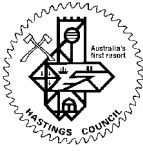




HASTINGS COUNCIL

ANNUAL REPORT 1998/99





HASTINGS COUNCIL

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Council's Vision

Council's Vision:

“To be an adaptable organisation that reflects the needs of the community”

Council's Mission:

“To meet the needs of the community through proactive planning, sound leadership and by providing quality services”

Council's Core Values:

- < consult and communicate
- < encourage teamwork
- < deliver quality services
- < promote sustainable practices
- < be customer-focussed
- < act responsibly with integrity, transparency and fairness

Council's Service Provision Philosophy

“To provide high quality services which represent value to the ratepayer”



HASTINGS COUNCIL

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Council Members

*Mayor
Cr Wayne
Richards*



*Deputy Mayor
Cr Jacquie
Argent*



*Cr Mavis
Barnes*



*Cr John
Barrett*



*Cr Gary
Gilbert*



*Cr Edith
Hall*



*Cr Frank
Harrison*



*Cr Lisa
Intemann*



*Cr Daphne
Johnston*



*Cr David
Morton*



*Cr Bob
Woodlands*

A new Council was elected on 11 September 1999. The new Council is:

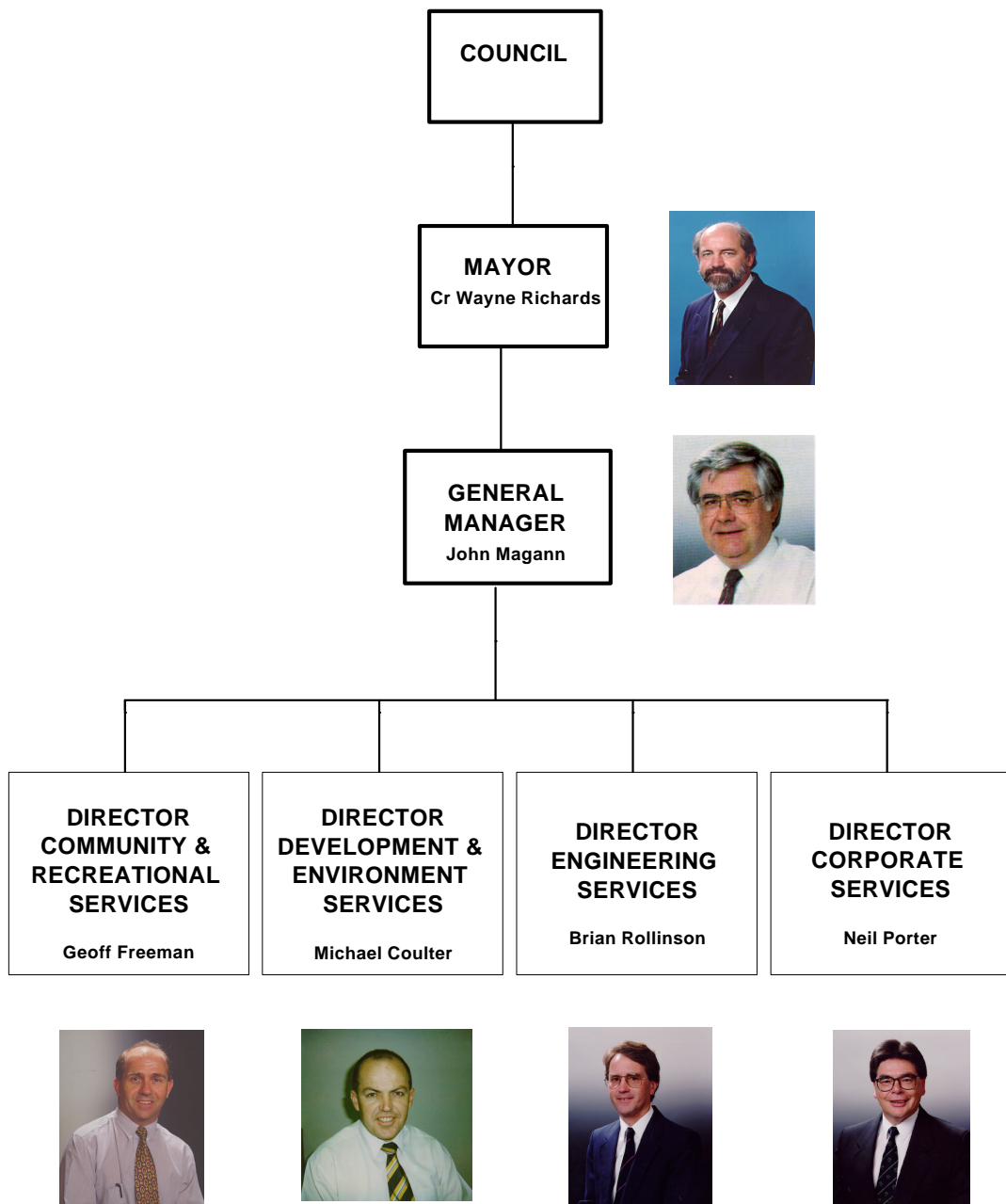
Councillor Wayne Richards (Mayor)
 David Morton (Deputy Mayor)
 Noel Campbell
 Rob Drew
 Frank Harrison
 Lisa Intemann
 Daphne Johnston
 David Mayne
 Jim Pearson
 Jenni Steele
 Bob Woodlands



HASTINGS COUNCIL

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Council Structure (Effective 30 November 1998)





HASTINGS COUNCIL

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Hastings Council Headquarters - hours 8.30am to 4.00pm

PO Box 84 Corner Lord & Burrawan Streets DX7415
Port Macquarie NSW 2444 Port Macquarie NSW 2444 Port Macquarie

? 02 6581 8111 Fax: 02 6581 8123

E-mail: council@hastings.nsw.gov.au

Web site: www.hastings.nsw.gov.au

Branch Offices:

High Street 9 Laurie Street
Wauchope NSW 2446 Laurieton NSW 2443



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Introduction

This is a comprehensive Report of the Hastings Council for the twelve month period to 30 June 1999. The reporting requirements set out in the Local Government Act require significant detail to be provided with a strong emphasis being placed on accountability.

The 1998/99 Annual Report covers the period 1 July 1998 to 30 June 1999 and includes a comparison between Council's Management Plan and performance in this period. A Community Report will be available in December 1999 which will provide details of major achievements during 1998/99 and information relating to Council's future plans.

Council welcomes enquiries concerning any area covered in this report. Council staff will endeavour to assist you in providing answers to all enquiries received.

Council Information

"Members of the community are welcome to attend and address Council and Committee Meetings."

In addition to Council meetings, the Councillors serve on committees which deal with various areas of responsibility. Members of the community are welcome to attend and address Council and Committee meetings. Council has a four-weekly meeting cycle with Council meetings held on Mondays (if Monday is a Public Holiday then the meeting is held on the next Tuesday).

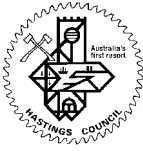
Council has two (2) major committees. These are:

- C Planning, Development and Environment Committee (two meetings in the four-weekly cycle)
- C Works and Services Committee (one meeting in the four-weekly cycle)

If you wish to address either a Council or Committee meeting, a request must be submitted to the General Manager in writing by 11.00 am on the day of the meeting.

You can obtain the date and time of the next Council meeting by telephoning Council's Corporate Service Division on 6581 8604. Regular advertisements detailing meeting venues and times are also published in local newspapers.

If you wish to enquire about a specific agenda item prior to the Council meeting, the Corporate Services Division will be able to assist you.



HASTINGS COUNCIL

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Council Committees have delegated authority to make decisions on certain matters. These are detailed in the business paper which is also available to the public.

Business papers for Council and Committee meetings are available for inspection at Council Libraries and Offices on the Friday morning before the meeting. You can also obtain a copy of the Business Paper at the Council Chambers prior to the meeting.

Calendar of Significant Dates

February

Rating 28 February, 3rd quarterly Rate instalment due

May

Management Planning Council considers 3 Year Draft Management Plan and Revenue Policy

Draft Management Plan and Revenue Policy placed on public exhibition for 28 days and any submissions received must be considered before it is adopted.

Rating 31 May, 4th quarterly Rate instalment due

June

Management Planning 30 June last day for adoption of Management Plan

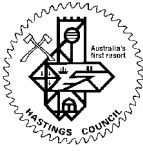
Access to Information 30 June last day for publication of Council's Statement of Affairs

July

Rating 31 July, last day for making Rates

August

Rating 31 August, 1st quarterly rates instalment due.



HASTINGS COUNCIL

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September

Mayoral Election Council elects its Mayor, Deputy Mayor and Committee representatives in September of each year.

Staffing Council to redetermine its organisational structure within 12 months of an ordinary election.

October

Financial Reporting 31 October Annual Statements for the period ended 30 June previous must be audited and with the Department of Local Government.

November

Annual Report 30 November, Annual Report for the previous financial year to be available to the public and provided to the Minister for Local Government.

Rating 30 November, 2nd quarterly rates instalment due.

Financial Reporting Annual statements placed on public exhibition prior to formal adoption by Council.



HASTINGS COUNCIL

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Statement of Expenses, Revenue and Assets

S.428.(2)(a)

STATEMENT OF FINANCIAL POSITION

as at 30 June 1999

	Actual 1998/99 \$'000	Actual 1997/98 \$'000
CURRENT ASSETS		
Cash on hand and at bank	39	39
Investments	19,311	21,641
Receivables	4,593	4,938
Inventories	1,322	867
Other	334	46
	25,599	27,531
TOTAL CURRENT ASSETS		
CURRENT LIABILITIES		
Bank overdraft	606	826
Creditors	4,126	3,999
Provisions	2,332	2,203
Borrowings	3,354	3,338
	10,418	10,366
TOTAL CURRENT LIABILITIES		
NET CURRENT ASSETS	15,181	17,165
NON-CURRENT ASSETS		
Investments	55,373	45,922
Inventories	1,039	792
Property, plant and equipment	630,263	622,265
	686,675	668,979
TOTAL NON-CURRENT ASSETS		



HASTINGS COUNCIL

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	1998/99	1997/98
NON-CURRENT LIABILITIES		
Creditors	10,170	9,186
Provisions	5,645	5,433
Borrowings	24,097	21,897
TOTAL NON-CURRENT LIABILITIES	39,912	36,516
NET ASSETS	661,944	649,628
EQUITY		
Accumulated surplus/deficit	660,603	649,628
Asset revaluation reserve	1,341	0
TOTAL EQUITY	661,944	649,628



HASTINGS COUNCIL

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OPERATING STATEMENT

as at 30 June 1999

	Actual 1998/99 \$'000	Actual 1997/98 \$'000
OPERATING REVENUES		
Rates & annual charges	28,286	27,410
User charges & fees	9,019	8,979
Interest	3,740	3,441
Grants & contributions provided for operating purposes	7,478	7,534
Other operating revenues	1,094	831
TOTAL OPERATING REVENUES	49,617	48,195
OPERATING EXPENSES		
Employee costs	16,708	16,141
Materials & contracts	11,499	9,823
Interest charges	1,960	1,974
Depreciation	18,640	8,350
Other operating expenses	4,416	3,766
TOTAL OPERATING EXPENSES	53,223	40,964
OPERATING RESULT BEFORE CAPITAL AMOUNTS	(3,606)	8,131
Grants & contributions provided for capital purposes	13,665	7,007
Net gain/(loss) on disposal of assets	(484)	(494)
	13,181	6,513
CHANGE IN NET ASSETS BEFORE ABNORMAL ITEMS	9,575	14,644
Abnormal item	1,400	0
CHANGE IN NET ASSETS RESULTING FROM OPERATIONS	10,975	14,644



HASTINGS COUNCIL

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Expenses, Revenues, Assets Held/Acquired

	Expenses actual \$'000	Revenue actual \$'000	Assets acquired \$'000	Assets held \$'000
Administration	1,977	726	1,228	19,583
Public order & safety	1,698	728	935	3,619
Health	138	79	40	46
Community services & education	424	205	28	1,035
Housing & community amenities	9,665	5,952	1,152	44,877
Water supplies	7,715	14,619	10,712	146,997
Sewerage services	8,055	12,524	2,526	116,084
Recreation & culture	5,550	1,111	2,732	36,039
Mining, manufacturing & construction	1,055	651	228	259
Transport & communication	15,190	8,397	9,700	340,611
Economic affairs	2,242	760	120	3,124
Total - Functions	53,709	45,752	29,401	712,274
Capital grants/contributions		18,932		
General purpose revenues		64,684		
Totals	53,709	64,684	29,401	712,274



HASTINGS COUNCIL

Annual Report 1998/99

Comparison of Council's Actual Performance of its Principal Activities with the Projected Performance of those Activities

S.428(2)(b)

GOVERNANCE

Governance involves the role and operation of Council, the Mayor and Councillors in decision-making and consultative processes.

MAYOR AND COUNCILLORS

Goal

To provide transparent and accountable local government, and exercise community leadership, develop and promote communication and consultative processes that encourage effective participation by the community in Council's decision-making.

<i>Performance Target</i>	<i>Actual Performance</i>
Mechanisms are in place (including forums, open forums, and question time) to enable matters affecting the community to be raised by/with Councillors	Achieved
Meetings are conducted in accordance with Code of Meeting Practice and open to public with no breaches of the Code.	Achieved
Actions and decisions of Councillors are in accordance with Code of Conduct with no breaches of the Code	Achieved
Community input into and comment on major issues is sought and encouraged in accordance with Council's Community Consultation Policy.	Achieved
Management Plan and Financial Plan 1999/00-2001/2002 are adopted by 30 June 1999	Achieved
Council Codes and Policies are reviewed on an ongoing basis	Achieved



HASTINGS COUNCIL

Annual Report 1998/99

<i>Performance Target</i>	<i>Actual Performance</i>
Strategy developed by 31 July 1999 for a Community Survey to be conducted immediately following the 1999 Council Election	Achieved

GENERAL MANAGEMENT

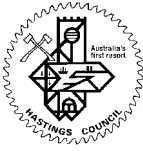
General Management is concerned with the efficient and effective day-to-day management of the Organisation.

GENERAL MANAGEMENT (EXECUTIVE SERVICES)

Goal

To provide efficient and effective day to day management of the Organisation, provide timely and strategic advice to Council and develop and give direction to the Organisation.

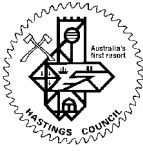
<i>Performance Target</i>	<i>Actual Performance</i>
Implement a new structure from 30 November 1998	Achieved
Complete current benchmarking programme and take further action by way of workplace change or services tendered out where appropriate by 30 November 1998	Delayed pending outcome of market testing
Develop Policy to identify an appropriate level of funding for the future maintenance and depreciation of assets by 28 February 1999	Changes made in the 1999/00 Management Plan to reflect funded depreciation shortfall. More work is required to develop policy fully
Achieve all statutory reporting requirements	Achieved
Implement Continuous Improvement Programme on an ongoing basis	Achieved



HASTINGS COUNCIL

Annual Report 1998/99

<i>Performance Target</i>	<i>Actual Performance</i>
Finalise Area Growth Strategy by 30 April 1999	ERM Mitchell McCotter together with Council staff have now completed a draft Hastings Urban Growth Strategy. The strategy is based on ESD principle and provides a full economic, social and environmental evaluation of six options to cater for urban growth in the Hastings for the next 20 years. Comments on the draft report prepared by ERM Mitchell McCotter have been considered. Reported to Council in October.
Investigate the adoption of Australian Quality Awards criteria within the Organisation as a measure of best practice by 31 March 1999	Delayed pending decision on market testing
Develop appropriate Service Guarantees for the Organisation by 30 April 1999	Work by CIP Team continuing on revising benefits etc. Some delay in finalisation pending decision on method of service delivery



HASTINGS COUNCIL

Annual Report 1998/99

CORPORATE SUPPORT

A variety of support services are provided, including administration services and public office, human resource management, information technology, financial management, the design of Council works and projects. Corporate support services are provided to all Divisions of Council.

ADMINISTRATION SERVICES AND PUBLIC OFFICE (CORPORATE SERVICES)

Goal

To provide quality support services to the Organisation to facilitate efficient management and operations.

<i>Performance Target</i>	<i>Actual Performance</i>
Complete the review and modification of Occupational Health and Safety Procedures by September 1998	Achieved
Ensure documents are available to the public in accordance with Section 12 of Act with no complaints re non-availability of documents	Achieved
Provide agendas and minutes to Councillors, public and staff in accordance with adopted service standards	Achieved
Develop service standards for printing function by 31 December 1998	Achieved

INFORMATION SERVICES (CORPORATE SERVICES)

Goal

To provide and maintain effective computer facilities to meet Council and customer requirements.



HASTINGS COUNCIL

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<i>Performance Target</i>	<i>Actual Performance</i>
Replace and program 40 Personal Computers throughout the Organisation by December 1998	Achieved
Instal Land Information System on Unix server and instal the application on 160 PCs throughout Organisation by April 1999	Achieved
Acquire and instal the Aurion Payroll System by March 1999	Achieved
Install Land Information System on Unix server and install the application on 160 PCs throughout Organisation by April 1999	Achieved
Acquire and instal the Aurion Payroll System by March 1999	Delayed when Genasys placed in receivership. Will be reported to Council in April 2000 as part of review of Council's software providers
Instal PC GENIUS (Mapping Interface) to 80 Personal Computers throughout Organisation by December 1998	Achieved
Implement programmes and procedures to ensure that 90% of Council's technological equipment and programmes are year 2000 compliant by 30 June 1999	Achieved



HASTINGS COUNCIL

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COMMUNICATION SERVICES (CORPORATE SERVICES)

Goal

To publish a range of informative material which provides residents with access to information on Council activities, direction, services and achievements.

<i>Performance Target</i>	<i>Actual Performance</i>
Publish quarterly Council Newsletters and distribute these to all residents in September, December, March and June	Modified by Council by to 3 Newsletters in September, March & June (September's issued in November due to revised presentation)
Ensure information about the Council and Committee system, including agendas and minutes, is readily accessible to residents with no complaints re non-availability of information	Achieved

PROPERTY SERVICES (CORPORATE SERVICES)

Goal

To manage Council's land acquisition and Council's property leasing program in the most expedient and cost-effective manner

<i>Performance Target</i>	<i>Actual Performance</i>
Acquire land required for the future widening of Hastings River Drive according to the staged acquisition program	Achieved
Acquire the land required for the establishment of sewerage treatment facilities to service the Kew/Kendall area in accordance with the Project Planning Schedule	Achieved



HASTINGS COUNCIL

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<i>Performance Target</i>	<i>Actual Performance</i>
Complete property transactions as required by functional areas within agreed time frames	Achieved

HUMAN RESOURCES (EXECUTIVE SERVICES)

Goal

To provide quality, cost-effective human resource services aimed at enhancing organisational performance

<i>Performance Target</i>	<i>Actual Performance</i>
Comply with Awards, Industrial Relations Act and Council's Codes and Policies with no breaches of Award, Act, Codes or Policies	Achieved
Develop a Performance Management System for Senior, Professional, Technical and Administrative staff by 30 June 1999	Achieved
Develop a Human Resource Management Plan by September 1998	Not possible to develop until such time as a Council Strategic Plan is developed as staffing numbers, growth areas, training needs, etc will all focus around the strategic direction of Council.
Develop and achieve a Training Programme to meet requirements for Organisational training, including skills acquisition	Achieved



HASTINGS COUNCIL

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FINANCIAL MANAGEMENT (EXECUTIVE SERVICES)

Goal

To provide high quality, timely and relevant reports for management and the effective control of resources to provide the optimum level of funds for both the present and future.

<i>Performance Target</i>	<i>Actual Performance</i>
Review Section 94 Plans <ul style="list-style-type: none">• Kings Creek by 28 February 1999	Completed April 1999
Ⓒ Open Space by 30 April 1999	Awaiting Completion of review of Open Space Strategy
Ⓒ Car parking by 30 June 1999	Awaiting completion of review of Carparking Strategy
Review Section 64 Plans <ul style="list-style-type: none">Ⓒ Water by 30 May 1999Ⓒ Major Council Roads by 30 June 1999Ⓒ Sewer by 30 June 1999	Revised - October 1999 Awaiting review of Strategy Revised - October 1999
Review Business Unit Model and adjust as necessary by 28 February 1999	Achieved
Develop suite of Financial Indicators against which to measure Council's financial performance by 31 January 1999	Achieved
Refine cost attribution model by 28 February 1999	Achieved



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AUDIT (EXTERNAL/INTERNAL) (EXECUTIVE SERVICES)

Goal

To adopt appropriate audit mechanisms to ensure compliance with Statutes, Regulations, Codes, Policies and Procedures.

<i>Performance Target</i>	<i>Actual Performance</i>
Complete external audit by 31 October 1998	Achieved
Ongoing internal review of accounting and organisational outcomes and procedures	Achieved

PLANT HIRE SERVICES (ENGINEERING SERVICES)

Goal

To adopt appropriate audit mechanisms to ensure compliance with Statutes, Regulations, Codes, Policies and Procedures

<i>Performance Target</i>	<i>Actual Performance</i>
Review Plant Hire rates by 31 July 1998	Achieved
Review existing Business Plan by 30 November 1998	A major report on plant replacement was reported to Council and this did take into account some of the activities which the previously adopted Business Plan has recommended
Review Business Plan by 28 February 1999	Achieved



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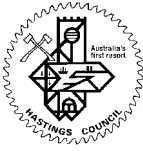
<i>Performance Target</i>	<i>Actual Performance</i>
Report on Business Unit Performance for 1998/99 by 30 October 1999	Achieved
Generate through usage, adequate income annually to meet the projected operational costs	Achieved

WORKSHOP/DEPOTS (ENGINEERING SERVICES)

Goal

To provide plant and vehicle repair facilities suitable for Council's needs

<i>Performance Target</i>	<i>Actual Performance</i>
Develop Business Plan by 30 November 1998	There has been significant workplace changes within the Workshop. More contract work has been implemented and it is planned, during the next 6 months, to evaluate and report on the changes implemented in this area of the workplace
Review Business Plan by 28 February 1999	Refer to above comments
Report on Business Unit Performance for 1998/99 by 30 October 1999	Achieved
Identify site and develop a strategy for the financing and construction of a new combined works depot by 30 June 1999	There has been some limited investigation in relation to the selection of a suitable site, however no success has been achieved



HASTINGS COUNCIL

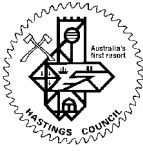
Annual Report 1998/99

INVESTIGATION AND DESIGN (ENGINEERING SERVICES)

Goal

To provide quality survey, investigation and design services to the Organisation.

<i>Performance Target</i>	<i>Actual Performance</i>
Complete the EIS for the “link” section of Ocean Drive between Lochinvar Place and Hindman Street	Achieved
Commence stormwater management plans to government requirements	Achieved
Develop forward design programme by 31 December 1998	Achieved
Introduce Quality Assurance system for Civil Infrastructure assets by 31 December 1998	Achieved
Develop Business Plan by 30 November 1998	Achieved
Review Business Plan by 28th February 1999	Achieved
Report on Business Unit Performance for 1998/99 by 30 October 1999	Achieved



HASTINGS COUNCIL

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ECONOMIC DEVELOPMENT

Through the Economic Development Sub-Committee, Council places considerable emphasis on Economic Development in an attempt to strengthen employment opportunities in our area.

TOURISM (CORPORATE SERVICES)

Goal

To provide and operate Visitor Information Centres that provide services to meet customer needs and devise in partnership with the local tourism industry, an effective annual marketing program.

<i>Performance Target</i>	<i>Actual Performance</i>
Undertake a complete review of the Hastings Tourism Plan by December 1998	Unable to undertake with existing resources. \$10,000 requested in current year's Management Plan but not funded
Investigate the feasibility of relocating the Port Macquarie Visitor Information Centre by December 1998	Achieved
Prepare the Tourism Marketing Plan in cooperation with the Port Macquarie Marketing Sub-Committee by April 1999	Achieved
Review Visitor Information Centre Business Plan by 28 February 1999	Achieved
Report on performance of Visitor Information Centre Business Unit for 1998/99 by 30 October 1999	Achieved



HASTINGS COUNCIL

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ECONOMIC DEVELOPMENT (CORPORATE SERVICES)

Goal

To encourage and facilitate appropriate business and employment growth that provides for the needs of the local community.

<i>Performance Target</i>	<i>Actual Performance</i>
Implement quality provider programme by 30 June 1999	Achieved
Complete tourism investment guide by 1 May 1999	Achieved
Retail Policy Plan endorsed by Council by 1 December 1998	Not endorsed until April 1999
Identify the preferred transport plan for the area by 30 June 1999	The complexity of this matter was underestimated and a report was presented to Council during December 1998. It is planned to achieve the first stage of a revised process during the term of the current Management Plan
Cableway management strategy adopted by Council by 1 March 1999	Additional industry consultation required delayed this action by one month



HASTINGS COUNCIL

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ENVIRONMENT/HEALTH

The area of environmental management is one of the greatest challenges facing Council and is of increasing interest to the community. Policing health standards and the conduct of education programmes is having a positive effect in our local government area.

ENVIRONMENTAL SERVICES (DEVELOPMENT & ENVIRONMENT SERVICES)

Goal

To ensure that Council and the community are informed on major environmental health issues and to provide strategies for the control of likely hazards.

<i>Performance Target</i>	<i>Actual Performance</i>
Develop and implement a strategy for the regulation of on-site effluent disposal in unsewered areas by 31 December 1998	Achieved
Conduct an audit of all food premises at least once during the year	Achieved
Organise 2 food handling courses by 30 June 1999	Achieved
Continue water quality monitoring programs and report trends to Council on quarterly basis	Achieved
Complete contaminated land policy and conduct a public workshop on its implications by 31 March 1999	Achieved
Complete Fernbank Creek and Rossglen Acid Sulphate Soils Projects by 30 June 1999	Achieved



HASTINGS COUNCIL

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DOG CONTROL AND ORDINANCE SERVICES (DEVELOPMENT & ENVIRONMENT SERVICES)

Goal

To provide prompt response to public health, safety and amenity issues.

<i>Performance Target</i>	<i>Actual Performance</i>
Provide a public education campaign on animal control, particularly the new Companion Animals legislation and barking dogs	Achieved
Implement procedures provided in Companion Animals Act by 31 December 1998	Achieved
Upgrade pound facilities and review management arrangements by 30 June 1999	Achieved
Respond to stray dog complaints within one hour of receiving the complaint	Achieved

NOXIOUS WEEDS (COMMUNITY & RECREATIONAL SERVICES)

Goal

To control the spread of noxious weeds to minimise their impact on the economy and the environment.

<i>Performance Target</i>	<i>Actual Performance</i>
Expansion of property inspections programme in accordance with total catchment management procedures, Noxious Weeds Act and adopted Council policy	Achieved
Carry out weeds spraying programme on Council's roads and property at strategic times for effective control	Achieved



HASTINGS COUNCIL

Annual Report 1998/99

<i>Performance Target</i>	<i>Actual Performance</i>
Implement community education/consultation programmes within resources available	Achieved

ENVIRONMENT AND COMMUNITY INFRASTRUCTURE FACILITIES (COMMUNITY & RECREATIONAL SERVICES)

Goal

To provide environmental improvements and community infrastructure facilities for the benefit of the community.

<i>Performance Target</i>	<i>Actual Performance</i>
Complete environmental improvement and infrastructure works in accordance with the programme adopted by Council including: C urban bushland regeneration and management C stormwater pollution controls C urban pathways/cycleways C open space improvements C noxious and environmental weed control C landcare, dunecare and streamwatch programmes	Achieved
Maximise funds available through application for grants supporting the adopted programme	Achieved



HASTINGS COUNCIL

Annual Report 1998/99

REGULATORY CONTROL AND LANDUSE PLANNING

The consistent assessment of development, subdivision and building applications will ensure that the current high standards in our area are maintained. Landuse strategy ensures the strategic landuse and strategic environmental planning objectives for the Organisation are achieved.

DEVELOPMENT CONTROL (DEVELOPMENT & ENVIRONMENT SERVICES)

Goal

To provide a development control system which is aware of the cost of time and provides a level of assessment which complies with relevant legislation and Council policy.

<i>Performance Target</i>	<i>Actual Performance</i>
To reduce the average turn-around time for development and complying development applications below that recorded for 1997/98	Achieved
To provide building and subdivision inspections no later than the following working day	Achieved

INTEGRATED ASSESSMENT LEGISLATION (DEVELOPMENT & ENVIRONMENT SERVICES)

Goal

To maximise the opportunities for competition and reducing “red tape” with the introduction of the integrated assessment legislation.

<i>Performance Target</i>	<i>Actual Performance</i>
New applications forms and procedures in place by 30 June 1999	Achieved



HASTINGS COUNCIL

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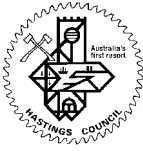
New Local Environmental Plan to identify exempt and complying development to be resolved by Council by 30 December 1999	Achieved
New Development Control Plan to identify advertised development and policies applying to complying development by 30 December 1998	Achieved
New fee structure for complying development to be resolved by Council by 30 June 1999	Achieved
Provision of ongoing training for staff and the building industry	Achieved

LANDUSE STRATEGY (DEVELOPMENT & ENVIRONMENT SERVICES)

Goal

To create sustainable living for the current and future residents of the Hastings which respects the environment and the economic/social wellbeing of the community

<i>Performance Target</i>	<i>Actual Performance</i>
Review of DCP 9 and 20 following workshop and static exhibition to be reported to Council by 31 December 1998	Review of DCP 20 completed. Finalisation of the review of DCP 9 delayed by additional workshops and an extension of the exhibition period until the end of July 1999
Report to Council on draft Local Environmental Plans for small area additions to Port Macquarie as part of the Hastings Urban Growth Strategy by 31 March 1999	Achieved
Report to Council on a review of the Hastings Local Environmental Plan 1987 by 31 March 1999	Achieved



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<i>Performance Target</i>	<i>Actual Performance</i>
Interpretation of vegetation mapping for the east of the Pacific Highway to be completed by 30 June 1999	Management Plan completed to draft stage.
Commence Koala Plan of Management for the eastern part of the area	Achieved

BUSINESS ACTIVITIES

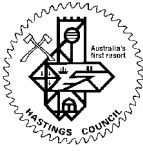
A variety of commercial activities are undertaken, including crematorium and cemetery services, aerodrome, property development and caravan parks. Each activity is run as a business unit whilst recognising Council's community service obligations.

CREMATORIUM & PUBLIC CEMETERIES (COMMUNITY & RECREATIONAL SERVICES)

Goal

To provide quality memorial facilities and services whilst providing a commercial return on funds invested in the business.

<i>Performance Target</i>	<i>Actual Performance</i>
Deliver services and manage in accordance with the strategy adopted in the Business Plan	Achieved
Develop and maintain the business assets in accordance with the adopted Action Plan	Achieved
Review Business Plan by 28 February 1999	Achieved
Report on performance of Business Unit for 1998/99 by 30 October 1999	Achieved



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AERODROME (ENGINEERING SERVICES)

Goal

To provide an integrated airport facility that meets the needs of commuters and the aviation industry

<i>Performance Target</i>	<i>Actual Performance</i>
Operate aerodrome in accordance with the licensing requirements of the Civil Aviation Safety Authority with no breaches of that licence	Achieved
Reconstruct the main car parking area and road network	Achieved
Revise existing Business Plan by 30 November 1998	Achieved
Review Business Plan by 28 February 1999	Achieved
Report on performance of Business Unit for 1998/99 by 30 October 1999	Achieved

PROPERTY MATTERS (CORPORATE SERVICES)

Goal

To manage Council's investment landholdings to reflect a commercial return and to increase the income base of Council

<i>Performance Target</i>	<i>Actual Performance</i>
Implement Council's Land Development Business Plan according to established target dates	Achieved



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<i>Performance Target</i>	<i>Actual Performance</i>
Review Business Plan by 29 February 1999	Achieved
Report on performance of Business Unit for 1998/99 by 30 October 1999	Reported to Property Management Sub-Committee in November 1999

CARAVAN PARKS (CORPORATE SERVICES)

Goal

To manage Council's caravan parks so as to provide a high level of holiday accommodation which provides a commercial return

<i>Performance Target</i>	<i>Actual Performance</i>
Implement Council's Caravan Parks Business Plan according to established target dates	Achieved
Review Business Plan by 28 February 1999	Achieved



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COMMUNITY SERVICES

The community services programme provides Rural Services through a network of 26 volunteer brigades. Human services provides support for community groups through community and recreational grant programmes with staff support focussed on the following areas:

- C Older people*
- C People with disabilities*
- C Community development*
- C Young people*
- C Social planning*
- C Community facilities*
- C Community leadership*

EMERGENCY SERVICES (RURAL FIRE SERVICE, SES) (COMMUNITY & RECREATIONAL SERVICES)

Goal

To minimise the loss of life and property through bushfire, property fires and other emergency situations.

<i>Performance Target</i>	<i>Actual Performance</i>
Maintain a safe, effective fire fighting force for the combat, suppression and control of rural and structural fires within the Hastings Rural Fire District	Achieved
Prepare financial and asset strategy for rural fire service function by 30 September 1998	Draft financial plan prepared. Strategy to be workshopped with new Council
Develop, review and audit fuel management and risk analysis plans for the Hastings Rural Fire District by 30 June 1999	Draft plans completed by 30 June 1999 and submitted to Rural Fire Service prior to exhibition
Develop a Training Plan for volunteer fire fighters by 31 December 1998	Achieved



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<i>Performance Target</i>	<i>Actual Performance</i>
Carry out ongoing Community Fire Guard Programme in all primary schools within the Hastings Rural Fire District	Achieved

COMMUNITY SERVICES (COMMUNITY & RECREATIONAL SERVICES)

Goal

To provide, manage or facilitate a range of services and activities to enhance social wellbeing and create a safe, inclusive and equitable community.

<i>Performance Target</i>	<i>Actual Performance</i>
Implement the Community Services Plan, Disability Discrimination Act Action Plan and Crime Prevention Strategy in accordance with the schedule adopted by Council	Achieved
Manage community grants programs, eg Sport & Recreational Grants, Community Development Grants Program, Area Assistance Scheme, to meet the schedule adopted by Council and government departments	Achieved
Undertake community development activities to assist the community to meet identified needs	Achieved
Develop and adopt social policy to address local issues such as Social Impact Assessment Policy and Young People and Public Access	Achieved



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<i>Performance Target</i>	<i>Actual Performance</i>
Review Community Services Plan against social planning guidelines in accordance with Local Government (General) Amendment (Community & Social Plans) Regulation 1998	Achieved

RECREATION AND CULTURE

Recreation and Culture involves all of Council's public open space, including managed Crown reserves, parks, playing fields, bushland, foreshore reserves and including recreational facilities, swimming complexes, indoor stadium, regional stadium and beaches. It also includes public facilities located within open space areas. Cultural activities, primarily the Library, are included in this category. The facilities in this category are subject to high levels of public usage and demand.

LIBRARY (COMMUNITY & RECREATIONAL SERVICES)

Goal

To provide quality information and recreational services

<i>Performance Target</i>	<i>Actual Performance</i>
Review Library collection and service policies quarterly	Achieved
Complete planning and approval processes for new Port Macquarie Library by September 1998 and commence building construction by 31 November 1998	Tender documentation completed September 1998. Tenders closed November 1998. Acceptance of tender by Council on 21 December 1998. Construction commenced on 26 January 1999. Completion due January 2000



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<i>Performance Target</i>	<i>Actual Performance</i>
Finalise cross-Division Continuous Improvement Process to investigate internal library service to Council by June 1999	CIP Team nominations sought from other divisions. CIP Team established. Numerous team meetings held. Thus far, recommendations not yet finalised.

SWIMMING POOLS & BEACHES (COMMUNITY & RECREATIONAL SERVICES)

Goal

To provide safe aquatic recreational facilities

<i>Performance Target</i>	<i>Actual Performance</i>
Conduct beach lifeguard services in accordance with the programme adopted by Council	Achieved
Implement refurbishment of swimming pools in accordance with Plan of Management	Report to Council in October 1999
Ensure lease conditions at all Council swimming pools are adhered to with no breaches	Achieved

PARKS, GARDENS & RESERVES (COMMUNITY & RECREATIONAL SERVICES)

Goal

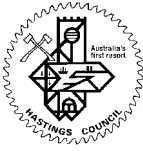
To provide and manage a range of passive and active recreational facilities and environmental open space.



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<i>Performance Target</i>	<i>Actual Performance</i>
Complete a review of the Works Programme of the Open Space Management Plan prior to 30 August 1999	Achieved
Carry out playground replacement programme in accordance with the adopted plan by 30 June 1999	Achieved
Carry out recreational and parks improvement projects in accordance with the Open Space Management Plan	Achieved
Implement an asset-based costing system from 1 July 1998	Achieved



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CIVIL INFRASTRUCTURE

Infrastructure is Council's largest asset area and consists of roads, bridges, ferries, drainage/flood mitigation, street lighting and buildings.

TRANSPORT & CIVIL INFRASTRUCTURE (ENGINEERING SERVICES)

Goal

To provide and maintain an efficient and safe transport network and associated civil infrastructure.

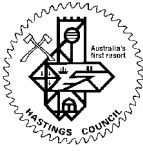
<i>Performance Target</i>	<i>Actual Performance</i>
Complete the construction and maintenance works programme to accepted design standards, within the time-frame and budget adopted by Council	Achieved
Operate the ferry services across the Hastings River in a safe manner and to the level of service adopted by Council	Achieved

FORESHORE, ESTUARY & FLOODPLAIN MANAGEMENT (ENGINEERING SERVICES)

Goal

To address the environmental and physical requirements of estuaries and floodplains.

<i>Performance Target</i>	<i>Actual Performance</i>
Commence the estuary management studies/plans for the estuaries in the Hastings and Camden Haven systems by 1 January 1999	Achieved



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<i>Performance Target</i>	<i>Actual Performance</i>
Commence the floodplain management plans for the Hastings and Camden Haven Rivers by 1 January 1999	Achieved

PORT MACQUARIE CBD MASTERPLAN WORKS (ENGINEERING SERVICES)

Goal

To enhance the streetscape in the Port Macquarie CBD area (using the special rate income).

<i>Performance Target</i>	<i>Actual Performance</i>
Complete the CBD streetscape programme in Horton & William Streets in accordance with the adopted schedule and within the budget allocations	Achieved

BUILDINGS (COMMUNITY & RECREATIONAL SERVICES)

Goal

To provide efficient and effective management of Council's building assets recreational facilities

<i>Performance Target</i>	<i>Actual Performance</i>
Complete capital building projects in accordance with adopted works programmes, budget and design	65% of projects have been completed. 14% are currently in progress. 21% are in the design stage



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<i>Performance Target</i>	<i>Actual Performance</i>
Develop & implement an asset management and maintenance programme that will provide for optimum use and maintenance of buildings and facilities by 31 March 1999	Achieved
Implement asset-based costing system from 1 July 1998	Achieved

WATER SUPPLY

Council provides high quality potable water to its urban consumers and continues to implement an adopted strategy to improve service delivery and drought security.

WATER SUPPLY SERVICES (ENGINEERING SERVICES)

Goal

To provide an adequate, safe and clean water supply to the urban centres of Council's area.

<i>Performance Target</i>	<i>Actual Performance</i>
Draw water from river sources in an environmentally acceptable manner to comply with government licences with no breaches of licence conditions	Achieved
Maintain the water supply quality in accordance with the guidelines of the National Health & Medical Research Committee	Achieved



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<i>Performance Target</i>	<i>Actual Performance</i>
Operate/maintain the off-creek storage dam in accordance with the requirements of the Dam Safety Act	Achieved
Achieve staged construction of the Cowarra Dam:	
C Complete clearing of Dam and Borrow Areas by 30 December 1998	Achieved
C Complete Foundation Preparations by 28 February 1999	Achieved
C Complete Grout Dam and Saddle Dam Foundations by 31 May 1999	Achieved
C Complete construction of 750 mm dia trunkmain 5.2 km, King Creek to Dam by 30 June 1999	Achieved
Review Business Plan by 28 February 1999	Achieved
Report on performance of Business Unit for 1998/99 by 30 October 1999	Achieved

ELECTRICAL/MECHANICAL SERVICES (ENGINEERING SERVICES)

Goal

To provide quality electrical and mechanical services to the organisation.

<i>Performance Target</i>	<i>Actual Performance</i>
Install and maintain the equipment necessary for the operation of Council's water and sewerage facilities so that adopted service levels can be achieved	Achieved



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<i>Performance Target</i>	<i>Actual Performance</i>
Develop Business Plan by 30 November 1998	A final draft Business Plan was completed in May 1999, however it is yet to be workshopped and adopted by Council
Review Business Plan by 28 February 1999	See above comments
Report on Business Unit Performance for 1998/99 by 30 October 1999	Achieved

WASTE SERVICES

Waste management involves waste collection, treatment, disposal, reuse and recycling. Council aims to carry out this function in the most appropriate and environmentally-acceptable manner. Strategies are being developed to improve the level of service available to customers.

SEWERAGE SERVICES (ENGINEERING SERVICES)

Goal

To treat and manage the sewage waste from the urban centres of Council's area in an environmentally acceptable manner.

<i>Performance Target</i>	<i>Actual Performance</i>
Operate and maintain treatment plants in a continuous manner to produce a final effluent quality in accordance with EPA requirements	Achieved
Commence development of strategies for the provision of sewerage facilities in the village areas by 30 June 1999	Achieved



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<i>Performance Target</i>	<i>Actual Performance</i>
Complete the Hastings Effluent Management Strategy (HEMS) by 31 May 1999	Achieved
Commence the construction of the Kew/Kendall Sewerage Scheme by 30 April 1999	Achieved
Review Business Plan by 28 February 1999	Achieved

LABORATORY SERVICES (ENGINEERING SERVICES)

Goal

To provide quality laboratory services to the organisation.

<i>Performance Target</i>	<i>Actual Performance</i>
Develop documentation for total quality management systems to standards for NATA registration by 31 May 1999	This matter has been “ <i>put on hold</i> ” as further information in relation to NATA registration unfolds. Recent discussions have been held with Kempsey Shire and with Hunter Water in relation to more efficient use of laboratory services and it is unlikely that Council will pursue NATA registration
Develop Business Plan by 30 November 1998	Achieved
Review Business Plan by 28 February 1999	Achieved
Report on performance of Business Unit by 30 October 1999	Achieved



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WASTE MANAGEMENT (COMMUNITY & RECREATIONAL SERVICES)

Goal

To provide environmentally and ecologically sustainable waste management services.

<i>Performance Target</i>	<i>Actual Performance</i>
Achieve ongoing reductions in the per capita levels of waste going to landfill	Achieved
Undertake a complete review of the Waste Management Strategy by 31 October 1998	<ul style="list-style-type: none">C Draft Waste Strategy placed on exhibition during October 1998C Waste Strategy adopted by Council in March 1999
Implement environmental and management practices at each landfill in accordance with licence requirements	Achieved
Complete investigations into the proposed Cairncross landfill to allow a final decision to be made by 28 February 1999	<ul style="list-style-type: none">C Completion of EIS reported to Council on 21 December 1998C Exhibition period from 28 January to 10 March 1999C Planning decision made by Council in July 1999C Decision to proceed with acquisition and development made in August 1999
Review Business Plan by 28 February 1999	Achieved
Report on performance of Business Unit for 1998/99 by 30 October 1999	Achieved



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Current State of the Environment - Summary

S.428(2)(c)

The NSW Local Government Act 1993 requires councils to prepare annual reports that include “a report as to the state of the environment in that area”.

Recent amendments to the Local Government Act 1993 have altered the requirements for the preparation, context and timing of State of the Environment Reports. The major changes which have occurred are:

- The first report of a Council for the financial year ending after each election must be a comprehensive State of the Environment Report.
- Other annual State of the Environment Reports may be either a comprehensive or a supplementary report.
- Each report is to address the eight environmental sectors of land, air, water, biodiversity, waste, noise, Aboriginal Heritage and Non-Aboriginal Heritage.
- In order to create a stronger link between the contents of Council’s State of the Environment Report and Council’s strategic management cycle, Council must have regard to its most recent comprehensive State of the Environment Report as part of preparing its draft management plan.
- Council’s are required to apply the principles of Ecologically Sustainable Development (ESD) when preparing their draft management Plans and as such State of the Environment Reports can be used as a mechanism for reporting on progress towards ESD.

Past State of the Environment reports for the Hastings local government area have identified that whilst State of the Environment reporting can assess what needs to be done for the environment over time it will not identify precisely the role of Council and the community in achieving it and that there is a need to establish a stronger link between strategic management processes and State of the Environment reports. The new requirement whereby Councils must have regard to their State of the Environment reports as part of preparing their draft management plans is a positive step towards achieving an integrated decision making process.

The sixth State of Environment Report prepared by Hastings Council covers the period between July 1998 and June 1999.



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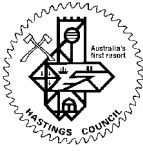
The sixth report has identified key indicators which will be monitored and compared over time in order to provide a snapshot of environmental trends.

The analysis of trends is important in the identification of environmental issues and measuring the effectiveness of management responses.

A summary of key indicators follows. Where possible, a comparison with the previous State of the Environment Reports has been made.

SUMMARY OF INDICATORS

Indicator	Year				
	1998/99	1997/98	1996/97	1995/96	1994/95
Economic and Social Indicators					
Waiting time for public housing	9 years	N/A	7.5 years	N/A	N/A
Public Library circulation per capita	11.34	11.31	11.86	12.58	12.88
Crime rate (based on calendar year)	805	746	661	N/A	
Unemployment rate %	N/A	N/A	N/A	16.1	N/A
Job deficits (% of employment)	N/A	N/A	N/A	26	
Diversity of economy (coefficient of specialisation)	N/A	N/A	N/A	19.6	
Incomes (median personal income)	N/A	N/A	N/A	\$11,440	
Land					
Population	*63,400	*61,600	*59,800	58,010	56,500
Population density (persons/sq km)	17.1	16.7	16.2	15.7	15.3
Population density (persons/sq km) (coastal area)	27.4	26.5	25.6	25.6	24.8
Area of land nominated for conservation protection (% of land area of LGA)	23 859 km ²	9 229 km ²	N/A	N/A	N/A



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Indicator	Year				
	1998/99	1997/98	1996/97	1995/96	1994/95
Aquatic					
Potable water usage per property	257	223	228	206	225
% of selected water quality test - sites which fail to meet water quality criteria in less than 75% of samples	65	N/A	N/A	N/A	N/A
Waste					
Per capita solid waste generation/ year (tonnes)	.88	.84	.74	.75	N/A
Volume of solid waste diverted from landfill	15%	14.7%	13%	*5-8%	N/A
Total volume of liquid waste collected from reticulated systems (ml)	6,979	5,845	5,940	6,185	5,442
Volume of liquid effluent reused (ml)	26	72	83	N/A	70
Air					
Traffic movements	4.7% annual increase since 1991				
Number of vehicles	3.2% annual increase in motor vehicles since 1986				
Heritage					
Number of known heritage items	388	388	N/A	N/A	N/A
Biodiversity					
Number of animals rescued by FAWNA	N/A	1,240	N/A	1,826	N/A
Koala mortality and morbidity (admissions to Koala Hospital)	139	188	N/A	55 mortality only	62 mortality only



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Indicator	Year				
	1998/99	1997/98	1996/97	1995/96	1994/95
Threatened species diversity	N/A	N/A	N/A	N/A	N/A
Introduced animal species diversity	17	17	16	N/A	N/A
Introduced plant diversity	135	#134	43	43	N/A
Area affected by bush fire	N/A	N/A	N/A	N/A	N/A
Area of land clearing	N/A	N/A	N/A	N/A	N/A

Notes: N/A Information not available
 * Estimation
 # Improved information - refer to page ??? of report

The detailed State of the Environment Report is available from Council's offices.



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Condition of Public Works

S.428(2)(d)

The following table shows the condition of public buildings, public roads, and water and sewerage works under the control of Council at 30 June 1999.

With respect to Public Buildings, satisfactory means that the building meets the detailed performance criteria as set down in Council's service level standards. This standard is maintained through an inspection and cleaning schedule mechanism and compliance with relevant licencing requirements.

CONDITION OF PUBLIC BUILDINGS				
Category	Condition at end of 30/6/99	Estimate of cost to reach satisfactory standard	Estimate of cost to maintain standard (current \$ value)	Maintenance program 98/99 (\$)
Amenities/Toilets	Satisfactory	Nil	189,900	189,900
Visitor Information Centre	Satisfactory	Nil	4,600	4,600
Community/Youth Centres	Satisfactory	Nil	6,200	6,200
Surfing Clubs	Satisfactory	Nil	2,143	2,143
Residencies	Satisfactory	Nil	14,000	14,000
Music Centre	Satisfactory	Nil	1,300	1,300
Public Halls	Satisfactory	Nil	37,600	37,600
Senior Citizens' Centres	Satisfactory	Nil	4,845	4,845
Civic Centre	Satisfactory	Nil	81,900	81,900
Libraries	Satisfactory	Nil	135,300	135,300
Indoor Sporting Complexes	Satisfactory	Nil	36,250	36,250
Swimming Pools	Satisfactory	Nil	170,900	170,900
Historic Court House	Satisfactory	Nil	2,400	2,400
Administration HQ	Satisfactory	Nil	161,300	161,300



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Definitions used with respect to the condition of water, wastewater, roads and drainage assets are as follows:

Excel	In excellent (near new) condition and/or Adequately performing the required function and/or No problem beyond normal maintenance and/or Negligible wear and/or Undamaged or damage repaired to original specification
Good	In good condition and/or Easily performing required function and/or No problem beyond normal maintenance and/or All wear within tolerance
Fair	In fair condition and/or Barely performing required function and/or Wear approaching allowable limits and/or Damaged but not noticeably affecting performance
Poor	In poor condition and/or Not performing required function and/or Problem requiring immediate attention and/or Wear beyond tolerances and/or Damage is noticeably affecting performance
Broken Down	Unusable Broken down and /or Not able to be operated and/or Dangerous



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CONDITION OF PUBLIC ROADS				
Category	Condition at end of 30/6/99	Estimate of cost to reach satisfactory standard	Estimate of cost to maintain standard (current \$ value)	Maintenance program 98/99 (\$)
Airport (1)	Good	N/A	300,000	294,420
Ferries (2)	Good	N/A	90,000	89,850
Sealed local roads (693.7 km)	Good/Fair	N/A	3,000,000	2,513,360
Bridges on local sealed roads (115)	Good	N/A	400,000	421,220
Unsealed local roads (444 km)	Good/Fair	N/A	800,000	765,060
Bridges on local unsealed roads (51)	Good	N/A	40,000	40,140
Sealed regional roads (66.5 km)	Good/Fair	N/A	500,000	1,493,900
Bridges on regional sealed roads (9)	Good	N/A	50,000	95,820
Unsealed regional roads (18.4 km)	Good/Fair	N/A	50,000	76,760
Bridges on regional unsealed roads (4)	Good	N/A	30,000	35,370
Street lighting	Good	N/A	550,000	449,990

- Notes:
1. The estimates of cost to raise the asset condition to a satisfactory serviceability standard are not available but will be provided as the asset registers and condition inspections and assessment are completed and modelling can be undertaken.
 2. It should be noted that there was additional maintenance expenditure for sealed regional roads. This was due to the costs involved in works on Hastings River Drive and urgent works on Stingray Creek Bridge.



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Category	Condition at end of 30/6/99	Estimate of cost to reach satisfactory standard	Estimate of cost to maintain standard (current \$ value)	Maintenance program 98/99 (\$)
CONDITION OF STORMWATER DRAINAGE AND FLOOD MITIGATION				
Urban stormwater drainage (176.8 km)	Good	N/A	250,000	211,920
Flood mitigation (285,534 m ³)	Good/Fair	N/A	25,000	22,950

Note: The estimates of cost to raise the asset condition to a satisfactory serviceability standard are not available but will be provided as the asset registers and condition inspections and assessment are completed and modelling can be undertaken.

CONDITION OF WATER SUPPLY				
<i>Collection</i> 6 river intakes	Good	N/A	230,000	230,000
<i>Treatment</i> 9 sites	Good	N/A	155,000	155,000
<i>Storage</i> 1 OCS 35 reservoirs	Good	N/A	100,000 90,000	100,000 90,000
<i>Reticulation</i> 12 pump stations 656 km mains 10,506 conn	Good Good Good	N/A	*280,000 415,000 410,000	*280,000 415,000 410,000
CONDITION OF WASTEWATER				
<i>Collection</i> 19,169 conn 412 km gravity mains 79 km rising mains 125 pump stations	Good Good) Good) Good	N/A	*see mains *320,000 295,000 731,000	*see mains *320,000 295,000 731,000
<i>Treatment disposal</i> 5 plants	Excel/Fair	2,000,000	919,000	919,000



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Summary of Amounts Incurred in Relation to Legal Proceedings taken by or against Council

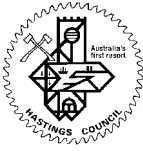
S.428(2)(e)

Legal Costs 1998/99

Costs of legal proceedings incurred for the recovery of outstanding rates and charges during the 1998/99 financial year were **\$367**. These costs are recovered from individual ratepayers. Other legal expenses incurred are detailed below:

Matter	Amount (\$)	Comment
Quildan - unauthorised clearing	6,236.66	Continuing
Dulhunty - unauthorised clearing	29.95	Matter resolved
Woolworths Petrol Plus - refused DA	5,399.80	Application approved
* Sayers - The Hatch - refused DA	2,535.85	Appeal dismissed - costs awarded \$4,797.93
* Maria River Plantation - unauthorised drain	58.90	Settlement paid to Council 1998 - \$8747.75
Settlement Shores - maintenance advice	2,550.00	Continuing
Royal Bayside - refused DA	4,248.94	Appeal withdrawn - costs awarded \$915.00
Yandle - equal opportunity	272.25	Appeal dismissed
Phoenix Crescent Port Macquarie - refused DA	3,482.30	Appeal upheld
Magic Mountain - amend court approval	188.15	
DCP 20 - advice	7,913.67	Finalised
Maxwell's Quarry - DA 191/95	2,892.55	Continuing
Coles DA 1998/267 - refused DA	68,643.55	Appeal dismissed
General advice from solicitors	13,371.15	
TOTAL	117,823.72	

Note: * These matters commenced and incurred expenses in the 1997/98 year and were finalised in the 1998/99 year.



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Mayoral and Council / or Fees

S.428(2)(f)

The total amount of money expended during the 1998/99 year on Mayoral fees and Councillor fees was as follows:

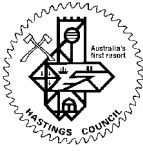
1. Mayoral fees	31,500
2. Councillor fees	105,000
Total	\$136,500

Council reimburses all reasonable travelling expenses on Council business. Costs involved with attendance at conferences and seminars approved by Council are fully reimbursed with the exception of alcohol and personal expenses. Councillors are provided with meals when attending Council meetings. Council provides all Councillors with a filing cabinet and a telephone/fax/answering machine which is available for use on Council related business.

Council provides all Councillors with stationery, local newspapers, and a shared meeting room at Council's Administration Headquarters containing a computer terminal, desk, chairs, telephone and copies of relevant legislation. The Mayor is also provided with a fully subsidised vehicle, and office and secretarial support.

The total costs associated with Councillor expenses for 1998/99 were:

Travel and subsistence	45,986
Conferences and provision of facilities	50,941
Total	\$96,927



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Senior Staff Remuneration Packages

S.428(2)(g)

The total amount paid for Senior Staff remuneration packages was \$ 351,424.

Local Government (General) Regulation Cl 7A(1)(b)

The following Senior Staff were employed by Council during the year

Title	Total of Salary Package (\$)
General Manager	141,572
Director of Development & Environment Services	109,308
Director of Community & Recreational Services	100,544

Note: The Director of Engineering Services and the Director of Corporate Services are not classified as senior staff under the provisions of the Local Government Act 1993.



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*Details of Each Contract Awarded by Council
During the Year Other Than*

- *Employment Contracts*
- *Contracts for less than \$100,000*

S.428(2)(h)

Contractor Name	Nature of Contract	Amount Payable (\$)
Haire Civil Constructions	Town Centre MasterPlan Stage 3B	243,795
Haire Civil Constructions	Town Centre MasterPlan Stage 3A	634,405
Haire Civil Constructions	Access Road to Cowarra Dam	564,165
Haire Civil Constructions	Cowarra Dam Foundation Stripping & Preparation	2,170,000
Lahey Constructions	Port Macquarie Library	2,367,935
Garry Bannister Constructions	Bus Terminal	164,517
TCK Excavations	Water Supply Mains at Ocean Drive, Laurieton	167,000
TCK Excavations	King Creek to Cowarra Dam Trunk Main	2,917,750
TCK Excavations	Cowarra Dam Trenching of Electricity Supply & Telstra Cables	146,120
Sine Industries Pty Ltd	Koree #2 Pump Station HV Electrical Switchboard Upgrade	221,886
Eire Constructions Pty Ltd	Rosewood #3 Reservoir	1,575,686
Bricon Pty Ltd	Port Macquarie Dam & Rosewood Reservoirs Sodium Hypochlorite Dosing Equipment	480,342
Fagan Fencing	Cowarra Dam Boundary Fencing	105,315
NorthPower	Cowarra Dam 11kV Electricity Supply	262,000
Austress Freyssinet Pty Ltd	Cowarra Dam Foundation Grouting	709,500



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Report on Bush Fire Hazard Reduction Activities

S.428(2)(i)

Hazard reduction activities were carried out by six (6) agencies within the Hastings Council area. These were Hastings Rural Fire Service, NSW National Parks & Wildlife Services, State Forests, North Power, NSW Fire Brigade and State Rail Authority.

Hazard Reduction Burns

All agencies combined, completed 34 of the 99 planned control burns that were registered with the Bush Fire Management Committees, approximately 14,341 hectares were reduced to satisfactory levels.

Hastings Rural Fire Service

Hastings Rural Fire Service members provided some 4,500 man hours in relation to planned hazard reduction works, totalling 501.5 hectares.

A further 594.5 hectares were reduced to satisfactory levels from unplanned controlled burns.

NSW National Parks & Wildlife Service (NPWS)

The NPWS carried 11 out of 12 hazard reduction works, totalling 90 hectares of controlled burning and 160.6 km of fire trail maintenance completed.

State Forest

The State Forest carried out five control burns which were completed to satisfactory levels, totalling 2,500 hectares and a further 700 hectares of unplanned control burns were completed.

NSW Fire Brigades

The NSW Fire Brigade carried out two control burns, totalling 100 hectares.

State Rail Authority

Eighty kilometres of lineal feature works were carried out beside all rail lines within the Hastings district.



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Summary of Hazard Reduction Works

Planned control burns approved by the Hastings Bush Fire Management Committee totalled 4,200 hectares.

The hazard reduction burns have been greatly restricted by wet weather and available crew.

Fire Trail Maintenance

Approximately 23 kilometres of fire trails on vacant Crown lands were upgraded and maintained using Regional Fire Association Grants (totalling \$3,300.00). The works were carried out in the areas of Lake Innes, Bonny Hills, North Haven, North Shore and Port Macquarie. Due to the continuing wet weather, some areas have not been completed.

Fire Calls and Other Incidents (Rural Fire Service)

The Rural Fire Service attended a total of 287 incidents during the 1998/99 year. These incidents included bush and grass fires, structural fires, motor vehicle accidents and fires, storm and tempest, both within the Council area and in Sydney, rubbish fires and false alarms.

A total of 14,958 man hours from volunteer members were expended in the 12 month period.

Training (Rural Fire Service)

Senior First Aid - 2 courses, 25 personnel, total of 350 man hours.

Basic Fire Fighters - 1 course, 25 personnel, total of 725 man hours.

Advanced Fire Fighters - 1 course, 26 personnel, total of 910 man hours.

Village Fire Fighter - 1 course, 25 personnel, total of 875 man hours.

Chain Saw - 2 courses, 15 personnel, total of 300 man hours.

Bush Fire Drive Instructor - 1 course, 2 personnel, total of 28 man hours.

Traffic Control - 4 courses, 12 personnel, total of 60 man hours.

Total man hours training = 3,248 hours.



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Details of Programmes Undertaken by Council During the Year to Promote Services and Access to Services for People with Diverse Cultural and Linguistic backgrounds

S.428(2)(j)

The Hastings has relatively small numbers of people with a non-Anglo background.

Aboriginality

Of a total population of 58,010 some **931 persons** identified as Aboriginal (893) or Torres Strait Islander (38) in the 1996 Census (1.6% of total population). This represents a similar rate to NSW (1.7% total population) but lower than the North Coast Region (2.7% total population), and is an increase over the 437 persons identified as Aboriginal or Torres Strait Islander in 1991.

Census data may under enumerate the number of Aboriginal or Torres Strait Islanders in the population and informal estimates suggest 1,500 may be a more accurate figure.

Ethnicity

Of the total Hastings population of 58,010, **50,401 persons** identify their place of birth as Australia (86.9% of total population).

This represents a significantly higher rate than NSW (72.7% total population) and a similar rate to the North Coast Region (86.5% total population).

3,997 persons identified their place of birth as English speaking countries (6.9% of total population).

1,665 persons identified their place of birth as Non English speaking countries (2.9% of total population). Nationalities with highest numbers represented are Germany and Netherlands.

95.6% of population (aged 5 years or more) speak English only.



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During the year the following activities were carried out:

- g Funding was achieved from the Department of Urban Affairs & Planning Area Assistance Scheme for the appointment of an Aboriginal Liaison Officer to the Hastings Council staff.
- g Support and sponsorship for some of the activities of Hastings Community Group for Reconciliation.
- g Participation of the Mayor in events marking the Journey of Healing.
- g Council continued to consult with local Land Councils through the Aboriginal Consultative Sub-Committee and initiated a review of consultation processes.
- g Development of a draft Aboriginal Heritage Consultation and Protection Policy.
- g Appointment of a Community Development Worker with experience in working with people from diverse linguistic and cultural backgrounds.
- g Provision of an establishment grant to Multi Kulti, the new multi-cultural organisation in the Hastings.
- g Council provided a project grant to the Bad Dags Theatre Group to develop a series of theatre workshops with Phillipino women, culminating in a performance during Carnivale.
- g Sponsorship of a workshop by Carers NSW to provide information on support services available to carers of non-English speaking background people.
- g Council facilitated discussions between interested community groups which resulted in an application being submitted under the *Living in Harmony* grants scheme.
- g Council played a key role in establishing the Mid North Coast Multi-Cultural Workshop.
- g Council was involved in making a submission to the Department of Immigration & Multicultural Affairs for a Community Settlement Service on the Mid North Coast.
- g Co-sponsorship of a workshop on health issues for non-English speaking background women.



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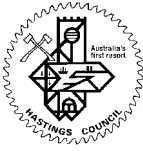
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Access & Equity Activities

Hastings Council adopted the Hastings Community Plan 1999 in June 1999. Access and equity priorities from the Plan are included in the 1999/2000 Management Plan.

The major targets below summarise access and equity activities for the 1998/99 year, key achievements and outstanding issues. Further details on initiatives relating to children and people from diverse cultural and linguistic backgrounds are also given:

Major Targets	Reporting
Implement Community Services Plan, Disability Discrimination Act Action Plan & Crime Prevention Strategy in accordance with schedule adopted by Council	Strategies in each of these Plans have been progressed and highlights include: <ul style="list-style-type: none"> C appointment of Cultural Development Worker with development of Regional Gallery and Public Art projects C funding for appointment of Aboriginal Liaison Officer C falling crime rate figures over a range of crimes in the Hastings C launch and distribution of the Electric Scooter Safety Kit that is being used by the RTA as a model to develop a kit for distribution State-wide
Manage Community Grants Programmes and North Coast Area Assistance Scheme	Grants totalling \$64,400 were allocated to 33 local community groups. Area Assistance Scheme funded three capital, two recurrent and two second year programmes in the Hastings to a value of \$120,259
Undertake community development activities to assist the community meet identified needs	A range of activities have been undertaken to assist priority needs such as: <ul style="list-style-type: none"> C supporting community groups achieve their objectives, including skateboarders, community halls committees, active and older group C researching and lobbying on policy issues and for adequate resources for funded services C developing co-ordination and partnership approaches to applications for funding, projects, planning and service delivery Many funded services remain severely stretched by lack of growth funding and the area continues to have key gaps in infrastructure in crisis accommodation, legal and advocacy services



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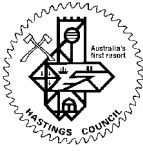
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Major Targets	Reporting
Develop and adopt Social Policy to address local issues such as Social Impact Assessment Policy and Young People and Public Areas	C Social Impact Assessment Policy implemented
	C Hastings Youth Advisory Council established to advise on youth policy issues
	C Underage drinking and public events policies in draft stage
	C Public Art Working Group established to draft policy on art and cultural expression in public places
	C Social Planning and Policy Sub-Committee established to advise on social policy issues
Review Community Services Plan against new Social Planning Regulations	Hastings Community Plan 1999 adopted by Council in June 1999

Hastings Libraries

Hastings Libraries offer the following to assist in providing access to the relevant multicultural information:

- g 4% of the population with language other than English have available free of charge, the resources of the State Library bulk language loans.
- g A collection of French books and magazines are available plus the Alliance Francais library.
- g All reference staff have had familiarisation workshop at State Library on services available.
- g Items with Aboriginal content are identified by an Aboriginal flag on the spine.
- g Extensive collection of resources available through cooperative collection policies of the Mid North Coast Co-operative Library Service.
- g Collection thoroughly reviewed to ensure content is appropriate and current.



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Details of Resolutions made under Section 67 Concerning Work Carried Out on Private Land if the Cost of the Work Has Been Fully or Partly Subsidised

S.428(2)(k)

Details of resolutions made during that year under Section 67 concerning work carried out on private land.

Council has a policy undertaking private works to generate sufficient income to cover the actual costs of the works and Council's overhead to provide a service to the community, particularly for specialised works. The works involve a wide range of activities both urban and rural and, in 1998/99 171 private works were undertaken generating an income of \$143,800.00. No subsidies were provided.

Council's policy with regard to charging for these private works is:

Labour rates	the cost as it applies to Council's works, subject to overtime or penalty rates as applicable								
Materials	the actual cost incurred by Council in purchasing and delivering the materials								
Plant costs	Council's internal plant hire rates plus 50% with a minimum hire period of 2 hours								
Overhead charges	(to cover administrative, engineering and store running costs) work value: <table><tbody><tr><td>< \$20,000</td><td>18%</td></tr><tr><td>> \$20,000 but < \$50,000</td><td>12%</td></tr><tr><td>> \$50,000</td><td>6%</td></tr><tr><td>Emergency works</td><td>25%</td></tr></tbody></table>	< \$20,000	18%	> \$20,000 but < \$50,000	12%	> \$50,000	6%	Emergency works	25%
< \$20,000	18%								
> \$20,000 but < \$50,000	12%								
> \$50,000	6%								
Emergency works	25%								



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*The Total Amount Granted Under Section 356 of
the Local Government Act 1993*

S.428(2)(1)

Amounts granted, ie contributed by Council, are as follows:

	\$
Donation of Rates	16,441
Cash Donations	2,985
Community Group Grants	32,204
Donation for DA/BA Fees	1,253
Port Macquarie Sea Rescue	3,240
Camden Haven Sea Rescue	3,240
Port Macquarie Marine Radio Base	3,240
Port Macquarie SLSC	3,240
Tacking Point SLSC	3,240
Bonny Hills SLSC	3,240
Camden Haven SLSC	3,240
Band Subsidy	9,765
Grants to Improve Sporting Facilities	36,205
Camden Haven Marine Radio Base	3,240
Historical Society Museum (Rates)	8,155
Tacking Point SLSC	<u>14,000</u>
Total	\$146,928



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Statement of Human Resource Activities Undertaken

S.428(2)(m)

Under Clause 20(iii) of the Local Government (State) Award 1997, Council is required to develop a training plan and budget consistent with:

1. The current and future skill requirements of Council.
2. The size, structure and nature of operations of Council.
3. The need to develop vocational skills relevant to Council and the Local Government Industry.

Council's Training Plan was developed as a result of feedback received from Directors and responses from the competency assessment process.

Many skill needs identified in the competency assessment process relate to on-the-job, rather than off-the-job, training. As a result, the Supervisor, with the co-operation of the employee, co-ordinates on-the-job training as the works programme and resources permit.

It is becoming increasingly apparent that with the emphasis on competency based training, that many training organisations are now placing an expiry date on the Certificate of Competency, which will add further demands on Council's future training budget. Examples of this are Traffic Control and Chainsaws and Council's own policy which requires re-training in Confined Space Entry at regular intervals (18-24 months).

A comprehensive training data-base has been developed and will be accessible in the near future on the network for enquiry and report generation purposes by Supervisory staff. The data base will enable Supervisors to not only have an up to-date record of training details of staff but also a list of those who are competent in necessary skill areas to call upon in times of absenteeism, extra workload, etc.



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Training Programmes Conducted during 1998/99:

Programme	No of Attendees	No of Training Days
Acid Sulfate Soils	32	32
Agsafe ii	7	7
Authorised Contractor Accreditation (NorthPower)	4	8
Benchmarking	10	10
Confined Spaces (Initial)	7	28
Confined Spaces (Refresher)	12	24
Construction Industry Induction (General)	10	10
Consultative Committee	1	2
Excel (Intro)	40	80
Excel (Intermediate)	8	16
Excel (Advanced)	22	44
First Aid	1	2
Code of Conduct	102	102
Genamap Data Viewer	36	36
Leadership Management & Communication	3	6
Managing Contractor Safety	1	1
Manual Handling Awareness Certificate	90	90
Manual Handling Back Care	10	10
Microsoft Access (Database) Introduction	25	50
Playground Maintenance & Compliance	19	38
Principles & Practices of Instruction	3	12
Ranger (2) Local Government Ordinances	2	8
Risk Management for Supervisors	45	45
Section 94 (Basic)	85	85



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Programme	No of Attendees	No of Training Days
Section 94 (Advanced)	20	20
Sign Awareness (1 Day Certificate)	16	16
Speed Reading	15	45
Staff Induction	12	12
Telstra Plant Location Accreditation	6	12
Traffic Controller	56	56
Transferring Learning into the Workplace	1	1
Travel Booking	3	3
Water Main Construction	12	12
WordPerfect Introduction	9	9
Work Zone Traffic Management	12	24
TOTAL	737	956



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Statement of Activities Undertaken by Council to Implement Equal Employment Opportunity Management Plan

S.428(2)(n)

The primary EEO implementation strategy has continued to be based upon its integration as a fundamental component of normal management and human resource activities, as opposed to depicting it as a separate entity.

This approach is founded on the premise that EEO is more than just a legislative requirement and that embracing it is also embracing sound management practice.

As the fundamental principle of EEO, the process of merit based selection is subject to ongoing review. During the past year, there have been further refinements to the process in order to make it more equitable and objective.

In addition to the interview, a practical component has been incorporated into the selection process for many jobs. Depending on the nature of the role, this may involve activities such as estimating quantities of materials, calculating levels, preparing costings, reconciliations, computer literacy and so on. Where practicable, field testing is also carried out in functions such as backhoe operation etc.

This revised approach allows people to actually demonstrate skills and abilities and is particularly beneficial to those applicants who have difficulty “selling” themselves at interview. It also provides the selection committee with a more objective basis for assessment.

A further initiative has been the employment of an Aboriginal Liaison Officer to provide closer links and facilitate improved relations with the aboriginal community. This role will assist in further embracing the principles of equity and diversity.

A performance management program has been developed during the reporting period. This will assist employees by way of identifying training needs and will formally recognise individual performance. It will also be a useful adjunct in recruitment and selection. In developing the program, there has been considerable emphasis on ensuring that the program is non-discriminatory.

Human resource policy and procedures are another key element of EEO. An ongoing part of the policy development and review process is careful analysis to ensure there is no direct or indirect discrimination.

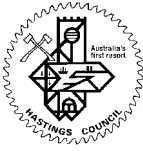


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Harassment is one of the three categories of discrimination (together with direct and indirect discrimination) which are unlawful and as a consequence, organisations must have appropriate controls in place to ensure an harassment free workplace. Council's Harassment Policy and Procedures have been further refined during the year and where utilised, have proven an effective mechanism in addressing the issue.

A questionnaire has been developed to facilitate an EEO re-survey. This will measure employee perceptions on related issues, our progress towards achieving objectives and will form a basis for development of a new EEO management plan. It is proposed to conduct the re-survey during 1999-00 reporting period.



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Statement of External Bodies Exercising Delegated Functions

S.428(2)(o)

No external bodies exercised functions delegated by Council in the period 1 July 1998 to 30 June 1999.

Statement of All Companies in which Council held a Controlling Interest

S.428(2)(p)

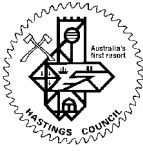
and

Statement of All Partnerships, Cooperatives or Other Joint Ventures to Which Council was a Party

S.428(2)(q)

There are no companies in which Council held a controlling interest nor was Council involved in any partnerships or joint ventures in the period 1 July 1998 to 30 June 1999.

Council is part of the Mid North Coast Library Cooperative.



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FOI Statistics

S.428(2)(r)

SECTION A Numbers of new FOI requests - Information relating to numbers of new FOI requests received, those processed and those incomplete from the previous period.

FOI Requests	Personal	Other	Total
A1 New (including transferred in)	3	5	8
A2 Brought forward			
A3 Total to be processed			
A4 Completed	3	5	8
A5 Transferred out			
A6 Withdrawn			
A7 Total processed	3	5	8
A8 Unfinished (carried forward)			

SECTION B What happened to completed requests? (Completed requests are those on Line A4).

Results of FOI Request	Personal	Other
B1 Granted in full	2	3
B2 Granted in part	1	2
B3 Refused	1	
B4 Deferred		
B5 Completed	3	5

SECTION C Ministerial Certificates - number issued during the period.

C1 Ministerial Certificates issued	Nil
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SECTION D Formal consultations - number of requests requiring consultations (issued) and total number of FORMAL consultation(s) for the period.

D1	Number of requests requiring formal consultation(s)	3	3
----	---	---	---

SECTION E Amendment of personal records - number of requests for amendment processed during the period.

Result of Amendment Request	Total
E1 Result of amendment - agreed	Nil
E2 Result of amendment - refused	
E3 Total	Nil

SECTION F Notation of personal records - number of requests for notation processed during the period.

F3	Number of requests for notation	Nil
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SECTION G FOI requests granted in part or refused - Basis of disallowing access - Number of times each reason cited in relation to completed requests which were granted in part or refused.

Basis of Disallowing or Restricting Access	Personal	Other
G1 Section 19 (application incomplete, wrongly directed)		
G2 Section 22 (deposit not paid)		
G3 Section 25(1)(a1) (diversion of resources)		
G4 Section 25(1)(a) (exempt)		2
G5 Section 25(1)(b), (c), (d) (otherwise available)		
G6 Section 28(1)(b) (documents not held)	1	
G7 Section 24(2) (deemed refused, over 21 days)		
G8 Section 31(4) (released to medical practitioner)		
G9 Totals	1	2



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SECTION H Costs and fees of requests processed during the period (ie those included in lines A4, A5 and A6).

	Assessed Costs	FOI Fees Received
H1 All completed requests	\$2405	\$240

SECTION I *Discounts allowed - numbers of FOI requests processed during the period where discounts were allowed.

Type of Discount Allowed	Personal	Other
I1 Public interest		
I2 Financial hardship - Pensioner/child		
I3 Financial hardship - Non-profit organisation		
I4 Totals	Nil	Nil
I5 Significant correction of personal records	Nil	Nil

Note: * Except for Items I5, Items I1, I2, I3 and I4 refer to requests processed as recorded in A7. I5 however shows the actual number of requests for correction of records processed during the period.

SECTION J Days to process - Number of completed requests (A4) by calendar days (elapsed time) taken to process.

Elapsed Time	Personal	Other
J1 0 - 21 days	1	4
J2 22 - 35 days	2	
J3 Over 35 days		1
J4 Totals	3	5



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SECTION K Processing time - Number of completed requests (A4) by hours taken to process.

Processing Hours	Personal	Other
K1 0 - 10 hours	3	3
K2 11 - 20 hours		2
K3 21 - 40 hours		
K4 Over 40 hours		
K5 Totals	3	5

SECTION L Reviews and appeals - Number finalised during the period.

L1 Number of internal reviews finalised	Nil
L2 Number of Ombudsman reviews finalised	Nil
L3 Number of District Court appeals finalised	Nil

Details of Internal Review Results - In relation to internal reviews finalised during the period.

Bases of Internal Review	Personal		Other	
	*Upheld	*Varied	*Upheld	*Varied
Grounds on which internal review requested				
L4 Access refused				
L5 Deferred				
L6 Exempt matter				
L7 Unreasonable charges				
L8 Charge unreasonably incurred				
L9 Amendment refused				
L10 Totals	Nil	Nil	Nil	Nil

Note: * Relates to whether the original agency decision was upheld or varied by the internal review.



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Summary of Rates and Charges Written Off During the Year

S.428(2)(r)

Local Government (Rates & Charges) Regulation Cl.12

The following rates and charges were abandoned during the 1998/99 year:

	\$
Ordinary Rates	1,244,367
Water Availability Charges	563,773
Waste Water Availability Charges	524,091
Waste Management Charges	351,195
Sanitary Service Charges	Nil
Interest Charges	33,814
Environmental Levy	40,092
Total	\$2,757,332



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Details of Overseas Visits Undertaken During the Year

S.428(2)(r)

Local Government (General) Regulation C1.7A(1)(a)

Details of Overseas Visits

The Director of Community & Recreational Services, Mr Geoff Freeman, and the Mayor, Cr Frank Harrison, inspected waste management facilities in the United States of America in September 1998. This was approved by Council at the Ordinary Council Meeting held on 3 August 1998. The objective of the tour was to look at the full range of waste management practices including recycling, organic waste management and composting, landfill design and other waste technology to guide Council in its planning for future waste management options and facilities. The cost of the visit was \$7,830.

Details of Interstate visits undertaken during the year Council Policy S.38

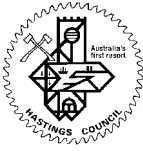
REGISTER OF INTER-STATE AND OVERSEAS TRAVEL 1 July 1998 - 30 June 1999		
Name	Conference	Destination
Councillors Argent & Morton	Crime Prevention & Community Safety Seminar (3 July 1998)	Brisbane
Overseer Port Macquarie, Overseer Parks & Gardens, Projects Designer	2nd Australian Playground Safety Conference	Brisbane
Water Supply Manager	Year 2000 testing and Elpro's SCADA system (11-12 September 1998)	Brisbane
Computer Services Manager	14th Annual Combined Genasys (Council software system supplier) User Conference (8-10 November 1998)	Melbourne



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REGISTER OF INTER-STATE AND OVERSEAS TRAVEL 1 July 1998 - 30 June 1999		
Name	Conference	Destination
Sewerage Investigations Engineer	Biosolids Reuse - Vermiculture Workshop (28 November 1998)	Redlands Shire Council Queensland
General Manager, Human Resources Manager, Financial Planner	Visit to Victoria to investigate competitive tendering and contracting of council services (30 November-4 December, 9-10 December 1998)	Victoria
General Manager, Councillors Gilbert, Harrison, Morton & Woodlands; Tony Blue, MEU, Steve Turner, MEU	Visit to Victoria to investigate competitive tendering and contracting of council services (14-17 February 1999)	Victoria
Councillor Jacquie Argent	National Mainstreet Conference (18-21 April 1999)	Melbourne
Water Supply Manager, Communications Service Coordinator	Elpro User Group Seminar (24-26 April 1999)	Toowoomba
Aged & Disability Worker	International Home Care and HACC Australia Conference and Expo (29 March - 1 April 1999)	Brisbane
Human Resources Manager	Australian Human Resources Institute Annual Conference/ National Convention (23-26 May 1999)	Adelaide
Water Supply Manager	Inspection of Melbourne Water's water treatment facilities	Melbourne
Water Supply Manager	Year 2000 Testing of Elpro's SCADA system (July 1999)	Brisbane



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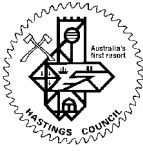
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Senior Staff Remuneration

S.428(2)(r)

Local Government (General) Regulation Cl.7A(1)(b)

Refer to Page 51 of this Report.



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Details of Activities Undertaken by Council During the Year to Develop and Promote Services and Programs that Provide for the Needs of Children

S.428(2)(r)

Local Government (General) Regulation Cl.7A(1)(c)

Council carried out the following during the year to provide for the needs of children:

- g** Facilitated review of the Hastings Childcare Code of Practice established in 1996/97.
- g** Convened a working group to review the children's needs and strategies within the existing Community Services Plan for inclusion in the Hastings Community Plan 1999.
- g** Allocated \$64,400 in community development and recreation grants to organisations, many of whom provide services to children.
- g** Sponsored childcare at International Women's Day celebrations.
- g** Organised a range of Youth Week activities, including art and music events.
- g** Through the Aged and Disability Worker, resourced services catering for children with disabilities with co-ordination of information, training, identification of needs and planning.
- g** Participated in Families First programme planning.
- g** Worked with representatives of the Department of Education, Department of Community Services and Area Health Service Child Protection in planning and crime prevention activities.
- g** Facilitated a public art installation for the children's courtyard of the new Port Macquarie Library.
- g** Council was actively engaged in the ongoing development and management of children's playground facilities.



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- g Maintained Council's swimming pool facilities.
- g Improvements undertaken to sporting field (eg top dressing, drainage, irrigation and floodlighting).
- g Provided general lifeguard instruction and surf awareness education to school groups.
- g Continued to carry out slashing maintenance of unpaved footpaths and public access ways adjoining schools.
- g Ensure that sporting facilities were maintained to an acceptable standard for use by schools for various activities.
- g Preparation for the relocation to the new Port Macquarie Library has been a significant influence on children's services, particularly the last half of the year. This includes activities such as bulk warehouse buying of junior materials and the processing and storage of these items; security stripping of all junior items; weeding junior collection and target mending of stock. However, promotional activities have been particularly successful with a Book Week street parade and summer reading club. There has been significant increase in junior circulation and school holiday activities showing increased attendance. Pre-school storytime is well established with an increasing attendance.
- g The outlook for the next year in relation to library services will include the launching of the literacy collection and its promotion within the community, invitations to all school classes to visit the new premises and the continued increase in circulation for junior materials.

Storytime

40 half-hour session for pre-schoolers 171 Total

School Holiday Activities

12 x 1 hour story and craft 351 Total

Super Sleuth Summer Reader's Club

Participation	141	Port Macquarie
	44	Wauchope
	<u>44</u>	Laurieton
Total	<u>229</u>	



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School Visits

All preschools	15	
Primary Schools	9	(Some to classes, some to school assembly)

Book Week Parade

This was the significant promotional event for the children's library, attracting excellent media coverage. The parade was well attended with an estimated 400 children participating and was aimed at raising community awareness of Children's Book Week.



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Business Activity Statement

S.428(2)(r)

Local Government (General) Regulation Cl.7A(1)(e)

Category 1 Business Activities

Council has the following Category 1 Business Activities as defined in the document entitled "Pricing and Costing for Council Businesses - A Guide to Competitive Neutrality issued by the Department of Local Government.

- g** Water Supply Operations
- g** Sewerage Service Operations
- g** Waste Management Services

The following schedule provide details of expenses, revenues and assets in relation to each of these Category 1 Business Activities.

Listing of Assets

Waste Management Services

	<i>Current</i>	<i>Non-Current</i>	<i>Total</i>
	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>
Costs and Investments			
Waste Management Reserve	1,173		1,173
Receivables			
Waste Management Charges	227		227
Property, Plant & Equipment			
Office Equipment		6	6
Land (Freehold)		466	466
Land (Non depreciable)		153	153
Buildings		271	271
Other structures		99	22
Other		22	22
Total Assets	1,400	1,017	2,417



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Operating Statement

Waste Management Services

	<i>Actual</i>
	<i>\$'000</i>
<i>Operating Revenues</i>	
Annual Charges	2,394
Tipping Fees	1,157
Government Subsidies	189
Other Revenues	2
	3,742
<i>Operating Expenses</i>	
Management & Supervision	435
Operations - Contractor Charges	1,904
- Rubbish Tips	620
- Land Fills Covering	198
- Green Waste Processing	189
Depreciation	4
Other Expenses	217
	3,567
<i>Operating Result Before Works Programme</i>	175
<i>Works Programme Expenditure</i>	503
Operating Result	(328)



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Listing of Assets Sewerage Service Operations

	<i>Current</i>	<i>Non-Current</i>	<i>Total</i>
<i>Assets</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>
Cash and Investments			
Developer Charges		11,510	11,510
Unexpended Loans	1,203		1,203
Sinking Funds		100	
Other	447	13,192	13,639
Receivables			
Specific Purpose Grants	473		473
Rates & Availability Charges	326		326
Other	84		84
Provision for Bad Debts	-		-
Inventories	19		19
Property, Plant & Equipment			
System Assets		89,925	89,925
Plant & Equipment		54	54
Land & Building		-	-
Other		-	-
Total Assets	2,552	114,781	117,333



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Operating Statement Sewerage Service Operations

	<i>Actual</i> \$'000
<i>Operating Revenues</i>	
Annual Availability Charges	8,455
Other Sales and Charges	415
Interest Received	1,009
Grants & Contributions	2,234
Other Revenues	4
	11,159
<i>Operating Expenses</i>	
Management & Supervision	1,230
Operations - Mains	351
- Pumping Stations	1,131
- Treatment	1,669
- Other Costs	225
Depreciation	2,400
Other Expenses	1,049
	8,055
<i>Operating Result Before Capital Amounts</i>	4,062
<i>Grants - Acquisition of Assets</i>	407
<i>Gain/(Loss) on Disposal of Assets</i>	-
Operating Result	4,469



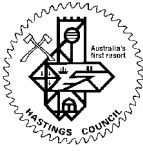
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Listing of Assets

Water Supply Operations

	<i>Current</i>	<i>Non-Current</i>	<i>Total</i>
	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>
<i>Assets</i>			
Cash and Investments		17,945	17,945
Developer Charges	311	12,626	12,937
Other			
Receivables			
Specific Purpose Grants	9		9
Rates & Availability Charges	1,105		1,105
Other	164		164
Provision for Bad Debts	Nil		Nil
Inventories	227		227
Property, Plant & Equipment			
System Assets		114,124	114,124
Plant & Equipment		12	12
Other			Nil
Total Assets	1,816	144,707	146,523



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Operating Statement *Water Supply Operations*

	<i>Actual</i> \$'000
<i>Operating Revenues</i>	
Annual Availability Charges	3,998
Water Usage Charges	3,759
Interest Received	1,527
Grants and Contributions	1,733
Other Revenues	33
Abnormal Item	1,400
	121,456
<i>Operating Expenses</i>	
Management & Supervision	1,229
Operations	215
- Dams	679
- Mains	147
- Reservoirs	603
- Pumping Stations	187
- Treatment	1,207
- Other Costs	2,911
Depreciation	236
Other Expenses	7,414
	7,414
<i>Operating Result Before Capital Amounts</i>	5,042
<i>Grants - Acquisition of Assets</i>	2,319
<i>Gain/(Loss) on Disposal of Assets</i>	(301)
Operating Result	7,060



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Progress in Implementing the Principles of Competitive Neutrality

S.428(2)(r)

Local Government (General) Regulation Cl.7A(1)(e)

National Competition Policy

The National Competition principles agreement:

- < specifies that the competitive neutrality principles need not be applied where the benefits of implementation are outweighed by the costs
- < indicates that competitive neutrality is only to apply to a local Council's business activities, and not to its non-business and non-profit activities
- < requires a local Council's significant business activities (Category 1 Waste Management Services, Sewerage Service Operations and Water Supply Operations) to be subject to the same corporatisation principles as those applied to significant State Government business activities, viz:
 - C adopt a corporatisation model for the business activities
 - C include debt guarantee fees, where the business benefits from the Council's borrowing position by comparison with commercial rates
 - C factor into prices an appropriate return on capital invested
 - C make any subsidies provided to customers and the funding of those subsidies, explicit
 - C operate within the same regulatory framework as other businesses;
and
 - C include in their costs the same Federal, State and local government taxes and charges as do private businesses.

The principle of competitive neutrality requires that local government businesses operate without net competitive advantaged over other businesses as a result of their public ownership.

Previously local government businesses received competitive advantages, such as immunity from various taxes and charges and regulatory requirements, concessional interest rates on loans and cheaper borrowing rates because of government guarantees. Simultaneously, public ownership could create competitive disadvantages, such as costly



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public service industrial conditions, higher superannuation costs, community service obligations and less managerial autonomy.

However, competition policy does not require that all firms or businesses compete on an equal footing. Competing businesses may differ in size, assets, skills, experience and culture, characteristics which define each competitor's unique competitive advantages and disadvantages.

The benefits of adopting a competitive neutrality regime reside in the development of fairer and more cost reflective pricing policies and production in line with market requirements.

At the meeting on 22 September 1997, Council resolved to acknowledge the role of Competition and the National Competition Policy as a means of ensuring that quality and competitively priced services are delivered and are available to the public and adopted the following Service Provision philosophy:

“To provide high quality services which represent value to the ratepayer”

Council has determined Category 1 (\$2 million and above) business Units as follows:

- C Water
- C Sewerage
- C Waste

To date Council has:

- C adopted a policy on the attributions of costs overheads
- C adopted a “Competitive Neutrality Complaints” Policy
- C prepared detailed Business Plans for the Category 1 Business Units
- C applied the Competitive Neutrality pricing requirement

Council has determined Category 2 (less than \$2 million) Business Units, as follows:

- C Plant & Motor Vehicles (Operation & Internal Hire)
- C Crematorium & Cemeteries
- C Caravan Parks
- C Property Development & Leasing
- C Airport
- C Survey and Design Services
- C Swimming Pools
- C Laboratory
- C Electrical Workshop
- C Plant & Vehicle Workshop (Maintenance)
- C Visitor Information Centre



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C Timbertown (Historic Theme Park)

Competitive Neutrality Complaints

Council adopted an Action Requests/Complaints Handling Policy on 9 March 1998. This sets out Council's broad policy position in dealing with complaints. A series of procedures support the Policy by setting out specific action which will be followed. One of these procedures is the Competitive Neutrality Complaints Procedure (PR68) adopted by Council on 9 March 1998.

For the period ended 30 June 1999, the following summary is provided:

C	number of complaints received	NIL
C	subject matter or nature of complaint	NIL
C	outcome	- finalised - detail N/A
		- No NIL
		- pending - No NIL

No Competitive Neutrality Complaints have been received during the 1998/99 year.



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Year 2000 Computer Problem Statement

S.428(2)(r)

Local Government (General) Regulation Cl.7A(1)(g)

Year 2000 Compliance:

Hastings Council has continued with various actions to minimise the risk of the Year 2000 computer problems. During the period, Council's water systems, sewer systems, corporate software and hardware, buildings, airport, telephones, 2-way radios, security systems, Library systems, rural bush fire equipment, caravan parks, crematorium and weighbridge have been assessed and equipment or software has been replaced or updated to minimise the risk of the Year 2000 computer problem.

Hastings Council has adopted the Year 2000 Business Risk Analysis Handbook. The decision to use the handbook was made in January 1998. The total budget for the Year 2000 problem is \$860,000.00. To date, approximately \$830,000 has been spent.

Major milestones for the project are:

- C Business Risk Analysis completed 31 March 1998
- C Rectification Plan completed 30 April 1998
- C 95% of the Rectification Plan implemented by 30 June 1999
- C Year 2000 Contingency/Disaster Recovery Plan to be completed by 31 July 1999.

Year 2000 Contingency Plans:

Contingency plans have been developed, such that Council staff will be able to provide its services in a modified format to our customers. The Year 2000 Contingency/Disaster Recovery Plans have been developed for:

- C Port Macquarie Aerodrome
- C Technical Services Section
- C Community & Recreational Services
- C Library Services
- C Visitor Information Centre
- C Records Management
- C Information Technology
- C Finance
- C Development & Environment
- C Swimming Pools



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- C Property Section
- C Printing Services
- C Electronic Mapping
- C Telephone System
- C Sewerage System
- C Water System.