pensioner concession

The Local Government Act provides for eligible pensioners to receive a reduction in their rates. This pensioner rate concession is generally 50% of the combined total of ordinary rates and the domestic waste management charge to a maximum of \$250. The State Government reimburses Council 55% of each rebate given (normally \$137.50) with Council writing off the balance of \$112.50.

Ratepayers receiving the pensioner rate concession will be entitled to a further concession of \$10 on the residential stormwater management charge of \$25 and \$5 on the residential strata unit stormwater management charge of \$12.50. This additional rebate is fully funded by Council.

Ratepayers wishing to make enquiries about their eligibility for a pensioner rate concession should contact Council.

Hardship

While ratepayers are required to pay their annual rates and charges to support local government operations, Council is mindful of the need to support ratepayers who suffer genuine financial hardship. Council recognises that there may be times when ratepayers find themselves in a position where they are struggling to meet all of their financial commitments.

The options available are within Council's Hardship Assistance Policy, which can be found on Council's website. Providing that an approved hardship repayment plan is maintained Council may consider reducing or waiving interest on overdue rates in accordance with sections 564 and 567 of the Local Government Act.

Ratepayers are encouraged to make early contact with Council to discuss options should they find that they are experiencing financial difficulties.

Borrowings

Council proposes to utilise loan borrowings to fund capital projects and works during 2016-2017. The budget provides that the following amounts will be borrowed during the year for the following purposes:

Waste management projects		
	6.5% Budget	1.8% Budget
Tuncurry resource recovery & waste transfer facility	\$3,500,000	\$3,500,000
Total	\$3,500,000	\$3,500,000

The repayment of these borrowings will be met from the waste management fund.

General fund projects		
	6.5% Budget	1.8% Budget
Regional road construction	\$350,000	\$350,000
Rural road construction	\$318,356	\$318,356
Urban road rehabilitation	\$420,000	\$420,000
Rural bridges	\$300,000	\$300,000
Cycleway construction	\$250,000	\$250,000
Drainage / stormwater construction	\$332,350	\$317,614
Traffic management facility construction	\$89,668	\$87,481
Forster Civic Precinct construction	\$3,000,000	\$3,000,000
Total	\$5,060,374	\$5,043,451

The repayment of these borrowings will be met from the general fund.

section four
asset management program
capital works

2016 - 2017 asset management program (capital works)

The provision of quality infrastructure facilities is one of the core business activities of local government. The information provided below indicates the capital works that Council proposes to undertake to community infrastructure during 2016-2017. Roads, bridges, footpaths and drainage make up the majority of the program with a total expenditure of approximately \$10.5 million on these assets.

Council has priority programs relating to urban and rural road construction and rehabilitation, rural bridge construction and stormwater drainage upgrades. These programs are based on detailed condition ratings regularly undertaken by Council. Council utilises the condition data and asset hierarchy as the basis for developing asset management plans. Based on these plans, the priority projects for 2016-2017 are as follows. Additional information on the priority of a particular road can be obtained by contacting Council's Transport Assets Section.

PLANNED CAPITAL WORKS PROGRAMS	NOTES	Included in 6.5% Budget	Included in 1.8% Budget
Roads, Bridges, Footpaths & Drainage			
Urban road rehabilitation Stroud St/Southern Side Stuart - Northern Side Richmond - Bulahdelah Macwood Rd/Matthew St - Third Ridge Rd - Smiths Lake Marine Dr - Charles St to end - including Charles St) - Tea Gardens Charles St/Myall St - Marine Drive - Tea Gardens Breese Parade - The Lakes Way Roundabout - Stockland Roundabout - Forster		\$1,673,500	\$1,673,500
Urban road construction Pleasant View Parade (Bundabah Rd to end) - Bundabah Cove Ave (Pleasant View Pde to Second Ave) - Bundabah Wharf St (Donaldson St to end) - Nahiack Gloucester St - Memorial St to Erin St - Stroud Second Ave (Bundabah to end) - Bundabah	Roads to Recovery funding	\$450,000	\$450,000
Urban road reseals Resurfacing works (Forster, Bulahdelah, Hawks Nest, Nerong, Seal Rocks, Coolongolook)		\$1,000,000	\$1,000,000
Rural road reseals Resurfacing works - various locations		\$1,349,509	\$1,348,721
Rural road rehabilitation Bombah Point Rd (segment 60) - Bulahdelah Limekilns Rd/Hough - 0.6km) - Tea Gardens Willina Rd (Highway to 0.4km) - Bunyah Toonang Dr (Petrel - Kooraru 1.869 km) - Tea Gardens Manns Rd/MR692 - End of Seal - Darawank	Partial Roads to Recovery funding	\$2,110,773	\$1,710,773

PLANNED CAPITAL WORKS PROGRAMS	NOTES	Included in 6.5% Budget	Included in 1.8% Budget
Roads, Bridges, Footpaths & Drainage			
Rural road construction - (sealing unsealed roads) Willina Road Bombah Point Road Wattle Hill Road	Roads to Recovery funding	\$1,000,000	\$1,000,000
Rural road gravel re-sheeting Gravel re-sheeting works		\$580,471	\$567,103
Rural bridge construction Minimbah Road Bridge 10		\$300,000	\$300,000
Regional road rehabilitation / reconstruction The Lakes Way - Bungwahl Village Stage 2 (Funded) The Bucketts Way - Weismantles & Limeburners Creek (grant dependant)	Roads & Maritime Services (RMS) repair program RMS block grant	\$1,000,000	\$1,000,000
Regional road reseals Sealing works	Roads & Maritime Services (RMS) block grant	\$200,000	\$200,000
Footpath / cycleway construction Tarean Road, Karuah Marine Drive, Tea Gardens Coupland Avenue, Tea Gardens		\$250,000	\$250,000
Traffic facilities management		\$89,668	\$87,481
Stormwater drainage construction North Arm Cove - Cove Boulevard Bulahdelah - with Lee/Crawford/Stroud St Road reconstruction. Green Point Drive Drainage	Partially funded by stormwater management charge	\$561,156	\$545,414
Culvert construction Replace culverts - various locations		\$300,000	\$300,000

PLANNED CAPITAL WORKS PROGRAMS	NOTES	Included in 6.5% Budget	Included in 1.8% Budget
Roads, Bridges, Footpaths, Drainage TOTAL		\$10,865,077	\$10,432,992
Parks & Reserves			
Plant purchases - community groups		\$39,000	\$39,000
Nabiac Sports Field - Cricket pitch upgrade		\$20,000	\$20,000
Bulahdelah Sport Complex - Cricket pitch upgrade		\$10,000	\$10,000
Tuncurry Rockpool - Retaining Wall Rehabilitation		\$135,000	\$135,000
Playground Equipment Replacement Program		\$100,000	\$0
Beach Showers Renewal Program		\$10,000	\$10,000
Mountain Park Bulahdelah - Facility Improvements		\$40,000	\$40,000
Parks & Reserves TOTAL		\$354,000	\$254,000
Works Operations			
Plant & Fleet Replacement Program		\$2,155,000	\$2,155,000
Tuncurry Depot - Fuel Bowser Replacement		\$85,000	\$85,000
Tuncurry Depot - Renovate MCW area following their exit from depot		\$30,000	\$30,000
Bulahdelah Depot - Washdown bay enhancements		\$20,000	\$20,000
Works Operations TOTAL		\$2,290,000	\$2,290,000
Environmental Protection			
Wallis Lake Wetland Strategy Implementation - Land Purchases		\$213,264	\$213,264
Pipers Creek Retrofit Project		\$100,000	\$100,000
Environmental Protection TOTAL		\$313,264	\$313,264

PLANNED CAPITAL WORKS PROGRAMS	NOTES	Included in 6.5% Budget	Included in 1.8% Budget
Waste Management			
Tuncurry Resource Recovery & Waste Transfer Facility		\$4,000,000	\$4,000,000
Public Place Recycling Facilities		\$25,000	\$25,000
Water Refill Station Program		\$5,000	\$5,000
Stroud Landfill		\$250,000	\$250,000
Great Lakes Landfill (Minimbah)		\$500,000	\$500,000
Waste Management TOTAL		\$4,780,000	\$4,780,000
Great Lakes Leisure & Aquatic Centre			
Renewal of 25m pool heat pumps		\$100,000	\$100,000
Great Lakes Leisure & Aquatic Centre TOTAL		\$100,000	\$100,000
Public Buildings			
Public Building Improvement Program- includes the following projects (subject to change) Refurbishment/renewal of Little Street amenities, Forster Construction of new sports ground amenities, Nabic (Aub Ferris Sporting Complex Amenities) - (subject to grant funding) Renew sections of roof, Forster Community Centre Refurbishment of amenities, Bulahdelah Showground (incl. provide equal access facilities) (subject to grant funding) Refurbishment of amenities, John Debert Reserve, Smiths Lake (incl. provide equal access facilities)		\$411,000	\$310,000
Public Buildings TOTAL		\$411,000	\$310,000

PLANNED CAPITAL WORKS PROGRAMS	NOTES	Included in 6.5% Budget	Included in 1.8% Budget
Library Services			
Literacy Resource Program		\$12,713	\$12,500
Furniture & Equipment Replacement Program		\$7,547	\$7,500
Computer Hardware Purchase & Replacement Program		\$37,738	\$37,738
Library Book & Resource Purchases		\$194,950	\$194,900
Library Local Special Projects Program		\$32,350	\$32,350
Great Lakes Bookstart Program		\$3,040	\$3,040
MidCoast Water Book Collection Program		\$1,500	\$1,500
Library Services TOTAL		\$289,838	\$289,528
Cemeteries			
Forster Cemetery Stage one of sealing lower roadway and creating turning circle Sectional signage and various works		\$30,000	\$30,000
Tuncurry Cemetery Continuation of bush clearing for new burial areas Supply and installation of new columbarium wall, and construction of new lawn cemetery beams if demand requires		\$30,000	\$30,000
Tea Gardens Cemetery Supply and installation of new columbarium wall, signage		\$27,500	\$10,000
Bulahdelah Cemetery Construct new lawn cemetery beam to accommodate burial needs		\$10,000	\$5,000
Cemeteries TOTAL		\$97,500	\$75,000

PLANNED CAPITAL WORKS PROGRAMS	NOTES	Included in 6.5% Budget	Included in 1.8% Budget
Community Services			
Stroud Court House - Heritage Conservation Management Plan Works		\$9,000	\$9,000
Bulahdelah Court House - Heritage Conservation Management Plan Works		\$5,000	\$5,000
Community Services TOTAL		\$14,000	\$14,000
Information Technology			
Computer hardware upgrade program		\$10,000	\$10,000
Computer software upgrade program		\$120,000	\$120,000
Computer & office equipment upgrade program		\$50,000	\$50,000
Information Technology TOTAL		\$180,000	\$180,000
TOTAL CAPITAL WORKS FOR 2016-2017		\$19,694,679	\$19,038,784

SPECIAL PROJECT			
<p>Forster Civic Precinct Project Budget includes Council funds and government grants for construction of library and other community facilities only - Project is subject to Expressions of Interest from the private sector for development partners and Council is progressing through the procurement process to identify a suitable partner. Eventual project value may change based on development partners contribution and agreed final development plan.</p>	(includes \$6 million Federal Gov't funding)	\$12,000,000	\$12,000,000

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