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ANNUAL REPORT

PART A - COMMUNITY REPORT CARD



PORT MACQUARIE
HASTINGS



PART A - COMMUNITY REPORT CARD

An easy to read summary of the key achievements and results from the 2013- 2014 Financial Year. Primarily referencing Operational Plan achievements, priorities of Council as per Delivery Program and financial overview.

PART B - STATUTORY DETAIL

PART C - FINANCIAL STATEMENTS





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DID YOU KNOW

Council's Stormwater Assets include:

- 271 km pipes
- 12,507 pits
- 2.5 km box culverts
- 63 Gross Pollutant Traps
- 9 km Open Drainage Channels

PURPOSE OF THE ANNUAL REPORT

The Annual Report is the key reporting document for Council to keep the community informed as to what was achieved in the financial year. By reporting on the actions undertaken against the 2013-2014 Operational Plan the community and Council can assess the progress of Council's broader objectives as stated in the 2013-2017 Delivery Program.

Part A of the Annual Report is a summary of the key achievements against the Operational Plan actions and Delivery Program objectives. This Community Report Card also contains a snapshot of statistics and highlights to give the community an overview that aims to be both interesting and informative.

Part B contains the statutory information that Council is required to provide under the Local Government Act 1993 (NSW) and the requirements of the New South Wales Integrated Planning and Reporting Framework. This information gives a technical insight into the legislated obligations that Council must meet each year.

Part C consists of the audited financial statements which give the community a very detailed insight into the financial management of the organisation.

FOCUS AREA REPORTING

Our strategic planning documents, which are made up of the 2030 Community Strategic Plan, Four Year Delivery Program and One Year Operational Plan are themed into a guiding principle and four key focus areas.

GUIDING PRINCIPLE: ENSURING GOOD GOVERNANCE

A collaborative community that works together and recognises opportunities for community participation in decision making that is defined as ethically, socially and environmentally responsible.

FOCUS AREAS:

- **Looking after our people** - Our social infrastructure and community programs create a healthy, inclusive and vibrant community.
- **Helping our community prosper** - The Port Macquarie-Hastings region is able to thrive through access to a range of educational, employment and business opportunities.
- **Looking after our environment** - We understand and manage the impact that the community has on the natural environment. We protect the environment now and in the future.
- **Planning and providing our infrastructure** - Our population growth is supported through public infrastructure and land use development strategies that create a connected, sustainable and accessible community.

A MESSAGE FROM THE MAYOR AND GENERAL MANAGER

The Annual Report for 2013-2014 marks the second year of this Council term and a continued commitment to improving efficiency and effectiveness in the services delivered to the community.

Council manage over 1,400km of rural and urban roads with two thirds of those being sealed roads. Prioritising road maintenance demands within the available budget remains one of our most significant challenges.

In recent years we have significantly increased the level of funding dedicated to the maintenance of our roads in an attempt to reduce the rate of deterioration of these vital assets. This funding program has been assisted by the Special Rate Variation currently in place. This year over 700km of rural road was graded as scheduled and more than \$2m spent on resealing and rejuvenating sealed roads.

As part of our ongoing continuous improvement program Council commissioned an independent assessment of our road network and maintenance practices in late 2013.

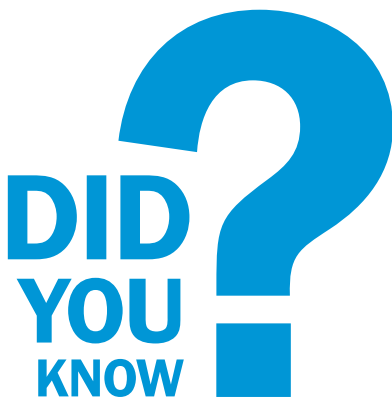
The Review identified that Council has a high level of technical skill and that the road work prioritisation program has had a positive impact. It also identified the need to invest in more proactive maintenance of our network to ensure that roads currently not in disrepair remain that way. These findings will guide our ongoing road maintenance works program, balanced with the funding requirements of a range of other assets, projects, programs and outcomes for the community.

Major capital works projects this year saw \$3.85 million invested in the Beechwood area with completion of the Beechwood Small Villages Sewerage Scheme and significant works on Beechwood Road. A further \$620,000 was invested in bridge and culvert works across rural areas.

Completion of Stage 1 of the Port Macquarie Airport upgrade and the installation of traffic lights at Hastings River Drive has seen almost \$24 million spent on upgrading this important regional precinct.

Federal grant funding assisted Council to deliver \$400,000 in improvements to facilities and pathways at Town Beach Reserve and the \$1.5m footbridge over Kooloonbung Creek, which provides safe and attractive access for a key public thoroughfare.

Providing quality parks and recreation facilities included completion of Stage 1 of the Googik Track shared pedestrian and cycleway, \$90,000 in improvements to Shelly Beach reserve, completion of the Kooloonbung Creek cycleway and footpath, design development for Wauchope Skate park and refurbishments to multiple residential playgrounds.



The buildings Council owns and maintains include;

- 24 Rural Fire Service facilities
- 3 SES facilities
- 41 public toilet blocks
- 1 bus terminal
- 3 libraries
- 2 town clocks
- 1 crematorium
- 1 Airport
- 1 Arts and Conference Centre - The Glasshouse
- 1 historic courthouse
- 17 community halls
- 3 Administration offices

Our major events strategy continues to attract significant events to the Hastings including the NSW Touch Association State Cup estimated to inject \$2.5 million to the local economy and the Ironman and Ironman 70.3 triathlons with a combined value of \$10 million. Tastings on Hastings, our major food and wine tourism event, attracted an estimated 15,000 people to the Port Macquarie CBD in October 2013.

Council lifeguards delivered the beach safety education program to over 4,500 school students throughout the Hastings and provided lifeguard services across six patrols swimming areas for more than 220,000 beachgoers in the summer holidays alone.

The two year Move, Live, Eat Well program concluded this year after delivering a health message through 150 classes to around 2,300 participants. The program resulted in lasting infrastructure such as community gardens in multiple locations including the Lost Plot Community Garden, a seed lending library and installation of three outdoor gyms.

Certainly these major achievements are part of what stands out but the daily tasks of maintaining our sports fields, cleaning our streets, filling pot holes and weeding our riverbanks and road verges are just some of the vital contributions made by Council staff every day to make our area a great place to live and work.

Council continues to strengthen its financial position, recording a surplus budget again this year. A reduction in receipt of operating grants and continued focus on asset management planning to quantify the backlog of assets that require upgrades or replacement, remain significant financial challenges.

Looking ahead, we will place increasing importance on building and maintaining effective partnerships and our vision for creating a greater sense of place through community led projects will see the delivery of exciting infrastructure and events.

The Annual Report is an important tool in Council being accountable to the community and we commend it to you.

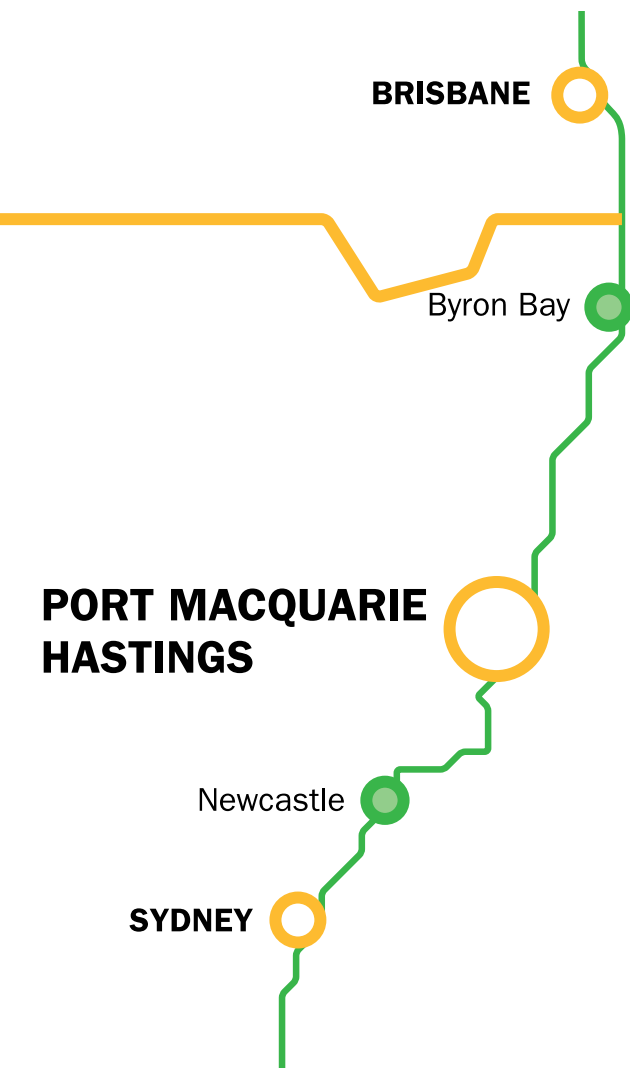


Peter Besseling
Mayor



Craig Swift-McNair
General Manager

ABOUT THE PORT MACQUARIE-HASTINGS REGION



The Port Macquarie-Hastings Local Government area lies within the Mid North Coast region of New South Wales. Council acknowledges the Birpai Nation as the traditional owners of the lands within its local government boundaries.

The local government area covers 3686.1 square kilometres and is located 420 kilometres north of Sydney and 510 kilometres south of Brisbane. Bisected north to south by the Pacific Highway, the main road link between Sydney and Brisbane, a large proportion of the area is taken up by State Forest and the Werrikimbe National Park.

In 2011 our population was 74,956 and Council forecasts that it will grow to 102,925 people by 2036. This makes our local government area one of the fastest growing regions of NSW and has an impact on our future planning decisions and current infrastructure delivery.

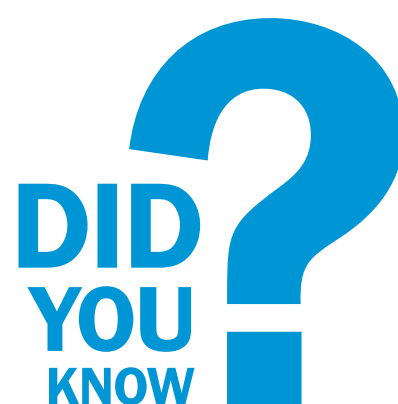
Each of the primary townships in the Hastings has unique characteristics making them individual destinations. Port Macquarie is the regional centre and largest population and service base. Wauchope has a long history and strong rural association while the Camden Haven to the south contains multiple villages linked by stunning waterways.

The region provides employment and industry opportunities for many professional, personal and commercial services. Accountants, lawyers, health professionals, tradespeople, teachers and consultants in a wide range of disciplines, are all in high demand.

Major projects such as airport redevelopment, highway upgrades, hospital expansion and construction of a new Charles Sturt University campus catering for up to 5,000 students by 2030 are strengthening the diverse economic base of the area and injecting a strong sense of optimism into the local community.

COMMUNITY PROFILE

	76,017	Estimated population 30 June 2012 (Source: Community Profile.id)
	+785	Population growth rate 2011/2012 (Source: ABS 3218.0)
	1.3%	Projected population growth rate pa 2013-2031 (Source: Forecast.id)
	29064	Number of households (Source: 2011 Census)
	47	Population median age (years) (Source: 2011 Census)
	\$3258.262 million	Value (GRP) of the Regional economy June 2012 (Source: Remplan)
	\$87.1 million	Value of building approvals 2011/2012 - Residential



Councils Road Network comprises:

- 850 km of sealed road
- 650km of unsealed roads
- 182,791 m2 footpaths
- 770,092 km kerb & gutter
- 7,080 road traffic signs
- 43 Steel/concrete bridges
- 78 Timber Bridges
- 151,288 m2 parking areas
- 1,631 km of wire rope safety fencing
- 2610 road culverts



DID YOU KNOW

Council's Water Supply Assets include:

- 4 water treatment plants
- 19 pumping stations
- 36 reservoirs
- 669 km water mains
- 142 km of trunkmain
- 12 Chlorine dosing plants
- 6 Water filling stations
- 2 off-creek storage dams

COUNCILLORS

The Mayor was popularly elected by the community for a four year term along with eight Councillors, from which a Deputy Mayor is elected by the Councillors and serves a one year term. Councillor Portfolios were developed and adopted by Council in December 2012, aiming to create a focused approach to important community issues.

	Mayor Peter Besseling Portfolios: Communication, Government and Community Relations
	Councillor Adam Roberts - Deputy Mayor 2013 - 2014 Portfolios: Glasshouse, Major Projects
	Councillor Rob Turner Portfolios: Commerce, Industry and Higher Education, Events and Tourism
	Councillor Lisa Intemann Portfolios: Roads and Infrastructure, Future Planning
	Councillor Geoff Hawkins Portfolios: Finance and Governance, Organisational Efficiency and IT
	Councillor Sharon Griffiths Portfolios: Glasshouse, Organisational Efficiency and IT
	Councillor Trevor Sargeant Portfolios: Future Planning, Commerce, Industry and Higher Education
	Councillor Justin Levido Portfolios: Major Projects, Finance and Governance
	Councillor Michael Cusato Portfolios: Events and Tourism, Roads and Infrastructure



**DID
YOU
KNOW**

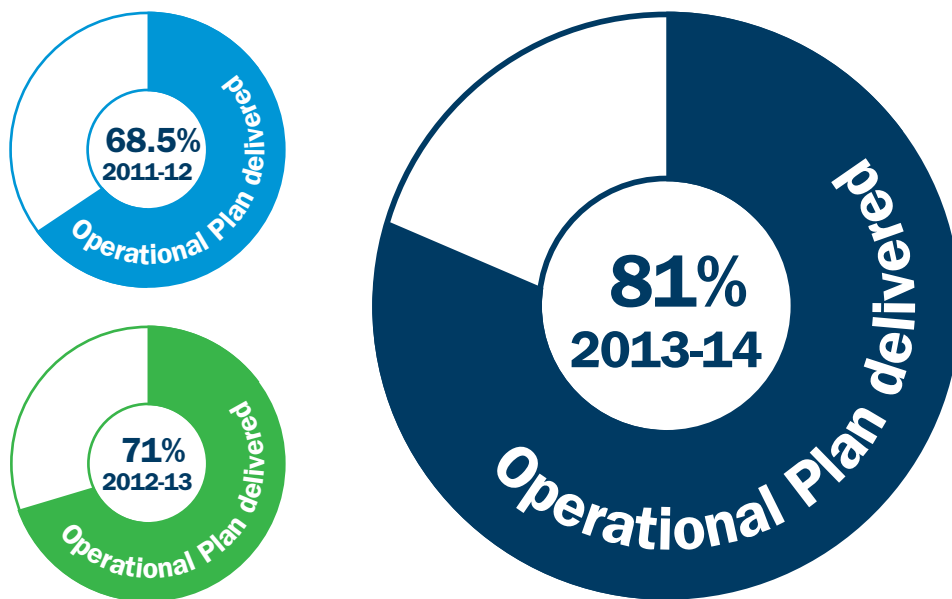
**Council's sewerage supply
assets are made up of:**

- 5 sewage treatment plants
- 57.5 km reclaimed water mains
- 1 Reclaimed water treatment plant
- 1 Reclaimed Water filling station
- 155 Sewerage pumping stations
- 93 km of sewerage rising mains
- 568 km of gravity mains
- 12434 Manholes

2013 - 2014 AT A GLANCE

MEASURING OVERALL PERFORMANCE

Since the introduction of the new Integrated Planning and Reporting legislation in 2011, we have seen an increasing upward trend in the achievement of performance measures that are adopted in the Operational Plan. For the 2013-2014 financial year 81% of the Operational Plan actions were delivered.



2013-2017 Delivery Program Objectives

Reporting what Council is doing to carry out the Delivery Program is a legislated requirement of the NSW Government's Integrated Planning and Reporting Framework. Every six months a Delivery Program progress report is presented to Council and the community assessing the 72 Delivery Program objectives. The snapshot on the following pages provides an overview of the achievements in the first year of the 2013-2017 Delivery Program. Full breakdown of each action undertaken at the Operational Plan level is provided in the Appendix 1 to Part B of this report.



GUIDING PRINCIPLE: ENSURING GOOD GOVERNANCE

A collaborative community that works together and recognises opportunities for community participation in decision making that is defined as ethically, socially and environmentally responsible.

The numbers

- Over 400 media releases distributed to inform the community of Council activities
- 93% of initial customer interactions dealt with at first point of contact
- Over 120 project based community engagement opportunities provided including forums, surveys and online discussions.
- 257,000 unique visitors to Council's website
- 165 complying development applications determined with an average processing time of 7 days

Achievement highlights

- In February 2014 a new corporate website was launched, providing an improved mechanism for informing and engaging the community.
- Council uses a combination of traditional news media coverage, along with advertising, direct mail and an increased social media presence to help the community keep up to date with Council news and opportunities to be involved in decision making.
- Council is actively participating in alliances with local government peers, business groups and members of parliament through regular meetings, participation in Mid North Coast Regional Organisation of Council's meetings and collaboration with Chambers of Commerce and Progress Associations.
- Reviewed accountability processes and plain English reporting on financial management is assisting in building trust in Council.
- A customer focussed culture continues to be fostered through implementation and training on the Customer Service Charter.
- Adoption of the Procurement Strategy will deliver greater value to the community.



FOCUS AREA: LOOKING AFTER OUR PEOPLE

Our social infrastructure and community programs create a healthy, inclusive and vibrant community.

The numbers

- Over 4500 students participated in the beach education programs
- 12 activities were held to build skills with young Aboriginal people
- 24 Youth Advisory Committee (YAC) meetings and training opportunities assisted in the YAC working as a self sustaining group.
- 37 community events were held at the Glasshouse representing a 68% increase on the previous year
- 19 projects were commenced or managed by the Access Committee including the Access Friendly Disability assessment and the beach wheelchair at Town Beach.
- 27 art exhibitions were held at the Glasshouse
- \$14,300 was raised at two events for the Mayors Sporting Fund for distribution back to young sporting representatives.

Achievement Highlights

- Community safety initiatives were delivered by conducting crime risk assessments on future public spaces, providing lifeguard services and presenting the Beach Safety program to school students across the region.
- The Move, Eat, Live Well program delivered infrastructure, training and community connections based on a healthy lifestyle.
- Social justice issues were addressed through the Access Committee, accessible infrastructure and community network participation.
- Events for Seniors Week, Youth Week, Naidoc Week and Reconciliation Week provided social connections and support for a broad range of our community.
- The opening of the Lost Plot Community Garden in Port Macquarie was an event that attracted hundreds of people and created long term access to a community facility that supports social, health and well being objectives.
- Community participation in arts and cultural programs was supported through exhibitions, a performing arts season and increased Glasshouse sponsorship.
- Increases in visitation, circulation and online services reflect the delivery of innovative services at Council's three libraries.



FOCUS AREA: HELPING OUR COMMUNITY PROSPER

The Port Macquarie-Hastings region is able to thrive through access to a range of educational, employment and business opportunities.

The numbers

- Four major events including Ironman 70.3, 2014 NSW Junior State Surfing Titles, NSW State Motorcross and NSW Women's Bowls Championships awarded hosting rights to Port Macquarie.
- 7% increase in operating revenue compared to previous year was achieved across Council's business units of the Airport, Crematorium and Glasshouse
- 5,514 aircraft movements were managed through Port Macquarie Airport along with 226,071 passengers.

Achievement highlights

- Regional transport infrastructure has been boosted with completion of the Stage 1 upgrade of Port Macquarie Airport.
- Adoption of the Economic Development Strategy will further guide partnerships with local and regional business networks.
- Achievement of planning milestones for Fernbank Creek Industrial Precinct and Walters Street Port Macquarie, will enable significant business growth and investment.
- Development Control Plan provisions were prepared for the Wauchope Town Centre.
- The three year Economic Development Strategy was adopted in November 2013 and provides a framework for Council's role in economic growth.
- Active partnerships within local and regional business networks are facilitated through the Economic Development Steering Group.



FOCUS AREA: LOOKING AFTER OUR ENVIRONMENT

We understand and manage the impact that the community has on the natural environment. We protect the environment now and into the future.

The numbers

- Over 1100 km of weed treated across the region
- 18 bushland reserves are considered to be in healthy ecological condition
- Over 1100 ha of land treated for invasive weeds
- Over 400 properties inspected for invasive weeds
- 78km of control undertaken on riverbank vine weed
- Awarding the \$40 million 10 year tender for the new domestic waste collection service aims to reduce waste sent to landfill

Achievement Highlights

- Council's weed management and bush regeneration programs exceeded targets and provided proactive environmental management.
- Operation of the sewerage system has met Environmental Protection Authority licensing regulations.
- Monitoring of water levels and required implementation and promotion of appropriate restrictions has conserved potable water.
- Infrastructure to cater for population growth is being planned for through Growth Area Roads Contribution Plans.
- The Development Assessment Panel provides a transparent and efficient legislative process, operating in accordance with their charter.
- Development of education materials and response to customer requests has increased awareness of Council's tree management program.



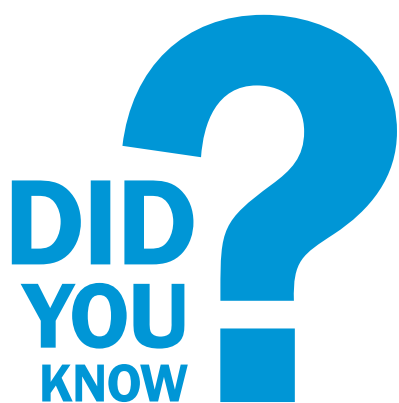
FOCUS AREA: PLANNING AND PROVIDING OUR INFRASTRUCTURE

The numbers

- \$21 million upgrade of Port Macquarie Airport - Stage 1 completed
- Over \$600,000 of bridge and culvert maintenance works carried out
- Over 700km of unsealed road graded as scheduled, at a cost of \$2.1m
- Over \$640,000 of maintenance works on stormwater and drainage completed
- Settlement Point and Hibbard ferries combined made 87,991 trips carrying 464,533 vehicles and 53,858 passengers.
- Major reseal and pavement rejuvenation program of over \$2m completed on time and on budget, treating a combined total of 13 km of road

Achievement highlights

- Kooloonbung Creek pedestrian bridge completed.
- Amenities at Bonny Hills Community Hall reserve completed.
- Maintenance programs for parks, reserves and boating infrastructure have all been carried out as scheduled.
- Beechwood small towns sewerage scheme completed.
- Shelly Beach reserve improvements completed.
- Traffic signals installed at Hastings River Drive and Boundary Street intersection.
- Stage 1 of the Googik Track, shared cycleway walkway, completed in partnership with NSW NPWS.
- Review of urban consolidation planning for Port Macquarie CBD and Town Beach precincts completed through the Liveable Neighbourhoods Report.
- Staged review of the Port Macquarie Hastings Local Environmental Plan is underway with the completion of the Eco-tourist facilities Planning Proposal.
- Preconstruction activities for water supply and sewerage assets were completed as scheduled including the \$6m Sancrox Water Reservoir.



Council's Parks and Recreation assets include:

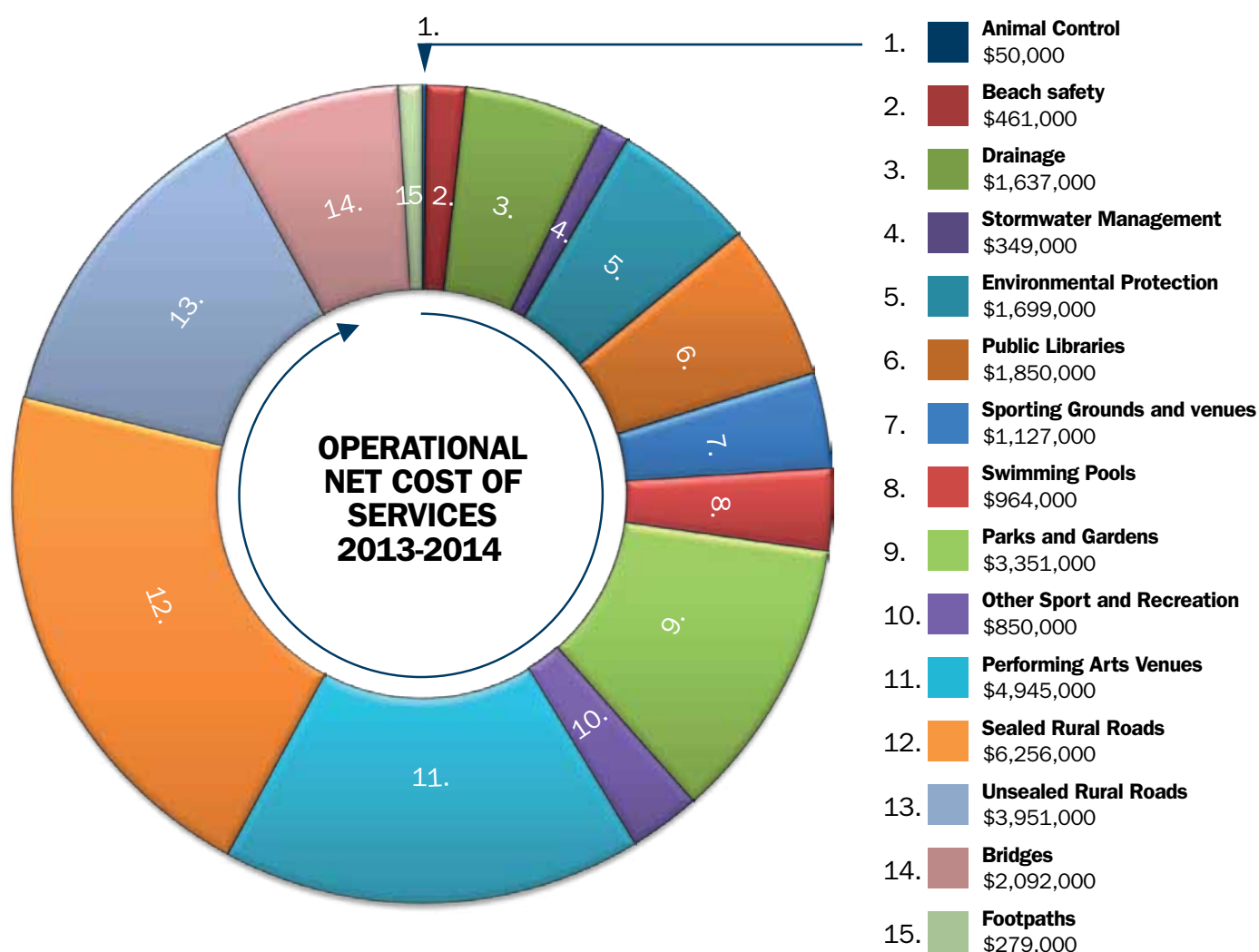
- 4 Aquatic facilities
- 46 Playgrounds
- 12 Boat ramps
- 32 BBQs Picnic areas
- 5 skate parks
- 2 marine rescue buildings
- 3 sports stadiums
- 18 sports fields
- 89 recreation parks
- 39 Sporting amenities buildings
- 4 Surf life saving club houses
- 5 Lifeguard towers

FINANCIAL SUMMARY

The audited financial statements for 2013-2014 make up Part C of the Annual Report, available on Council's website.

The graph below shows the operational budget that Council spend on some of the key services that the community have identified as priorities.

Note: This graph shows the net cost of operating an indicative sample of Council services. The graph also does not include capital expenditure (such as spending on new assets) nor does it include overheads. Please see the full audited financial statements for more detail.



FUNDING FUTURE SERVICES

In July 2012 Council received approval for a Special Rate Variation in order to fund an ongoing program of maintenance for roads and parks infrastructure and to increase spending on capital works in order to replace failing roads and bridges.

The Special Rate Variation is applied to Council's budget in two parts, 7.3% permanently in the rate base and an additional 4.43% increase for five years.



COMMUNITY INVOLVEMENT IN DECISION MAKING



The Community Reference Group

The Community Reference Group (CRG) participated in a focus group workshop to test the new Council website in the development phase. They were also encouraged to provide comment on the Draft Destination Management Plan, the Integrated Transport Strategy, and Wauchope Traffic Management Strategy. Workshops were also facilitated in relation to the annual Operational Plan and review of Community Engagement Policy.

122 community engagement activities

122 community engagement activities were conducted including Community workshops, drop in information sessions and online discussion forums through PMHC listening. Community engagement sessions and surveys were used to seek feedback on a range of topics such as Stingray Creek Bridge, Port Macquarie Town Centre Masterplan, the Recreation Plan, Noxious Weed Management, Draft Bike Plan 2014, Wauchope Skate Park design and the Plaza Car Park.

77,191 visits to pmhclisting

Council's online tool **pmhclisting** saw a total of 77,191 unique visits over the past 12 months with 9,881 of these visits taking an action to gain more information. The top six discussion hubs visited included; Ferry Services, Heritage Cultural Sub-Committee, Plaza Car Park, Recreation Plan 1, Integrated Transport Strategy and the One Year Operation Plan

Council Meetings

Members of the community are welcome to attend and address Council Meetings either by registering to speak to support or oppose an item of business listed on the agenda, or by addressing the public forum with a five minute presentation regarding an item not listed on the agenda.

Taking the Council to the Community

The "Taking the Council to the Community" initiative means that Wauchope and Laurieton communities each hosted a Council meeting during the year.

Engaging and Communicating with our Community

Six "Engaging and Communicating with Our Community" meetings were held with residents in the rural towns and villages throughout the year, providing an opportunity to meet Councillors and ask questions relevant to local issues.





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Hastings Council**

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**PORT MACQUARIE
HASTINGS**