

PORT MACQUARIE-HASTINGS COUNCIL



Annual Report

2006 - 2007

Part A



PORT MACQUARIE
HASTINGS



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Table of Contents

Snapshot of the Region	3
A Message from the Mayor	4
A Message from the General Manager	5
Introduction.....	6
Council Information	7
Councillors' Contacts.....	9
Achievements/Awards 2006-07.....	10
Local Government Act and General Regulation Requirements	12
Freedom of Information	48
Privacy and Personal Information Protection Act.....	53
Competitive Neutrality	54
Environment Planning & Assessment Act 1979	56
Companion Animals Act and Regulation.....	57
Financial Reports	59
Areas of Strategic Focus Report	78

Snapshot of the Region

Community Profile

Estimated population 30 June 2006	71,407
Population growth rate pa 2001-2006	1.8%
Projected population growth rate pa (med proj) 2007-31	2.0%
Number of households 30 June 2007	27,084
Population median age 2006 (years)	45
Value of the Regional economy (\$)	\$2B
Value of development approvals 2005 (\$)	\$199M

Port Macquarie-Hastings Council Financial Profile

Total Assets	\$1,124,178,000
Total Liabilities	\$96,079,000
Total Grants and Subsidies	\$7,285,000
Total Rates Revenue	\$50,039,000
Total Other Revenue	\$40,894,000
Total Capital Expenditure	\$62,026,000

A Message from the Mayor



2006/2007 heralded another significant year in the history of Port Macquarie-Hastings Council.

Over my time in living in this community and my time at Port Macquarie-Hastings Council, I have witnessed a shift in the community's expectation and understanding of consultation and how Council communicates with its community.

More and more people seek information and look to be involved with Council decisions – and I for one heartily welcome that shift in community involvement. Making decisions on behalf of the community is a weighty and serious responsibility for all Councillors – however that task can be made much easier and more transparent with community engagement.

In April 2007 our Council took a new and positive approach to community engagement and consultation through the adoption of the Community Participation Policy.

Community consultation is not only an important strategy in helping the organisation deliver more effective services and undertake responsive development, it provides the opportunity for residents to exercise their right to be involved in and comment on issues, services and plans that will affect them.

The Community Participation Policy will help Council define a clear participation procedure that involves relevant people in order to determine the impact of the decisions, projects and operations on our community. I think it is also valuable to recognise that the policy will assist Council to work openly and transparently with the community and also provide a mechanism of evaluation and improvement for community participation.

Consultation is essential and so is keeping the community informed of our activities and decisions. We devote significant time and resources to staying in touch with the community through a wide range of methods. From daily media releases to our local broadcast and print media. We use opportunities offered by the local news media to convey our messages to the community. Our General Manager, myself and fellow Councillors, our Directors and Managers, and a wide range of specialist staff are freely available and regularly speak to the newspapers' news reporters and to the radio and TV stations' journalists and program presenters.

We also maintain a comprehensive website that offers an electronic access point to a vast range of Council information from our business papers through to documents on exhibition and positions vacant.

A large amount of information is also circulated by other means including leaflets and brochures, rate notices and advertising in the local media. Our call centre and customer service centres offer friendly face-to-face or verbal contact point for our community.

I look forward to continuing to working with our community to promote our community's needs and aspirations to the State and Federal governments in 2006/2007.

Mayor
Councillor Rob Drew

A Message from the General Manager



This past year has been quite a difficult one for Port Macquarie-Hastings Council for a number of reasons, foremost being the Section 430 Inquiry and more recently the Section 740 Public Inquiry regarding the Glasshouse.

But through these processes and beyond, the one common thread that continues to come to the surface has been the resolve of our staff. They continue to be a strong and integral part of Council's ability to deliver a high standard of service to our local community. For that I thank each and every staff member.

As an organisation, Council has seen some of its biggest achievements during the past 12 months. The multi-million dollar Link Road, the award-winning Wauchope Water Treatment Plant and the Reclaimed Water Plant are three projects that will benefit our community for many years to come.

These important infrastructure projects are critical as our region continues to see rapid growth. This is being highlighted with the development of Sovereign Hills in Port Macquarie. Work has been underway for many months and it is rewarding to see the award-winning project slowly taking shape. Similarly, planning work is continuing on Area 14 at Bonny Hills and Lake Cathie, as well as Area 15 in the Camden Haven.

Construction of a different kind is the Glasshouse Arts Conference and Entertainment Centre. While there has been the controversy and public scrutiny surrounding this important project, nevertheless work is continuing and it is great to see Council's vision for future generations coming to fruition.

Earlier this year Council staff were introduced to the Business Excellence Framework (BEF) which is a framework to assess and improve many aspects of our business. The BEF ensures that Council remains holistic, in that it considers all factors that can influence performance, leadership, planning and service delivery for our ratepayers. The program has been very well received by staff who share my enthusiasm for continuous improvement in all that we do as an organisation.

Throughout this past year, Council has at all times tried to keep our community, Councillors and staff completely informed about the huge variety of services we provide and decisions made on behalf of our community. Council encourages people to participate in our decision-making procedures by attending Council meetings, by joining Council Committees and by becoming actively involved in the process of Council.

I believe our community can be proud of what Port Macquarie-Hastings Council has achieved in 2007 and I congratulate our staff for their contribution in delivering for the people of the region.

General Manager
Bernard Smith

Introduction

This is a comprehensive Annual Report of the Port Macquarie-Hastings Council for the twelve-month period to 30 June 2007. 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 2006/2007 Annual Report covers the period 1 July 2006 to 30 June 2007 and includes a comparison between Port Macquarie-Hastings Council's Corporate Plan and performance in this period.

Port Macquarie-Hastings Council welcomes enquiries concerning any area covered in this Report. Council staff will endeavour to assist you in providing answers to all enquiries received.

Port Macquarie-Hastings Council produces community newsletters throughout the year which detail Council's major achievements. These newsletters also provide general information relating to Council's current projects and future plans.



Council Information

Strategic Direction

Port Macquarie-Hastings Council has set a Strategic direction incorporating a Vision, Mission, Corporate Values and Focus Areas. This provides a guide for the organisation to achieve our Vision.

Council's Vision

A sustainable high quality of life for all.

Council's Mission

To provide regional leadership and meet the community's needs in an equitable and inclusive way that enhances the area's environmental, social and economic qualities.

Council's Values

- Sustainability
- Excellence in Service Delivery
- Consultation & Communication
- Openness & Accountability
- Community Advocacy

Council's Focus Areas

- Environment
- Social
- Economic
- Governance

Council Representatives

The Mayor and the eight Councillors have specific powers, responsibilities and duties set out in the Local Government Act 1993.

Council Elections

With four-year terms, the next election will be in September 2008.

Meetings

Members of the community are welcome to attend and address Council meetings. Council meetings are held every three weeks on Mondays (if Monday is a Public Holiday then the meeting is held on the next Tuesday).

To address a Council Meeting, a request must be submitted in writing to the General Manager by 11.00am on the day of the Meeting.

To obtain the date and time of the next Council Meeting telephone Port Macquarie-Hastings Council on 6581 8111 or by visiting Council's website. Regular advertisements detailing meeting venues and times are also published in local newspapers.

Business papers for Council meetings are available on Council's Website www.hastings.nsw.gov.au and for inspection at Council Libraries on the Friday morning before the meeting. A copy of the Business Paper is provided at the Port Macquarie-Hastings Council Chambers prior to the Meeting. Additional copies may be found on a stand just outside the door to the Council Chambers.

ATTENDANCE BY COUNCILLORS AT COUNCIL MEETINGS AND COMMITTEE MEETINGS (1 July 2006 to 30 June 2007)		
Councillor	Council Meetings Attended	Committee Meetings Attended
Rob Drew	19	28
Bob Sharpham	19	49
Jamie Harrison	17	0
Lisa Intemann	18	4
Daphne Johnston	19	13
David Mayne	17	1
Rob Nardella	16	7
Cameron Price	18	13
Adam Prussing	19	8

Councillors' Contacts

Mayor



Rob Drew

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Email: mayor@pmhc.nsw.gov.au
lisac@midcoast.com.au

Deputy Mayor



Bob Sharpham

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Lisa Intemann

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Cameron Price

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Email: cameron.price@pmhc.nsw.gov.au



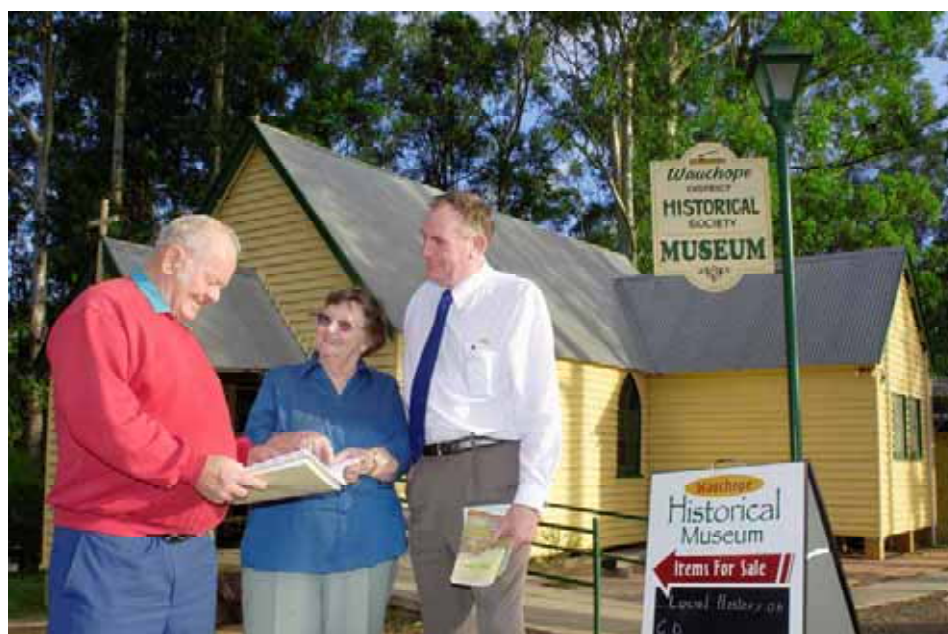
Adam Prussing

Phone/Fax: 6581 2980
Email:

Achievements/Awards 2006-07

Date Awarded	Award Name	Awarding Authority	Description
Aug 06	Winner – Tourism Services	Mid North Coast Tourism	Greater Port Macquarie Visitor Information Centre
Aug 06	Distinction – Heritage & Cultural Tourism Category	Mid North Coast Tourism	Timbertown
Aug 06	Winner – Cultural & Tourism Category	Mid North Coast Tourism	Heritage Program
Oct 06	Finalist – Tourism Services	Tourism NSW	Greater Port Macquarie Visitor Information Centre
Oct 06	NSW Finalist	Tourism NSW	Heritage Program
Dec 06	Winner	NSW Local Government Environment Awards	Inaugural Country Energy Water & Energy Management Award recognising leading energy and water management in local government
Apr 07	NSW Finalist	CSIA (Customer Service Institute of Australia)	Customer Care Program aimed at raising the level of service within the LGA.
May 06	Winner - Innovation in Water Supply & Wastewater Engineering Excellence Award	Institute of Public Works Engineering NSW Division	Three Villages Micro-Filtration Water Treatment Plants Project
May 07	Winner - Innovation in Water Supply & Wastewater Engineering Excellence Award	Institute of Public Works Engineering Australia NSW Division	Port Macquarie Urban Reclaimed Water Supply Project
Jun 07	NSW Winner – Local Government Category	CSIA (Customer Service Institute of Australia)	Customer Care Program aimed at raising the level of service within the LGA.
Jul 07	Highly Commended in the Building Regional Capacity Award	Australian Local Government Association	Key Business Development Program targeting local businesses and supporting them with their expansion plans.

Date Awarded	Award Name	Awarding Authority	Description
Aug 07	Winner - NSW Water Environmental Merit Award	Australian Water Association NSW Branch	Port Macquarie Urban Reclaimed Water Supply Project
Aug 07	Winner - AWA Roger Pettit Award	Australian Water Association NSW Branch	Council's Water Supply Manager for the Port Macquarie Urban Reclaimed Water Supply Project
Aug 07	One of 3 Finalists in the Business Enterprise Category	NSW/ACT Regional Achievement & Community Awards	Customer Care Program aimed at raising the level of service within the LGA.
Sep 06	Winner - AMEX Regional Engineering Excellence Award	Engineers Australia Newcastle Division	Three Villages Micro-Filtration Water Treatment Plants Project
Sept 07	Winner - National Local Government Engineering Medal	Institute of Public Works Engineering Australia & Engineers Australia	Council's Water Supply Manager for the Port Macquarie Urban Reclaimed Water Supply Project
Oct 07	Winner - GHD Award for Innovation in Sustainable Engineering Excellence	Engineers Australia Newcastle Division	Port Macquarie Urban Reclaimed Water Supply Project



Local Government Act and General Regulation Requirements

Statement of Human Resources Activities Undertaken S.428(2)(M)

Recruitment

During 2006 – 2007, Human Resources prepared 77 advertisements, which equated to 116 positions recruited.

As the skills shortage in a number of technical and professional disciplines continues, the market rates have been moving steadily and we find a need to push to the top of our grading ranges to attract candidates. There has been a significant trend towards web-based advertising and a marked expansion in e-recruitment during the period.

The 'Job Alert' email service has been a huge success. Since its implementation in July 2006, 1300 people have subscribed to be advised on a weekly basis of new positions vacant at Council. Of a selection of 5 random positions recently advertised between 28% and 48% of applicants either learnt about the position by visiting our website or via the 'Job Alert' email.

Workers Compensation

There was a 18% increase in the number of workers compensation claims lodged in 2006-07, compared to the previous year. Given that staff numbers increased by only 2% during the year, it was pleasing that the number of lost time injuries only increased by 1, to make a total of 17. There was however a change in the type of these injuries and the time necessary to rehabilitate staff to their pre-injury duties.

Provision of suitable duties for injured staff, continues to have a positive impact on our premium.

A total of 10,571 hours were performed by staff in suitable duties positions, which certainly contributed to keeping the level of lost time to a minimum. Actual lost time totalled 2,887 hours, compared to a potential total lost time of 13,459 hours, had there not been close communication between HR staff and treating GP's, which resulted in a large number of injured staff returning to work early, performing suitable duties during their rehabilitation period.

This pro-active approach to claims management, has contributed significantly to the containment of workers compensation premium costs.

Industrial Relations

With the introduction of WorkChoices on 27 March 2006 and the resultant change of the State Award to a NAPSA (Notional Agreement Preserving the State Award), there has been considerable uncertainty in the Industrial arena and Council has taken a considered approach maintaining all previous entitlements.

There were a considerable number of negotiations with Unions, and grievance resolutions with individuals during the year, which were successfully resolved at a local level.

The section provides policy development, award and legislative interpretation and determination, and consultancy to management on an ongoing basis.

The Consultative Committee met on eight (8) occasions, to provide an effective forum for management/staff collaboration and communication throughout the year.

Resource Sharing

Council has continued the strategic alliance with Great Lakes, Taree, Gloucester, Kempsey, Nambucca, Bellingen and Coffs Harbour Councils, which was formed with the objective of achieving cost savings and/or improved service delivery of identified functions, within the participating organisations.

The Human Resources Management Network and Occupational Health & Safety Network have been working collaboratively on projects, common issues, information sharing and benchmarking.

Performance Management Process

Continued roll out of the framework for individual Performance reviews, which include objective setting, assessment against predefined competencies and an individual development component has reached all supervisory staff in 2007 with continued expansion to all staff in 2008.

Safety

Council's OH&S Management System is all but complete with 30 new procedures now complete and 1 remaining in the final draft stage for consultation. Older OH&S policies have been updated and combined into new procedures where required. Council's OH&S policy information is accessible to staff electronically.

Work Site Safety Representatives and a robust Safety Review Committee continue to consult and communicate all aspects of safety throughout Council.

Toolbox talks and Risk Assessments are incorporated into daily work practices and Safe Work Method Statements are reviewed and updated.

An annual calendar of workplace safety inspections has commenced with approximately 3 to 4 council sites being audited each month.

Significant investment in working at heights safety training and rescue equipment has been made in Council's Tree Management team and Telemetry section.

Planning has commenced for the production of an asbestos register and subsequent Council wide asset audit will be undertaken in July 07.

New requirements under Dangerous Goods Notification, has been implemented across all relevant Council sites.

Continued emphasis has been placed on general health and wellbeing initiatives for staff. This includes discounts at local gyms, boot camp, walking challenges and multi-sports.

Training

Council developed its Annual Training Plan for 2006/2007 in accordance with its continued commitment to learning and development. The range of courses included:

Erosion & Sediment Control	Working Near Overhead Power Lines
Confined Spaces	Cable location
Chemical User	Traffic Control
Height Rescue	Traffic Control at Worksites
Writing Powerful Proposals	Mentoring Skills
Creative Problem Solving	Handling Difficult People
Developing High Performing Teams	Code of Conduct
Revisiting Leadership	Project Management
Performance Management	

A new expanded Induction program has been well received with extremely positive feedback from new employees. This expanded program includes visits to key projects and operations of council and an introduction to key people. This new induction program builds an understanding of the diversity and complexity of the roles within Council.

In addition, there was support for staff attending conferences, seminars, workshops, employees undertaking further studies and for apprentices, trainees and students undertaking work experience.

EEO

Port Macquarie-Hastings Council remains committed to the principles and practice of EEO, and has revised its EEO policy to cover discrimination on all grounds covered by State and Federal legislation.

The following activities were undertaken:

- Discrimination and harassment prevention training provided to staff by Anti-Discrimination Board
- Advertisements and job descriptions are continually reviewed to ensure they are free from indirect discrimination, bias, discriminatory language and reflect importantly the skills and knowledge required in the job
- Policies and procedures are continually reviewed to ensure they are free from discrimination, bias and discriminatory language
- Ongoing monitoring of the merit selection process through Human Resources staff participation in the selection process

Facilities and Expenses Policy for Mayor and Councillors

Port Macquarie-Hastings Council's Policy relating to the provision of Facilities for Mayor and Councillors was made under the Local Government Act, 1993, including Sections 252 to 254. The Act requires that the Council must adopt a policy concerning the payment of expenses and the provision of facilities to the Mayor and other Councillors.

Provision of Facilities

Computer Facilities

Councillors will be provided with computer facilities to assist in undertaking civic duties. Currently this consists of a lap top computer, printer, modem, software and consumables.

General Provisions

Council will provide facilities and equipment to each Councillor to ensure that they can undertake their civic duties in an appropriate manner. The facilities and equipment include:

Councillor Uniform and Protective Clothing

Male Councillors are entitled to a Council blazer, trousers, shirts and tie. Female Councillors are entitled to a Council blazer, skirt or slacks, blouse and scarf. Councillors are also issued with a Council name badge.

Business Cards

Councillors will be initially issued with 250 business cards with replacements provided on request.

Stationery

Councillors will be provided with personalised letterheads and envelopes for exclusive use on Council related business.

Furniture and Equipment

Councillors will be provided with a two drawer filing cabinet on request. Councillors will also be provided with a fax/phone answering machine installed at their residence or office.

Newspapers, Industry Journals and Magazines

Upon request by Councillors, Council will provide, at its expense, copies of newspapers, industry magazines and publications for information and research purposes.

Meals and Refreshments at Council Meetings

Provision of meals and refreshments associated with Councillor attendance at Council and Committee meetings and Councillor Workshops or at any other time deemed appropriate by the Mayor and General Manager whilst on Council business.

Meeting Rooms and Councillors' Room

Provision of meeting room facilities, including telephone, photocopying facilities, computer and library in the Administration Building for the purposes of Council, Committee and resident meetings.

Secretarial Support

Limited secretarial support to assist in expense claims and organising attendance at conferences, training and educational sessions and typing services for Council business only.

Car Parking Spaces

Provision of two (2) car parking spaces reserved for Councillors at the Council Administration Building in Port Macquarie while the Councillors are on Council business.

Payment of Expenses

Travel Expenses Within Local Government Area

Councillors will be entitled to be reimbursed for travel from their home whilst carrying out civic duties at the rate per kilometre as set out in the Notional Agreement Preserving the State Award, Local Government (State) Award 2004.

Civic duties are defined as:

- Council, Councillor Workshops, Inspections and Committee meetings,
- Community meetings approved by the Mayor and General Manager,
- Meetings with staff approved by the General Manager,
- Seminars, conferences, training courses, formal and social functions where representing Council and approved by Council, the Mayor and General Manager,
- Meeting with residents in the course of discharging duties as Mayor or Councillor.

Costs of traffic or parking fines incurred whilst travelling in private or Council vehicles on Council business are the responsibility of the driver.

Where a Councillor must use another form of transport other than their own vehicle for travel within the Local Government area, then such approval must be obtained in advance from the Mayor and General Manager.

Travel Expenses Outside Local Government Area

Councillors will be entitled to travel to official engagements at Council's expense by the most practical method, eg. airline, Council vehicle or private vehicle.

Councillors when travelling by airline will travel economy class or as determined by the General Manager. Any "Frequent Flyer" points accrued are to remain the property of the Council.

Where a Council travels in their own vehicle, they will be reimbursed at the appropriate per kilometre rate or airfare, whichever is the lower.

Upon request by Councillors, vehicles based at the Administration Building will be made available to enable Councillors to conduct inspections or attend meetings on Council related business.

Specific Expenses for Mayor and Councillors

Reimbursement of Conference and Seminar Expenses

Reimbursement of costs incurred shall be subject to the following requirements:

- (a) The travel is on Council business being to and from conference or seminars of the Local Government related organisations.
- (b) reasonable and necessary out-of-pocket expenses.
- (c) The travel is undertaken with all due expedition and by the shortest route.
- (d) Any time occupied in other than Council business is not included in the calculation of expenses to be paid.
- (e) The claim is made not later than three (3) months after the expenses were incurred, and upon a Council expense claim form.

Actual accommodation and subsistence expenses will be met by Council up to the limits prescribed in Council's Policy No. S21 or on the basis of reasonableness, as determined by the Mayor and General Manager. Council will not meet any expenses for alcohol or personal expenses.

Attendance at Dinners and other Non-Council Functions

Consideration will be given to meeting the cost of Councillors' attendance at dinners and other non-Council functions which provide briefings to Councillors from key members of the community, politicians and business.

Approval to meet expenses will only be given when the function is relevant to Council's interest and attendance to the function is open to all Councillors.

No payment will be reimbursed for any component of the ticket that is additional to the service cost of the function, such as a donation to a political party or candidate electoral fund or some other private benefit.

Attendance at Training and Educational Courses

Council will meet the following expenses incurred by a Councillor in attending an approved training or educational course:

Registration Expenses:

Including official luncheons, dinners and tours relevant to the training or educational course.

Accommodation Expenses:

Accommodation in conjunction with approved training or educational courses will only be authorised on the following basis:

- venue where the training or educational course is being held.
- in cases where venue unavailable, an alternative nearby location.
- night before or after depending on event and travel availability, such approval must be obtained in advance from the General Manager.
- accommodation booking to be made by Council.

Meals:

Council will meet meal expenses up to the limits prescribed in Council's Policy No. S21 or on the basis of reasonableness, as determined by the Mayor and General Manager. Council will not meet any expenses for alcohol or personal expenses.

Care and Other Related Expenses

Council will meet the reasonable expenses for the care of:

- (a) a child of the Councillor; or
- (b) a dependant of the Councillor requiring full-time care, actually and necessarily incurred by a Councillor whilst attending Council and Committee meetings, and Council Workshops.

Telephone, Mobile Phone, Fax, Internet, Broadband and Wireless Connection Expenses

Council will meet the cost of a telephone installation, telephone rental, call costs, fax, internet, broadband connection, mobile phone and call costs and wireless connection for the Mayor up to a maximum of \$500 per month in the conduct of his/her civic duties.

Council will meet the cost of a telephone, telephone rental, call costs, fax, internet, broadband connection for Councillors up to a maximum of \$225 per month in the conduct of their civic duties.

Additional Mayoral Expenses

Provision of a Motor Vehicle

A fully serviced motor vehicle will be provided for use by the Mayor. The vehicle is to be used for all official, executive and social duties connected with the Office of the Mayor and is provided to the Mayor for free and unrestricted use.

Other Equipment, Facilities and Services

Other equipment, facilities and services that are to be provided by Council for the use of the Mayor are:

- suitably experienced and qualified person to provide executive assistance to support the Mayor.
- assistance with the preparation of written material for publications, media releases, speeches and briefings for meetings and functions that the Mayor has been invited to attend.
- a furnished office at the Council Administration building to enable the Mayor to undertake his/her civic duties.
- a reserved car parking space provided at the Council administration building.
- mayoral letterhead , envelopes and stationery.
- light refreshments will be provided in the Mayoral office for entertaining and hosting purposes.

- the provision of a Corporate Credit Card to be used on official Council business and for expenditure provided under the annual allocation for discretionary expenditure for the Office of the Mayor.
- ceremonial clothing, including Mayoral robes and Chain of Office.

The total amount of money expended during the 2006/2007 year on Mayoral fees and Councillor fees were as follows:

Elected Members Expenses Period 1 July 2006 to 30 June 2007 (Local Government Act 1993 – Section 428(2) (f))	
Mayoral Fees	\$31,650
Councillor Fees	\$131,697
Provision of Facilities (telephone, etc)	\$15,872
Other Council Expenses (travelling, conference, etc)	\$53,276
The total of other costs associated with Councillor expenses for 2006/2007 were:	
Provision of dedicated office equipment allocated to Councillors	\$673
Telephone calls made by Councillors	\$9,756
Attendance of Councillors at conferences and seminars	\$16,354
Training of Councillors and provision of skill development	\$3,196
Interstate visits by Councillors, including transport, accommodation and other out of pocket travelling expenses	\$3,589
Overseas visits by Councillors, including transport, accommodation and other out of pocket travelling expenses	Nil
Expenses of any spouse, partner or other person who accompanied a Councillor	\$2,060
Expenses involved in the provision of care for a child or an immediate family member of a Councillor	Nil
Total	\$268,123

**Statement of External Bodies Exercising Delegated Function
S.428(2)(o)**

No external bodies exercised functions delegated by Council in the period 1 July 2006 to 30 June 2007.

**Statement of All Companies in which Council Held a Controlling Interest
S.428(2)(p)**

There are no companies which Council held a controlling interest in the period 1 July 2006 to 30 June 2007.

**Statement of All Partnerships, Cooperatives Or Other Joint Ventures to which Council was a Party
S.428(2)(q)**

Council was not involved in any partnerships or joint ventures in the period 1 July 2006 to 30 June 2007.

Council is part of the Mid North Coast Library Cooperative

The mid north coast cooperative library service enables rationalised purchasing of resources which are then shared with all residents. All branch libraries are on line so that readers can reserve or request items from any location. We were once again successful with Library Council special development grants, last year receiving \$88,000 for a project named "youth links@your library". The funds will develop and enhance collections and youth experiences at all Branches.

Council is a member of the Mid North Coast Strategic Alliance

Port Macquarie-Hastings Council has continued to be extremely proactive in the Mid North Coast Group of Councils which incorporate the Councils that stretch from Gloucester to the Clarence. A key part of the Group's activities is the Mid Coast Strategic Alliance which aims to exploit operational efficiencies and benefits that stem from the nine Councils within the region working together.

A number of operational areas have benefited from the Alliance approach including Human Resources, Information Technology, Procurement, Planning, Section 94 and Occupational Health and Safety. The State Government is continuing to place significant emphasis on the benefits of Alliance and the Mid North Coast Strategic Alliance has delivered a range of benefits including financial savings, information sharing and professional development for staff.

The Strategic Alliance will require an ongoing commitment by all member Councils in order to continue to yield the benefits afforded by the initiative.

Report on Bush Fire Hazard Reduction Activities S.428(2)(i1)

Hazard reduction activities were carried out by four agencies within the Port Macquarie-Hastings Council area. These were NSW Rural Fire Service, National Parks & Wildlife Services, State Forests, and NSW Fire Brigades.

Hazard Reduction Activities

NSW Rural Fire Service

NSW Rural Fire Service, Port Macquarie-Hastings District, completed 67 hectares of hazard reduction burns.

National Parks and Wildlife Service (NPWS)

The NPWS carried out two hazard reduction activities; totalling 276 hectares.

State Forest

The State Forest carried out only one hazard reduction activity, which was completed to satisfactory levels, totalling 200 hectares.

NSW Fire Brigades

The NSW Fire Brigade carried out no hazard reduction activities. They assisted NPWS at **Laurieton** with a controlled burn.

Summary of Hazard Reduction Works

Port Macquarie-Hastings Council spent \$50K on slashing and hazard reduction works.

Fire Calls and Other Incidents (Rural Fire Service)

The Rural Fire Service attended a total of 259 incidents during the 2006/2007 year. These incidents included bush and grass fires, structural fires, motor vehicle accidents/fires, storm and tempest, within the Port Macquarie-Hastings Council area and surrounding areas.

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),**
- **Programmes that meet the needs of children CL 31(1)(c) and**
- **Council's performance in relation to access and equity activities to meet resident's needs CL 31(1) (d) (I)**

Aboriginality

Of a total population of 68,429 some 1,762 persons identified as Aboriginal or Torres Strait Islander in the 2006 Census (2.6 % of total population). This represents a similar rate to NSW (2.1 % total population) but lower than the Mid North Coast Region (3.6% total population), and is a 38% increase over the 1,273 persons identified as Aboriginal or Torres Strait Islander in 2001

Ethnicity

Of the total Hastings population of 68,429, 57,223 persons identify their place of birth as Australia (88% of total population). This represents a significantly higher rate than NSW (70.9% total population).

However, of the 11,206 who were not born in Australia approximately 5,000 people identified their place of birth as an English speaking country, whilst 1,554 persons identified their place of birth as non-English speaking. At face value this is a decrease over the data gained from the 2001 census, however, it is important to note that 4,048 persons declined to state origin of birth and a further 604 who state elsewhere other than Australia. As such it is difficult to measure a statistical increase or decrease in ethnicity. It would be correct to say that nearly 50% of all migrants stated English as the first language.

Access & Equity Activities

The following section summarises the activities Hastings Council undertook to ensure that appropriate facilities and services are accessible to everyone in the community. This covers services Council may itself provide and services Council may advocate for provision from other service providers.

Council's objective is to ensure that appropriate facilities and services are accessible to everyone in the community.

Major Targets

1. Promote fairness in the distribution of resources and access to services essential to meet basic needs.
2. Recognise people's rights and improve quality of life.
3. Provide people with opportunities for participation and consultation about decisions affecting their lives and improve the accountability of decision-makers.

Port Macquarie Hastings Council priority access and equity activities have been identified as part of its ongoing community planning process. The Social Plan 2005 - 2010 has been developed to assist Council, local services providers and relevant government departments in their planning for specific facility and service provision in the Port Macquarie-Hastings Local Government Area. Other Council planning documents, which the Social Plan refers to, are:

- Hastings Crime Prevention Strategy 2006 - 2009
- Disability Discrimination Act Action Plan 2002 - 2005

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- Port Macquarie-Hastings Road Safety Strategic Plan 2004 - 2007
 - Pedestrian Access and Mobility Plan 2001 - 2011

Copies of these documents are available at all Libraries for reference. They are also available from the Council Offices.

Significant access and equity activities Council has achieved in 2006 - 2007 reporting year are highlighted in the following table.



Strategy	Outcomes	Achievements/Progress
Generic Hastings Strategies		
Implement the strategies identified in the Hastings Crime Prevention Plan (CCP) 005-2008 aimed at reducing crime and fear of criminal activities (All targets groups)	A reduction of crime in the Hastings	Strategy achieved & ongoing. Strategies identified for 05/06 in Crime Prevention Plan achieved.
Support the implementation of the strategies identified in the <i>North Coast Area Health Service Plan 2005-2008</i> . with regards to health services for all target groups (A6.1.2, C6.1.1 D6.1.1, M5.1.1 O6.1.1, W5.1.1, Y5.1.1	Improve health and well-being of ATSI people in Hastings	Strategy achieved & ongoing. Council provides support as required.
Implement the strategies identified in the Port Macquarie-Hastings Council's Road Safety Strategic Plan 2004-2007 (All target Groups)	The promotion of responsible use, within Port Macquarie Hastings, of a safe and assessable road network for all members of the community	Strategy completed & ongoing. Strategies identified for 06/07 in Road Safety Strategic Plan specifically target and promote greater access and equity non-vehicles users. The Road safety officer in conjunction with other Council, State and non-government agencies has the 06/07 worked to improve safety through education programs involving elderly children young People and the general public to raise awareness of safety and responsibility issues.
H1.1.1 Ensure that: All Council divisions are aware of social issues relevant to their sections. Other Council divisions consulting with Community Services regarding social needs Social issues considered in Council documents	Achievement of a "whole of Council approach" to Social Planning	Strategy partly achieved. A draft Social Planning Framework has been developed and sits with Executive. After consultation the best course for action was to review the document and seek to implement in 07/08 financial year

Strategy	Outcomes	Achievements/Progress
Generic Hastings Strategies		
H1.1.2 Lobby for an increase in community facilities in the Hastings to service adequately the needs of the community.	Achievement of a “whole of Council approach” to Social Planning	A number of “whole of Council” approaches to increase access to recreational and community facilities have occurred, resulting in a future needs assessment study and submissions to State and Federal Government Departments for increased funds to improve facilities for the community
H3.1.1 Encourage the use of Non-Council owned Halls by identifying funding opportunities to upgrade community facilities, including halls and showgrounds	To increase participation by residents within the Hastings.	Strategy achieved & ongoing. In 2006/07 Council’s Community and Cultural Development team have strengthen networks with management community responsibilities for Non Council owned halls culminating in the creation of a regional partnerships program. Through the development of this network council has promoted and supported the access alternative funding streams.
H3.1.2 Raise awareness and acceptance of various target groups through positive images in the local newspaper, Council newsletter, Council’s website and other media outlets.	To increase participation by residents within the Hastings.	Strategy achieved & ongoing. In accordance with the strategy Council has endeavoured to promote the positive representation of specific target groups within the local media
H3.2.1 Support intergenerational activities such as Intergenerational Support Day & Grandparents’ Day.	Improved relationships between older and younger people.	Strategy achieved & ongoing. Council provided \$1,000 grant to conduct Intergenerational activities during Seniors week. The culmination was an intergenerational bowls competition.
H3.1.4 Implement the strategies identified in the Port Macquarie-Hastings Council Cultural Plan 2005-2020	To increase participation by residents within the Hastings.	Strategy partly achieved. The Port Macquarie- Hastings Council Cultural Plan is still being developed. The plan is due for completion in the 07/08 financial period.

Strategy	Outcomes	Achievements/Progress
Generic Hastings Strategies		
H3.3.1 Develop an improved consultation process between Council and the community.	A higher level of positive interaction between Council and the Community	Council has developed a Community Participation Policy. The policy remains in draft format. The draft is to be reviewed by the Community and Cultural Development team. Once undertaken the draft will be presented to council for adoption and implementation in 2007/08
H4.1.4 Implement strategies identified in the <i>"Economic Development Review"</i> .	Increased employment and business opportunities available in the Hastings.	Strategy achieved & ongoing. All strategies within the Economic Development review have been implemented. A review of the strategies has been identified by the Economic Development team as a major component to ensuring the continued success and relevance of implemented strategies.
H5.1.2 Strengthen the work of community-based organisations & help them to attract additional resources to meet social and community needs	Improve the well-being of the community through increased community services	Strategy achieved & ongoing. Achievements include: • Purchase of ID Demographic Databases which provides community profiles and social atlas information, which are located on Councils website and freely available to the community. • The Social Plan is also freely available to the community, both on the Internet and hardcopies. • Assistance with lobbying and submission writing to community groups and community members. The CDO also provides assistance to community organisation in sourcing and securing funding.
H5.1.6 Support existing mental health service providers by: Identifying funding opportunities; Promoting existing services	Improve the well-being of the community through increased community services	Strategy achieved & ongoing. Through Councils Social Plan Fund, 3,500 were provided to community organizations to attend training to improve service delivery and outcomes.

Strategy	Outcomes	Achievements/Progress
Generic Hastings Strategies		
H6.1.2 Provide signage at local beaches regarding safety of personal belongings.	Beaches in the Hastings are safe and accessible.	Strategy Completed. Council provided signage at Town Beach, Flynn's Beach, Lighthouse Beach & Shelley's Beach regarding "Park Smarter - Don't risk it, take your valuables". Project to be expanded in 06/07.
H6.1.5 Promote the "Beach Safety" brochure to the community and visitors to the area.	Beaches in the Hastings are safe and accessible.	Strategy achieved & ongoing (Refer to C5.1.4).
H6.2.3 Increased safety of people using electric scooters by developing and promoting the "Safe Scooting Kit" and conducting workshops on safe use of scooters.	Improve the road safety for residents of the Hastings	Strategy carried out over to 06/07. Safe Scooting Kit has been developed by the ADDO and RSO in accordance with the Social Plan. Distribution along with education sessions will be conducted in 07/08
H7.1.1 Identify and distribute relevant available information to the community regarding mental health issues and services.	An improvement of the health and well being of the residents in the Hastings.	Strategy achieved & ongoing. Information relating to mental health has been distributed to Council Staff. Furthermore information has also been made available on Council's website and is periodically updated.
H7.1.2 Lobby for the establishment of residential drug and alcohol rehabilitation centre in the Hastings by: Fostering partnerships with relevant stakeholders; coordinating the collection of relevant data demonstrating the need for centre, lobbying state and federal governments to provide the centre (if required); identifying funding opportunities for a centre.	Rehabilitation centre in the Hastings.	Opportunities for a Drug and Alcohol Rehabilitation Centre, the Hastings is no close to a rehabilitation specific centre.

Strategy	Outcomes	Achievements/Progress
Generic Hastings Strategies		
H8.1.3 Lobby State and Federal Governments in relation to the provision of affordable housing.	Affordable housing is provided for residents within Hastings LGA.	Draft Affordable Housing Strategy (AHS) completed and referred to social planner for finalisation & development of recommendations & implementation plan. Once finalised the AHS will be placed on public exhibition prior to seeking council's adoption of the strategy.
H8.1.1 Develop and implement an Affordable Housing Strategy that addresses the needs of the residents of the Hastings,	Affordable housing is provided for residents within Hastings LGA.	Strategy partly achieved. Council engaged SGS Economics & Planning to develop an Affordable Housing Strategy. The strategy has addressed the needs of all the target groups. The draft Affordable Housing Strategy has been developed. The Strategy will be presented to Council in 07/08 financial period for adoption.
H8.1.2 Lobby State Government with regards to the retention of Caravan Parks under the <i>Residential Parks Act 1998</i> in the Hastings LGA	Affordable housing is provided for residents within Hastings LGA.	Strategy not achieved To be carried over and re-evaluated in conjunction with Affordable Housing Strategy. Strategy placed on hold until the Draft Affordable Housing Strategy is completed and adopted.
H9.1.1 Implement strategies identified in the <i>Pedestrian, Access and Mobility Plan</i> .	An improvement in the transport and pedestrian/cycle way facilities available in the Hastings	Strategy achieved & ongoing. Council's Technical Service Division is rolling out the recommendation of the plan on an annual basis. The following has been achieved during 06/07. Specific projects implemented as part of PAMPS strategy include 1. Footpath works, part of Route 3B, Laurie Street Laurieton. 2. Pedestrian Refuge, St Josephs Primary School, Ocean Drive, West Haven. 3. Footpaths works part of route 5, Clifton Drive, Port Macquarie 4. Footpath works, Hill Street Port Macquarie.

Strategy	Outcomes	Achievements/Progress
Generic Hastings Strategies		
H10.1.1 Continue to support the expansion of the Port Macquarie University Campus in line with the <i>“Blueprint for Enhancing Higher Education Delivery in the Extended Hastings Region”</i> .	Improved professional development and retention of young people in the Hastings	Economic Development, Cultural Development & Creative Industries development continue to liaise closely with Tafe and Uni through council instigated network.
H10.1.2 Continue to provide and increase University Scholarships available for courses offered at Port Macquarie campus.	Improved professional development and retention of young people in the Hastings	Not Council led strategy but Council continues to lobby.

Strategy	Outcomes	Achievements/Progress
Children & their families		
C3.1.1 Provide safer and more interesting play opportunities for children by upgrading existing playgrounds	More recreational and leisure opportunities available for families	Council, as part of the general infrastructure upgrading of playground equipment, has introduced a variety of equipment whilst maintaining the more traditional swings etc.
C3.1.4 Provide sporting scholarships for children from lower socio-economic backgrounds to cover the cost of sports uniform and registration	Scholarship/funding opportunities identified	The first range of scholarships opened in September. Applications closed 30 September 2007. No applications received from this target group. Social Planner and YDO to address promotion and advertising of scholarships for this target group in the next round of scholarships.
C3.1.5 Promote and support children-specific activities such as Children's Week, Child Protection Week, Grandparents' Day & Teddy Bears' Picnic.	More recreational and leisure opportunities available for families.	\$3K from Council's Social Plan fund was allocated to the Hastings Child Protection network to provide activities at the teddy Bear's Picnic. The teddy Bear's Picnic was held in September 2006.
C3.1.6 Recognise the contribution that grandparents provide to families by involving grandparents in families' activities.	More recreational and leisure opportunities available for families.	Council provided \$1,000 to Burnside to provide activities in conjunction with Grandparents Day.
C3.1.8 Promote and encourage recreational and leisure opportunities such as: NPWS Rangers Tours for children in the holidays, Vacation care Activities, Toy Libraries, and Playgroups.	Increased number of events and activities promoted	CDO recommended appropriate recreational and leisure projects for funding in CDSE & CGP 2007 funding round.
C3.3.1 Council to participate in relevant network, meetings, such as Families First Implementation Group, Early Intervention and Child Protection Network.	A more friendly environment for children and their families in the Hastings	Strategy achieved and ongoing Relevant Community Services staff have attended and participated in network meetings on a regular basis.

Strategy	Outcomes	Achievements/Progress
C4.1.1 Identify and promote existing and new family support services available to children and their families.	Information distributed	CDO updated Children and Families web page for Council's website.
C4.1.4 Support the implementation of strategies identified in the <i>Families' First North Coast Area Plan 2004-2007</i> .	Support services for children and their families are enhanced.	Strategy achieved & ongoing. Community development staff to attend first meetings. Council also provided \$1,500 to implement Family Support Program (St Joseph Family Support Services)
C5.1.4 Educate children and families about beach safety.	A safer environment is provided for children and their families	Strategy achieved & ongoing. Beach safety brochures produced by Port Macquarie-Hastings Council - Lifeguards regarding beach safety and beach rules. Beach safety brochures distributed to all Council offices, tourism information centres, hotels/motels/apartments and other relevant locations.
Young People		
Y1.1.2 Support programs for young offenders and those at risk of committing criminal activities	A positive perception of young people with regards to crime or criminal activities.	Strategy achieved & ongoing. A number of strategies have been implemented from the CPP Achievements: 9 – Strategies implemented
Y2.1.2 Provide specific activities for young people, including the co-ordination and promotion of specific events such as Youth Week, Battle of the Bands and Fresh Art.	Young people have safe places to interact and socialise.	Strategy achieved & ongoing Council developed and facilitated 4 major events specifically targeted toward young people. Specific activities provided: Fresh Art, Battle of the Bands, Shindig, events for Young people throughout the year during school vacation, Christmas etc.
Y2.1.3 Foster a partnership with PCYC to develop and implement strategies regarding the provision of safe public places for young people to interact and socialise.	Young people have safe places to interact and socialise.	Strategy completed. (Interagency networks continue to be supported by Council)

Strategy	Outcomes	Achievements/Progress
Y2.1.4 Provide sporting scholarships for young people from lower socio-economic backgrounds to cover the costs of sports uniform and registration.	Young people have safe places to interact and socialise.	Strategy achieved & ongoing. The first range of scholarships opened in September 06. 4 applications received.
Y2.1.6 Identify opportunities to provide affordable cultural and recreational activities for young people.	Young people have safe places to interact and socialise.	Strategy achieved & ongoing. Identified goal for 07/08: YDO and CDO to work more closely on promotion of affordable youth cultural events. Including: • Youth Week Events • Fresh Art • Indent Events
Y2.2.1 Encourage a more positive presentation of young people through their participation in events including cultural, community, sport and academic events.	The contribution of young people in the Hastings is recognised and celebrated.	Strategy achieved & ongoing. Council again disseminated positive articles relating to Young People throughout the year. Additionally, the YDO wrote positive articles for the print with regard to the positive representation of young people.
Y2.2.2 Highlight and encourage young people to volunteer in the community and promote the benefits this has for young people and the wider community.	A volunteer card outlining volunteering opportunities in the Hastings developed.	<i>Volunteering in the Hasting</i> distributed amongst schools and other youth service providers.
Y3.1.1 In partnership with Youth Employment Services, develop and implement programs and actions that meet employment needs of young people.	Partnerships with youth Employment Services established.	Stronger partnerships with youth employment services have been established. Network and reporting mechanisms to be strengthened within 07/08.
Y4.2.1 Promote existing drug and alcohol services in the Hastings through the Hastings Youth Network, CDAT & Community Health.	More drug and alcohol services are available to young people.	Strategy achieved and ongoing. Training in schools as part of school drug education programs and in conjunction with community health Program to be reviewed in 07/08.
Y5.1.2 Support driver education programs/initiatives to improve driving skills of young people.	Improved road safety for young people.	Council with Funding, through State and Local Government road safety programs, developed and facilitated driver education programs for young people.

Strategy	Outcomes	Achievements/Progress
Y5.1.3 Provide assistance to parents and carers of young people with respect to teaching young people to drive	Improve road safety for young people.	Assistance provided to the Road safety Officer to hold twice a year sessions in march and October. To continue six monthly due to resource training.
Y6.1.3 Promote Kick-Start Health Services on Council's website.	An improvement in health and well being of young people.	Strategy achieved. Information on Councils website updated annually. Website provides information regarding Kick-Start Health Services under the Youth Development Services.
Y6.1.4 Develop a partnership with Division of General Practice to develop and implement strategies to improve communication between health professionals and young people	An improvement in health and well being of young people.	Strategy not completed Kick-Start Health Services to coordinate the strategy with assistance from Council.
Y7.1.2 Provide letters of support to youth service providers for applications to increase youth housing stock.	Affordable housing is more available to young people.	Strategy achieved & ongoing. Letters of support to Christo Youth Services and Youth Housing Support – increase in youth medium housing in Hastings. (Review 07/08)
Women		
W2.1.1 In partnership with other service providers, support and participate in International Women's Day Activities.	More women involved in events and activities in the Hastings	Strategy achieved & ongoing. Council ran an International Women's Day event - International Women's Day Honour Role.
W2.1.5 Distribute information to the community regarding events, activities and services for women in Hastings	Information distributed	Information relating to events, activities and services distributed at IWD events, on Councils website and via networks.
W3.1.3 Increase resources to support women who are entering or re-entering the workforce and for the development of leadership skills (such as library reference material, TAFE and other courses).	Resources are made readily available to the community.	WOTM program supported through Council services such as Library, website and via service networks.

Strategy	Outcomes	Achievements/Progress
W4.1.1 Ensure that community services for women are included in Council's Community Directory and updated as required	Women's services included in directory	CDO – Women's web page of Council's website updated. IWD events held in Port Macquarie, Kendall and Wauchope.
W4.1.2 Identify and promote existing programs and services for young mums, single mums in Hastings.	Information regarding programs distributed to the community	Support of local service providers, such as Burnsides "Young Mum" program, promoted throughout the year on Council website and via services network
Men		
M2.1.1 Support and participate in Men's events and activities such as "Men's Health Week".	More inclusive environment for men in the Hastings	Strategy achieved & ongoing. Council's Social Plan Fund provided \$1,000 to Interrelate Family Services to provide activities & events during Men's Health Week.
M2.1.2 Highlight and promote existing services available for men in Hastings.	More inclusive environment for men in Hastings.	Funding and support provided to the establishment of Men's Sheds throughout the Hastings
M2.1.4 Conduct a "Boys" event at local high schools to promote men's services, provide activities and discuss issues relating to men and boys.	More inclusive environment for men in the Hastings	Strategy achieved & ongoing. Council provided \$2,000 to send participants from Port Macquarie to the rock and water Conference at University of Newcastle. The participants conducted Rock & water events at local high schools.
M3.1.1 Lobby for an increase in male-specific community services in the Hastings, such as Interrelate and men's groups.	Improve the well-being of the male community in the Hastings through an increase in services	Strategy achieved & ongoing. Council supported the opening of Interrelate Family Services in Port Macquarie. Council provided \$1,000 from the Social Plan Fund to Interrelate to participate in men's Week Activities.
M4.1.2 Support and encourage programs/events that promote healthy lifestyles, such as the "Good Sports" program.	Improvement in lifestyle activities for men	Strategy achieved & ongoing. Council ran the "Good Sports" program in the Hastings LGA. The Good Sports program promotes a healthy and welcoming club culture. Sporting clubs commit to meeting responsibilities regarding alcohol consumption and providing a safe environment for players, families and supporters.

Strategy	Outcomes	Achievements/Progress
Aboriginal People & Torres Strait Islanders		
A1.1.3 Implement the strategies identified in the Reconciliation Action Plan	Increased awareness of Aboriginal heritage and culture in the community	Strategy partly achieved. Draft Reconciliation Action Plan in development. Councils ACDO position to focus on adoption and implementation in 2007/08 financial year.
A3.1.1 Endorse the Local Statements of Commitment and Reconciliation Action Plan between Port Macquarie-Hastings Council and local Aboriginal communities.	Improved relationships between Council, the general community and ATSI people.	Strategy partly achieved
A3.1.4 Continue to implement Council's Anti-Discrimination Training Program	Improved relationships between Council, the general community and ATSI people.	Strategy partly achieved
A3.1.6 Celebrate appropriate Aboriginal ceremonies and events, such as NAIDOC Week, by working in partnership with LALC and service providers to co-ordinate and promote appropriate events and ceremonies.	Improved relationships between Council, the general community and ATSI people.	Strategy achieved & ongoing. Birpai and Bunyah Aboriginal land Councils were provided a \$1,000 grant each to undertake NAIDOC Week Activities.
A6.1.3 Lobby for the establishment of an Aboriginal – specific health service in the Hastings.	Submissions made to State and Federal departments seeking funds	ACDO membership to north coast Aboriginal Men's Health network. Continue through this organization to lobby for funds for Specific projects.
A8.1.1 Support initiatives and programs that encourage school retention and academic achievements of ATSI students such as "Breakfast Clubs" and Links to Learning".	Number of programs/initiatives supported	ACDO involvement in local and regional Aboriginal Education Advisory Committees (AECG)

Strategy	Outcomes	Achievements/Progress
A8.1.2 Facilitate the establishment of partnerships with local ATSI service providers to develop strategies that encourage retention at schools and academic achievements of ATSI students.	Partnerships established	ARCG partnerships with providers such as PAC, Burnside, and LALC established and maintained.
Older People		
O1.1.1 Develop intergenerational projects to address the fear and perceptions of crime in relation to young people.	Positive perception of young people with regards to crime and a reduction of criminal activities in the Hastings	Strategy achieved & ongoing Intergenerational activities held within the Hastings during Seniors and Youth Week.
O2.1.3 Develop strategies programs to increase the activity of older people who are isolated.	Number of programs developed and implemented.	Support to rural activity for older people in association with AHS and rural halls. Participate in strategic planning for Active and Older.
O2.1.5 Provide specific activities/events for older people, including the co-ordination and promotion of specific events such as Seniors' Week, Alzheimer's Week and Grandparents' Day.	More older people are involved in community activities and events	Strategy achieved & ongoing. March 2007 Seniors Week events – funding for race Day, Long Flat Picnic, 250 in attendance, high level of media coverage.
O2.1.6 Provide options and information regarding volunteering opportunities available in Hastings.	Information distributed	Strategy achieved & ongoing. Hastings Volunteer Network promoted Councils website
O3.1.2 Facilitate the establishment of partnerships with employment agencies and other service providers to develop skill development programs for older people in the workforce.	Partnerships established	Programs implemented with Economic Development team to encourage greater employment of mature aged persons.
O5.1.1 Develop and promote a "Safe Scooter Kit".	A safer environment for older people	Strategy not completed.

Strategy	Outcomes	Achievements/Progress
O8.1.1 Increase the number of facilities that improve the opportunities for older people to circulate, such as positioning of bus stops, seating and shelters.	Older people have more access to transport in the Hastings	Strategy partly achieved. Council currently has a PAMP in place, which addresses these issues. Additionally Councils ADDO & Access Committee address community concerns regarding access and circulation opportunities for older people and people with a disability.
People from Culturally & Linguistically Diverse Backgrounds		
L2.1.2 Prepare a Multicultural Directory outlining the services and facilities available for persons from culturally diverse backgrounds in the Hastings.	More participation in the community from CALD people	Strategy achieved Multicultural section of the Community Services directory 2007 published, Multicultural Directory published and launched, Council website updated.
L2.1.5 Improve communication between Council Staff and people from CALD backgrounds.	Council has linked in with Telephone interpreter Services and provided staff with training.	Customer Services department have implemented telephone interpreter services across LGA. Staff have also received training in the TIS telephone program.
L2.1.3 Continue to implement Council's Anti-Discrimination Training Program.	More Participation in the Community from CALD people.	Strategy partly achieved
L2.1.7 Promote funding opportunities for CALD projects.	More participation in the community from CALD people	Strategy achieved & ongoing. Community Development Officer provides assistance to CALD projects in writing submissions and sourcing and securing funding for CALD projects.
L2.1.8 Council to continue to participate in the Mid-North Coast Multicultural Network meetings and provide relevant resources.	More participation in the community from CALD people	Strategy achieved & ongoing. Councils Community Development Officer attend the Mid North Coast Multicultural Network meetings. Council provides meeting rooms and catering at Council offices when Network Meeting is held in Port Macquarie.

Strategy	Outcomes	Achievements/Progress
People with a Disability		
D2.1.1 Implement the strategies identified in the <i>DDA Action Plan</i> .	An increase in accessible buildings, services and recreational facilities	Strategy achieved & ongoing. Strategies implemented as identified in DDA Action Plan. For example, 3 Celebrate Living in the Hastings days, 1 visit from DAIC and Migrant Women's driving program conducted, 2 of the 5 programs evaluated.
D2.1.2 Work in partnership with service providers and community organisations to provide specific activities and events for PWD such as Access Awards and International Day for People with a Disability.	An increase in accessible buildings, services and recreational facilities	Strategy achieved & ongoing. 2006 Access Awards held in conjunction with IDPWD Evaluation indicated problems with attracting nominations, lack of involvement in the presentation at IDPWD by award winners. Negotiations with Port Macquarie Chamber of Commerce to integrate Access Awards into annual Small Business Awards for 2007. \$500 to initiate and establish criteria for 2007. link with D2.1.3. Support continues to the working party for IDPWD 2007.
Support and promote World AIDS day.	Number of initiatives/events supported or promoted.	Strategy achieved & ongoing Sale of ribbons and promotion other related events
D2.1.6 Develop an Accommodation Directory identifying tourism and accommodation locations in the Hastings that are accessible for PWD.	An increase in accessible buildings, services and recreational facilities	Strategy partly achieved. Council's Social Plan Fund allocated \$7,500 to the development of an accommodation Directory. Research has undertaken & development of the directory underway. Strategy to be completed in 2007/08.
D4.1.1 Support existing services for PWD and network and lobby for increased services and funding in Hastings	More services to cater adequately for PWD in Hastings.	Strategy achieved & ongoing Participation in Area Disability Committee activity, HACC planning forum, participation in mapping of Hastings area to more accurately define areas of need - with HACC DO. Successfully lobbying through ADC has identified funds to extend Advocacy service to Hastings in 2008.

Strategy	Outcomes	Achievements/Progress
D5.1.2 Remove barriers in the physical environment.	Reduced complaints from community re: potential hazards.	Within work of Hastings Access Sub Committee. Work within council to cooperatively address Access Mobility and design. Commenced discussion to develop a Mobility and Access DCP.
D8.1.1 Develop a Mobility Map that identifies accessible amenities, transport options and paths of travel.	Improved access and transport options for PWD in the Hastings	Strategy completed. Mobility maps widely distributed throughout Hastings.
D8.1.3 Remove barriers from the built environment to enable a PWD to access public transport.	Improved access and transport options for PWD in the Hastings	The practical application and financial implications of this initiative precludes any short-term solutions for the removal of "barriers" within existing built environments. All new transport infrastructure facilities are designed and constructed to ensure equal access to transport services. This initiative needs to be reviewed on the basis of a detailed audit of existing problem sites to determine the extent and timing of intervention works. Review relevance 2007/08
People identifying as Gay, Lesbian, Bi-sexual & Transgender		
G2.1.4 Ensure access to resources and materials regarding information relevant to the GLBT community.	To increase the awareness and acceptance of GLBT members of the community	Strategy achieved Community network meetings promoted to ACON Councils GLBT web page and access to the community newsletter.
G2.1.6 Identify and promote opportunities for the GLBT community to be involved in community events.	To improve access to social and community events	Celebrate living in the Hastings x 3 and worlds aids day.
G2.1.7 Council to be receptive to the needs of the GLBT community.	To increase the awareness and acceptance of GLBT members of the community	Strategy partly achieved. Council has included a GLBT section in the 2005-2010 Social Plan, which addresses the needs of the GLBT community. These strategies are currently in the process of being implemented. Council will also continue to meet representatives from the GLBT community on a regular basis.

Strategy	Outcomes	Achievements/Progress
G2.1.8 Continue to implement Council's Anti-Discrimination Training Program	To increase the awareness and acceptance of GLBT members of the community	Strategy partly achieved
G2.1.10 Update the Hastings Pride Booklet.	To increase the awareness and acceptance of GLBT members of the community	Strategy achieved & ongoing. Funding to update the Hastings Pride booklet was sourced from the Social Plan Fund. \$3,000 was allocated to this project. The Hastings Pride Booklet has been updated and launched. The Launch was held at the Port Macquarie–Hastings Art Gallery. Copies of the booklet have been distributed to the relevant community organisations and places of interest. Additionally copies have been placed in all Council offices.
G3.1.1 Raise awareness and promote the Anti discrimination legislation to business and the wider community	GLBT Anti - discrimination training session held annually	Strategy partly achieved
G6.1.2 Provide education to GLBT community regarding rights and responsibilities concerning rental properties	Information distributed at GLBT community events.	Housing booklets provided to Acon and other service providers. Housing booklet to be loaded onto Council's website for easy access, linked to the GLBT web page.

**Summary of the Amounts Incurred by Council during 2006/2007 in Relation to Legal Proceeding Taken By or Against Council
S.428(2)(e)**

Matter	Sum of Amount	Comment
Dugdale - Pollard - 3 Newport Crescent - Non Compliance	-\$273	Finalised - recovered expenses
Hermitage Medical Centre - Car Parking	\$175	Advice
Illegal Building Work - Time Limit for Prosecutions	\$1,250	Advice
Lawlor Services P/L - Breach of Tree Preservation Order	\$15,249	Awaiting determination
Sanders - Dog in Prohibited Area	\$1,220	Prosecution complete - guilty
Blak Invest - Pollute Water	\$2,909	Withdrawn
G Bannister Const – Disobey	\$488	Prosecution complete - S10
Harley - Non Comply	\$1,547	Prosecution complete - guilty
Pointon - Non Register Cats	\$979	Prosecution complete - guilty
Fowler – Prosecution	\$265	Prosecution complete - S10
Ovey - Prosecution	\$265	Prosecution complete - guilty
Potts - Stop in bus zone	\$594	Prosecution complete - S10
Failure to register dog	\$594	Prosecution complete - guilty
Grant - Breach of Tree Preservation Order	\$280	Prosecution complete - guilty
Moorhead - Prosecution	\$177	Prosecution complete - guilty
Davis – Prosecution	\$247	Prosecution complete - guilty
Aerotown P/L - Breach of Tree Preservation Order	\$222	Advice
Shoveller - Stopping in bus zone2	\$249	Prosecution complete - guilty
Longbottom – Prosecution	\$175	Prosecution complete - S10
Gardner - Stop in bus zone	\$245	Prosecution complete - S10
Petro – Prosecution	\$2,047	Awaiting determination

Matter	Sum of Amount	Comment
Blak Investments P/L - Inadequate Fire Safety & failure to comply - LEC	\$3,214	Prosecution complete - ordered to complete within 12 months.
Ciardi - Fail to comply with notice to register cat	\$210	Prosecution complete - S10
DA 2007/0044 Dan Murphys - Cnr Horton & Gordon Sts, PMQ	\$447	Consent issued
Minvell Corp. Taxis - Park in Bus Zone	\$396	Prosecution complete - S10
Minvell Corp. Taxis - Parking infringements	\$1,050	Prosecution complete - S10
BA 1967/0185 Amendment - Gemtaf P/L - El Paso Motel	\$6,750	Issue resolved
DA 2003/0834 - Finvest P/L - LEC Appeal on S96 application - Mort Street, PMQ	\$1,789	Issue resolved
DA 2004/0516 -FJV Holdings - LEC Appeal - 26-28 William St, PMQ	\$3,520	Ongoing
DA 2005/0461 - Auspacific Property Group P/L - Modification - Woolworths, Botanic Dr, Lakewood	\$1,227	Issue resolved
DA 2001/0665 44 William Street - Modification	\$892	Issue resolved
Department of Environment & Conservation – Alleged breaches of Section 118D(1) of the National Parks & Wildlife Act 1974	Pending Judgement	Continuing – Land & Environment Court
Glasshouse & S430 Investigation	\$52,974	Contract Matters & S430 Investigation

**Condition of Public Buildings
428(2)(d)**

Area	Spent	Condition as at 30 June 2007
Amenities & Toilets	\$229,039.03	Satisfactory
Visitor Information Centres	\$44,297.07	Satisfactory
Community/Youth Centres	\$7,055.78	Satisfactory
Surfing Clubs	\$37,247.70	Satisfactory
Residences	\$7,391.87	Satisfactory
Music Centre	\$5,732.76	Satisfactory
Public Halls	\$167,404.19	Satisfactory
Senior Citizen Centres	\$15,479.38	Satisfactory
Civic Centre	\$6,763.11	Demolished
Libraries	\$240,361.09	Satisfactory
Indoor Sporting Complexes	\$46,810.59	Satisfactory
Regional Stadium	\$13,444.23	Satisfactory
Historic Court House	\$28,972.52	Satisfactory
HQ, Laurieton & Wauchope Admin	\$335,729.31	Satisfactory
Regional Art Gallery	\$21,548.72	Satisfactory
Coach/Transit Station	\$29,035.32	Satisfactory
Community Clocks	\$3,704.67	Satisfactory
Sea Rescue	\$4,478.50	Satisfactory
SES & Fire Control	\$12,949.64	Satisfactory
Tennis Clubs	\$4,253.09	Satisfactory
HAAC Centre	\$3,065.88	Satisfactory
Total	\$1,264,764.45	

Condition of Public Road, Stormwater Drainage, Flood Mitigation, Water Supply and Waste Water S428(2)(d)

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 Wear approaching allowable limits and/or All wear within tolerance
Fair	In fair 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
Poor	Unusable; and/or Broken Down; and/or Not able to be operated; and/or Dangerous

CONDITION OF PUBLIC ROADS

Asset Category	Quantity	Condition Rating at 30/6/2007	At Cost Value (x \$1,000)	Estimate of Amount Required to Raise Assets to a Satisfactory Serviceability Standard (x \$1,000)	Estimate of Annualised Cost to Maintain Satisfactory Serviceability Standard (x \$1,000)	Estimate of Annualised Cost to Maintain Current Serviceability Standard (x \$1,000)	Maint. Expenditure for 2006/2007 Financial Year (x \$1,000)
Sealed Local Roads	762.634 km	Fair	\$320,327.63	\$39,046.86	\$6,370.41	\$6,087.00	\$4,410.26
Unsealed Local Roads	446.677 km	Fair	\$43,696.63	\$5,326.47	\$1,783.01	\$874.00	\$601.61
Bridges on Local Roads.	115	Fair	\$18,128.91	\$2,209.85	\$201.73	\$182.00	\$249.60
Bridges on Regional Roads.	14	Fair	\$6,301.38	\$768.12	\$70.12	\$64.00	\$86.76
Sealed Regional Roads	73.461 km	Good/Fair	\$35,442.86	\$4,320.37	\$703.83	\$674.00	\$487.98
Unsealed Regional Roads	13.649 km	Good/Fair	\$1,571.32	\$191.54	\$64.12	\$63.00	\$21.63
Street Lighting	-	Fair	-	\$320.00	\$1,220.00	\$990.00	\$952.07

Note: Accurate estimates of the annualised cost to raise the asset condition to a satisfactory serviceability standard or to maintain the current serviceability standard, are not currently available. The figures given in the table above are the best estimates.

CONDITION OF STORMWATER DRAINAGE AND FLOOD MITIGATION

Asset Category	Estimated Condition Rating at 30/06/07	Estimated At Cost Value	Estimated Cost to Raise Asset to a Satisfactory Standard	Estimated Annualised Cost To Maintain Asset to a Satisfactory Standard	Maintenance Expenditure for 2006/2007
Urban Stormwater Drainage 229km pipes 10,000 pits 92 detention ponds/basins 116 gross pollutant traps	fair	\$36,731,301	\$8,446,502	\$826,460	\$471,078
Flood Mitigation 285,534m3 drainage	fair	\$5,063,322	\$1,153,498	\$113,930	\$8,868

CONDITION OF WATER SUPPLY

Category	Condition at end of 30/06/06	Cost estimate to reach Satisfactory standard	Cost estimate to maintain standard (current \$ value)	Maintenance Programme 2006/2007 (\$)
Collection 5 river intakes, 1 borewell	Good	N/A	250,000	250,000
Treatment 3 water treatment plants 10 chlorination sites	Excellent Good	N/A N/A	350,000 300,000	350,000 300,000
Storage 2 OCS Dams 33 Reservoirs	Good Good	N/A N/A	310,000 290,000	310,000 290,000
Reticulation 18 pump stations 753km mains 24,677 connections 1 SCADA system, includes 175 sites	Good Good Good Good	N/A N/A N/A N/A	350,000 432,000 475,000 295,000	350,000 432,000 475,000 295,000

CONDITION OF WASTE WATER				
Category	Condition at end of 30/06/2007	Cost estimate to reach Satisfactory standard	Cost estimate to maintain standard (current \$ value)	Maintenance Programme 2006/2007 (\$)
Collection 27,157 connections 495km gravity mains 95km rising mains 155 pump stations	Good Good Good Good	N/A N/A N/A N/A	373,300 1,230,700	373,300 1,230,700
Treatment Disposal 6 plants			1,650,000	1,650,000

Work carried out on private land under Section 67 S428(2)(k)

Description	Client	Council Subsidised
Jetpatching – Gateway Service Centre	Metro Advertising Pty Ltd	No
Road Grading – 477 Maria River Road	Maria River Plantation	No

Comparison of Actual Stormwater Management Services with Projected Stormwater Management Services as Proposed in Management Plan CL217(1)(e)

Annual charges for stormwater management service were used to fund operational stormwater maintenance work across all urban areas of the Port Macquarie-Hastings in accordance with Council's intention.

A dedicated stormwater works crew has been established to provide increase focus on the delivery of stormwater maintenance services to the community, to improve actual stormwater services levels and customer response times.

The following is a breakdown of activities in relation to expenditure:

Expenditure Versus Activity 2006/2007

Area/ Activity	Clear Drainage Structure	Maintain GPT	Mowing With Slasher	Open Drainage Maint.	Other Drainage Maint.	Repair Drainage Structure	Travel	Vegetation Control by Chemical	Total
Wauchope	\$11,410	\$4,630	\$258	\$10,734	\$2,796	\$12,370	\$602	\$208	\$43,008
Camden Haven	\$18,234	\$18,920	\$224	\$20,436	\$7,877	\$42,716	\$612	\$620	\$109,639
Port Macquarie	\$43,986	\$6,880	\$3,996	\$51,163	\$16,754	\$75,912	\$2,413	\$4,489	\$205,593
Total	\$73,630	\$30,430	\$4,478	\$82,333	\$27,427	\$130,998	\$3,627	\$5,317	\$358,240
%	20.6%	8.5%	1.3%	23.0%	7.7%	36.6%	1.0%	1.5%	100.0%

Freedom of Information

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)	5	12	17
A2	Brought forward		2	2
A3	Total to be processed	5	14	19
A4	Completed	5	14	19
A5	Transferred out			
A6	Withdrawn			
A7	Total processed	5	14	19
A8	Unfinished (carried forward)	Nil	Nil	Nil

SECTION B Status of completed FOI requests? (Completed requests are those on Line A4)		
Results of FOI Request		
B1	Granted in full	16
B2	Granted in part	2
B3	Refused	1
B4	Deferred	Nil
B5	Completed	19

SECTION C		
Ministerial Certificates - number issued during the period		
C1	Ministerial Certificates issued	Nil

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)	7

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	Nil
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

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
G1	Section 19 (application incomplete, wrongly directed)	3
G2	Section 22 (deposit not paid)	
G3	Section 25(1)(a1) (diversion of resources)	
G4	Section 25(1)(a) (exempt)	
G5	Section 25(1)(b), (c), (d) (otherwise available)	
G6	Section 28(1)(b) (documents not held)	
G7	Section 24(2) (deemed refused, over 21 days)	
G8	Section 31(4) (released to medical practitioner)	
G9	Totals	3
		Nil

SECTION H Costs and fees of requests processed during the period (ie those included in lines A4, A5 and A6).		
		Assessed Costs
H1	All completed requests	\$3545
		\$495

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	Nil	1
I2	Financial hardship - Pensioner/child	1	Nil
I3	Financial hardship - Non-profit organisation	Nil	Nil
I4	Totals	1	1
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		14
J2	22 - 35 days		5
J3	Over 35 days		
J4	Totals	Nil	19

SECTION K

**Processing time:
number of completed requests (A4) by hours taken to process**

Processing Hours		Personal	Other
K1	0 - 10 hours		11
K2	11 - 20 hours	5	2
K3	21 - 40 hours		1
K4	Over 40 hours		
K5	Totals	5	14

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
Grounds on which internal review requested		*Upheld	*Varied	*Upheld *Varied
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.				

ADDITIONAL SUMMARY INFORMATION *Comparison from previous period		
Year	2006	2007
New Requests	23	19
Completed	21	19
Withdrawn	0	0
Granted in Full	15	16
Granted in Part	3	2
Refused	3	1
Deferred	Nil	Nil
Requiring Consultation	5	7
Number of internal reviews	Nil	Nil
Number of Ombudsman reviews	Nil	Nil
Number of ADT reviews	Nil	Nil
Amendment of personal records	Nil	Nil
There has been nil impact by FOI requirements on Council's activities, policies and procedures.		
There have been nil inquiries under the FOI Act by the Ombudsman or any appeals under the Act to the Administrative Decisions Tribunal.		

Privacy and Personal Information Protection Act

The Privacy & Personal Information Protection Act is an Act to provide for the protection of personal information, and for the protection of the privacy of individuals generally. It is a requirement of the Act that all state agencies, including local government must prepare and implement a privacy management plan. Port Macquarie-Hastings Council adopted its Privacy Management Plan on 9 October 2000.

The Act requires Council to comply with twelve (12) Information Protection Principles. The principles cover the way councils collect, store and provide access to personal information.

Training sessions on the requirements of the Act have been provided to Councillors and relevant staff advising them of their responsibilities in complying with the twelve principles. Information booklets on the Privacy Act have been made available at Council's Customer Service Counter and branch offices.

Council has reviewed a number of its forms used for collecting information from the public. As a requirement of the legislation some have been amended to include a Privacy & Personal Protection Notice which advises the public of the reason the information is being collected, the intended recipients of the information, whether the supply of the information is required by law or voluntary, the existence of any right of access to, and correction of the information, and the name and address of council.

The Privacy & Personal Information Protection Act also contains provisions relating to the disclosure of personal information contained in public registers. The Act requires that personal information kept in a public register must not be disclosed unless the agency is satisfied that it is to be used for a purpose relating to the purpose of the register. This requirement has been modified by a Code of Practice, which applies to all local government authorities. Under the code, the council may allow any person to inspect a publicly available copy of a public register in council premises, and copy a single entry or a page of the register without requiring the person to provide a reason for accessing the register. If the whole or a substantive part of the register is required, the code requires that the names and addresses of all previous and current property owners must not be disclosed. Section 58 of the Act allows an individual to request that their personal information can be removed from a public register and not disclosed to the public.

Council has had no requests under this legislation this year.

Competitive Neutrality

Progress in Implementing the Principles of Competitive Neutrality S.428(2)(R)

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:
 - Adopt a corporatisation model for the business activities;
 - Include debt guarantee fees, where the business benefits from the Council's borrowing position by comparison with commercial rates;
 - Factor into prices an appropriate return on capital invested;
 - Make any subsidies provided to customers and the funding of those subsidies, explicit;
 - Operate within the same regulatory framework as other businesses; and
 - 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 advantage 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 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 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.

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

- Water
- Sewerage
- Waste

To date Council has:

- Adopted a policy on the attributions of costs overheads
- Adopted a Competitive Neutrality Complaints Policy
- Prepared detailed Business Plans for the Category 1 Business Units
- Applied the Competitive Neutrality pricing requirement

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 adopted by Council on 9 March 1998.

For the period ended 30 June 2007, the following summary is provided:

Number of Complaints received:

Nil

Subject matter or nature of complaint		N/A
<i>Outcome:</i>		
Finalised	Detail – No	N/A
	Pending – No	N/A

Environment Planning & Assessment Act 1979

Particulars of compliance with and effect of planning agreements in force during the year S93G(5)

In 2006/07, Council entered into a Voluntary Planning Agreement (VPA) with Sovereign Hills Project Pty Ltd in relation to the construction of roadworks to realign the Oxley Highway in accordance with a Development Application for access to a proposed primary school. The Council has agreed to offset roads contributions over time to progressively cover the cost of the works undertaken. Sovereign Hills Pty Ltd commenced construction of the Highway realignment during the 2006/7 financial year.



Companion Animals Act and Regulation

Statement on activities relating to enforcing and ensuring compliance with the Companion Animals Act and Regulation CL217(1)(f)

Seventeen (17) attacks took place in the Hastings during the 2006/2007 period.

Council funding (expenditure) for Companion Animal Management was approximately \$400,000.

Port Macquarie-Hastings Council conducts a School Education Program targeting years 5 & 6 students. This program is run in term 4 and is held with all schools within the Local Government Area. Council also holds a "Mongrel Dog Show" in October which is an education day and fundraiser with all proceeds being donated to a local charity. This show also allows for Council to positively interact with the local community and Companion Animal owners throughout the local government area. Additionally, Council conducts a discounted microchipping day which allows Companion Animal owners to have their pets microchipped at a reduced rate. Council also conducted an education stall at the two major shopping centres in Port Macquarie during Local Government Week.

Port Macquarie-Hastings Council works closely with the local branch of the RSPCA in nominating low income earners for discounted pet desexings. This program is primarily run and funded by the RSPCA.

Port Macquarie-Hastings Council Impounding Facility is run under contract by the state branch of the RSPCA. This allows for all unclaimed animals to be released to them for assessment and suitability for re-housing. With this procedure in place it allows for all unclaimed dogs and cats to be placed on the statewide rehoming network. Euthanasia rates for Council animals are therefore kept to an absolute minimum.

Council has a number of off-leash areas throughout the Local Government area and can be found on Councils "Dogs on Beaches" policy. In addition Council is in the early stages of establishing an additional off-leash area at Henry Kendall Reserve, Laurieton. This area is expected to be fully operational (dependant on funding) by the end of 2008.

Companion Animal Fund monies are utilised to provide effective education programs throughout the schools in the Hastings together with discounted microchipping days to assist low income earners in compliance of the Companion Animals Act. Fund money also assists Council in conducting its "Mongrel Dog Show" each year which raises money for charities in the LGA as well as promotes Companion Animal Ownership and compliance. It allows Council to actively mix with the general public in a positive yet informative project.

Council Animal Care Facility - 2006/07

	Transferred To Council's Facility	In Council's Facility - start of month	Animals leaving Council's Facility	Remaining in Council's Facility - End of month
July	71	1	63	9
August	57	9	58	8
September	73	8	72	9
October	66	9	65	10
November	75	10	78	7
December	76	7	76	7
January	68	7	66	9
February	83	9	82	10
March	58	10	63	5
April	60	5	60	5
May	57	5	57	5
June	55	5	53	7
Total	799	85	793	91



Financial Reports

Following are Council's Financial Reports for the financial year ending 30 June 2007:

- Income Statement
- Balance Sheet
- Expenses, Revenues, Assets Held and Grants Included in Revenues
- The Total Amount Granted Under Section 356 of the Local Government Act 1993
- Senior Staff Remuneration Packages
- Details Of Overseas Visits Undertaken During the Year by Councillors, Council Staff or Other Persons Representing the Council
- Income Statement of Business Activities
- Balance Sheet of Business Activities
- Summary of Rates and Charges Written Off During 2006/07
- Contract Details
- Special Variations of Rating Income

**Note: For a full set of Council's Financial Statements,
please contact the Customer Services Centre at
Port Macquarie-Hastings Council,
Cnr Burrawan & Lord Streets, Port Macquarie NSW 2444
Telephone: 6581 8111 or email: council@pmhc.nsw.gov.au**

Income Statement for the year ended 30 June 2007

Original Budget 2007 \$'000		Actual 2007 \$'000	Actual 2006 \$'000
	Revenue from continuing operations		
49,657	Rates and annual charges	50,039	46,855
19,195	User charges and fees	18,396	16,971
5,944	Interest and investment revenues	7,987	6,372
1,703	Other revenues	1,999	2,290
10,370	Grants and contributions provided for operating purposes	11,945	10,945
21,339	Grants and contributions provided for capital purposes	14,267	24,311
108,208	Total revenues from continuing operations	104,633	107,744
	Expenses from continuing operations		
29,179	Employee benefits and on-costs	30,458	28,745
4,804	Borrowing costs	3,832	1,790
24,444	Materials and contracts	25,767	27,652
20,253	Depreciation & amortisation	25,466	19,786
6,299	Other expenses	5,662	5,609
240	Net loss from disposal of assets	790	9,487
85,219	Total expenses from continuing operations	91,975	93,069
22,989	Operating result from continuing operations	12,658	14,675
22,989	Net operating result for the year	12,658	14,675
	Attributable to:		
24,899	- Council	12,658	14,675
24,899		12,658	14,675
1,650	Net operating result for the year before grants and contributions provided for capital purposes	-1,609	-9,636

Balance Sheet
as at 30 June 2007

	Actual 2007 \$'000	Actual 2006 \$'000
ASSETS		
Current Assets		
Cash and cash equivalents	2,709	7,850
Investments	79,596	83,250
Receivables	9,676	9,826
Inventories	1,304	1,124
Other	706	685
Total current assets	93,991	102,735
Non Current Assets		
Investments		
Receivables	1,669	1,492
Inventories	168	239
Infrastructure, property, plant and equipment	1,028,350	823,414
Total non-current assets	1,030,187	825,145
Total assets	1,124,178	927,880
LIABILITIES		
Current liabilities		
Payables	8,281	6,837
Interest bearing liabilities	5,849	4,951
Provisions	12,851	11,993
Total current liabilities	26,981	23,781
Non-current liabilities		
Payables	9,090	9,230
Interest bearing liabilities	59,439	44,015
Provisions	569	492
Total non-current liabilities	69,098	53,737
Total liabilities	96,079	77,518
Net assets	1,028,099	850,362
EQUITY		
Retained earnings	855,588	849,345
Reserves	172,511	1,017
Council equity interest		
Total equity	1,028,099	850,362

**Note 2(a) Functions
for the year ended 30 June 2007**

Revenues, expenses and assets have been directly attributed to the following functions/activities.								
	Income from continuing operations		Expenses from continuing operations		Operating result from continuing operations		Grants included in income from continuing operations	Total assets held (current and non-current)
	Original Budget 2007 \$'000	Actual 2007 \$'000	Original Budget 2007 \$'000	Actual 2007 \$'000	Original Budget 2007 \$'000	Actual 2007 \$'000	Actual 2007 \$'000	Actual 2007 \$'000
Functions/ Activities								
Governance	32	27	838	2,655	-806	-2,628		
Administration	172	347	1,776	1,587	-1,604	-1,240	730	27,532
Public order & safety	1,212	2,121	2,403	2,743	-1,191	-622	1,714	8,770
Health	94	93	295	278	-201	-185	93	59
Community services & education	113	321	1,715	2,053	-1,602	-1,732	242	2,323
Housing & community	14,201	15,463	16,614	18,162	-2,413	-2,699	1,196	56,472
Water supplies	19,871	16,100	15,273	14,294	4,598	1,806	528	340,591
Sewerage services	17,078	15,240	12,035	13,328	5,043	1,912	311	202,685
Recreation & culture	1,822	1,805	10,307	10,240	-8,485	-8,435	777	79,641
Mining, manufacturing &	1,584	1,417	1,731	1,795	-147	-378		320
Transport & communication	14,159	11,127	17,927	20,196	-3,768	-9,069	1,600	392,518
Economic affairs	3,123	2,556	4,880	4,644	-1,757	-2,088	31	13,267
Total functions & activities	73,461	66,617	85,794	91,975	-12,333	-25,358	7,222	1,124,178
General Purpose Income (1)	35,322	38,016			35,322	38,016	6,478	
Totals	108,783	104,633	85,794	91,975	22,989	12,658	13,700	1,124,178

Note (1) Includes: Rates and annual charges
Non-capital general purpose grants
Interest and investment revenue

**THE TOTAL AMOUNT GRANTED UNDER SECTION 356 OF THE LOCAL
GOVERNMENT ACT 1993**

For the year ended 30 June 2007

Multiple Sclerosis NSW	110.00
Cancer Council - Biggest Morning Tea	130.00
Hastings Cancer Trust (City to Surf)	320.00
Flamin Dragons Abreast	500.00
Rotary District 9690 Conference	500.00
Coast 2 Coast Sports	545.46
Camden Haven Music Festival	1,000.00
Wauchope Info & Neighbourhood Centre	2,400.00
PM New Years Eve Committee	2,500.00
Rotary Carnival of the Pines	2,500.00
Steam Festival	2,500.00
Watermark Literary Society	3,000.00
Mayors Cultural Fund	3,409.00
Bonny Hills Surf Life Saving Club	3,700.00
Camden Haven Marine Radio Base	3,700.00
Camden Haven Sea Rescue	3,700.00
Camden Haven Surf Life Saving Club	3,700.00
Port Macquarie Marine Radio Base	3,700.00
Port Macquarie Sea Rescue	3,700.00
Port Macquarie Surf Life Saving Club	3,700.00
Tacking Point Surf Life Saving Club	3,700.00
Koala Orchestra	5,500.00
Australian F1 Super Boats	7,000.00
Camden Haven Concert Band	7,000.00
Hastings District Pipe Band	7,000.00
North Coast Academy of Sport	7,058.00
Arts Mid North Coast	8,492.86
Kickstart	8,670.83
Donations for DA/BA fees	10,000.00
Port Macquarie Information Shop	10,000.00
Port Macquarie Town Band	10,000.00
Westport Tennis Club	10,000.00
Beach Volleyball	12,000.00
Maritime Museum - Rates	13,101.31
Flynns Beach Surf Life Saving Club	20,000.00
Mayors Sporting Heroes	20,428.95
Sporting Grants Programme	24,740.36
Donation of Waste Depot Tipping Fees	32,569.11
Donation of Rates	33,896.16
Donations - Other Community Grants Programme	77,331.00
Total	373,803.04

Senior Staff Remuneration Packages

For the year ended 30 June 2007

Title	Total
General Manager	279,164.48

Register of Overseas Travel

1 July 2006 to 30 June 2007

Name	Name of Conference	Location	Date/s	Resolved
John Peasley (IT Manager)	Socitm 2006 Annual Conference and Study Tour	United Kingdom	22 Sept to 3 October 2006	ORD 07/08/06
Murray Thompson (Water Supply Manager)	NZWWA 48 th Annual Conference	Christchurch, NZ	11 to 13 October 2006	ORD 28/08/06
Bernard Smith (General Manager)	Local Government Chief Officers' Group Conference	Christchurch, New Zealand	21 to 23 February 2007	ORD 22/01/07

**Income Statement of Water Supply - Category 1 Business Activity
for the year ended 30 June 2007**

	Actual 2007 \$'000	Actual 2006 \$'000	Actual 2005 \$'000
Revenue from continuing operations			
Access charges	3,466	3,455	5,240
User charges	8,391	7,407	5,531
Fees	609	588	581
Interest	309	1,679	2,579
Grants and contributions provided for non capital purposes	996	839	479
Other revenues	34	45	61
Total revenues from continuing operations	13,805	14,013	14,471
Expenses from continuing operations			
Employee benefits and on-costs	3,603	3,680	2,647
Borrowing costs	868	214	20
Materials and contracts	5,660	7,454	5,680
Depreciation & impairment	4,410	2,867	3,225
Loss on sale of assets	207	170	205
Calculated taxation equivalents	41	29	26
Debt guarantee fee (if applicable)	404	241	34
Other expenses	712	785	667
Total expenses from continuing operations	15,905	15,440	12,504
Surplus (deficit) from continuing operations before capital amounts	-2,100	-1,427	1,967
Grants and contributions provided for capital purposes	2,768	6,481	8,569
Surplus (deficit) from continuing operations after capital amounts	668	5,054	10,536
Less Corporate Taxation Equivalent (30%) [based on result before capital]	0	0	590
Surplus (deficit) after tax	668	5,054	9,946
Opening retained profits	197,079	192,662	182,898
Adjustments for amounts unpaid			
Taxation equivalent payments	41	29	26
Debt guarantee fees	404	241	34
Corporate taxation equivalent	0	0	590
Less: Dividend Paid	-258	-867	-832
Less: Financial Instruments through equity	46	-40	
Adjustment for previous period error	-6,415		
Revaluation Reserve	126,940		
Closing retained profits	318,505	197,079	192,662
Calculation of Dividend Payable			
Surplus (deficit) after tax	668	5,054	9,946
Less: Capital grants and contributions (excluding developer contributions)	959	4,538	4,055
Surplus for dividend calculation purposes	-291	516	5,891
Dividend calculated from surplus	0	258	2,945

Please note: Council has applied the competitive neutrality pricing requirements to all of its Category 1 business activities.

**Income Statement of Sewerage - Category 1 Business Activity
for the year ended 30 June 2007**

	Actual 2007 \$'000	Actual 2006 \$'000	Actual 2005 \$'000
Revenue from continuing operations			
Access charges	11,216	10,130	9,556
User charges	660	622	568
Fees	157	250	119
Interest	3,545	2,314	2,356
Grants and contributions provided for non capital purposes	308	327	359
Other revenues	51	23	75
Total revenues from continuing operations	15,937	13,666	13,033
Expenses from continuing operations			
Employee benefits and on-costs	3,637	3,195	2,882
Borrowing costs	209	272	316
Materials and contracts	6,293	6,008	4,702
Depreciation & impairment	3,825	2,894	2,865
Calculated taxation equivalents	77	68	50
Debt guarantee fee (if applicable)	58	106	125
Other expenses	876	847	828
Total expenses from continuing operations	14,975	13,390	11,768
Surplus (deficit) from continuing operations before capital amounts	962	276	1,265
Grants and contributions provided for capital purposes	1,083	2,201	2,818
Surplus (deficit) from continuing operations after capital amounts	2,045	2,477	4,083
Less Corporate Taxation Equivalent (30%) [based on result before capital]	289	83	387
Surplus (deficit) after tax	1,756	2,394	3,696
Opening retained profits	152,929	151,188	147,689
Taxation equivalent payments	77	68	50
Debt guarantee fees	58	106	125
Corporate taxation equivalent	289	83	387
Less: Dividend Paid	-1,254	-758	-759
Less: Financial Instruments through equity	197	-152	
Revaluation Reserve	44,125		
Closing retained profits	198,177	152,929	151,188
Calculation of Dividend Payable			
Surplus (deficit) after tax	1,756	2,394	3,696
Less: Capital grants and contributions (excluding developer contributions)	250	1,393	183
Surplus for dividend calculation purposes	1,506	1,001	3,513
Dividend calculated from surplus	753	501	1,757

Please note: Council has applied the competitive neutrality pricing requirements to all of its Category 1 business activities.

**Income Statement of Waste Management - Category 1 Business Activity
for the year ended 30 June 2007**

	Actual 2007 \$'000	Actual 2006 \$'000	Actual 2005 \$'000
Revenue from continuing operations			
Access charges	7,958	7,226	6,712
User charges	2,996	2,634	2,489
Interest	106	28	31
Grants and contributions provided for non capital purposes	494	384	498
Other revenues	221	119	85
Total revenues from continuing operations	11,775	10,391	9,815
Expenses from continuing operations			
Employee benefits and on-costs	1,402	1,225	1,143
Borrowing costs	183	204	227
Materials and contracts	8,857	7,052	7,830
Depreciation & impairment	265	252	246
Calculated taxation equivalents	44	31	25
Debt guarantee fee (if applicable)	73	88	103
Other expenses	62	68	87
Total expenses from continuing operations	10,886	8,920	9,661
Surplus (deficit) from continuing operations before capital amounts	889	1,471	154
Grants and contributions provided for capital purposes	0	25	13
Surplus (deficit) from continuing operations after capital amounts	889	1,496	167
Surplus (deficit) from all operational before tax			
Less Corporate Taxation Equivalent (30%) [based on result before capital]	267	441	46
Surplus (deficit) after tax	622	1,055	121
Opening retained profits	4,146	2,531	2,236
Adjustments for amounts unpaid			
Taxation equivalent payments	44	31	25
Debt guarantee fees	73	88	103
Corporate taxation equivalent	267	441	46
Less: Dividend Paid	0	0	0
Closing retained profits	5,152	4,146	2,531
Calculation of Dividend Payable			
Surplus (deficit) after tax	622	1,055	121
Less: Capital grants and contributions (excluding developer contributions)	0	25	13
Surplus for dividend calculation purposes	622	1,030	108
Dividend calculated from surplus	0	0	0

Please note: Council has applied the competitive neutrality pricing requirements to all of its Category 1 business activities.

Balance Sheet of Water Supply Business Activity as at 30 June 2007

	Actual 2007 \$'000	Actual 2006 \$'000
ASSETS		
Current Assets		
Cash and cash equivalents		
Investments	9,562	8,919
Receivables	3,105	4,202
Inventories	356	324
Total current assets	13,023	13,445
Non Current Assets		
Receivables	287	194
Infrastructure, property, plant and equipment	327,434	204,875
Total non-current assets	327,721	205,069
Total assets	340,744	218,514
LIABILITIES		
Current liabilities		
Payables	1,975	384
Interest bearing liabilities	708	686
Provisions	1,919	1,776
Total current liabilities	4,602	2,846
Non-current liabilities		
Payables	5,287	5,288
Interest bearing liabilities	12,298	13,253
Provisions	52	48
Total non-current liabilities	17,637	18,589
Total liabilities	22,239	21,435
Net assets	318,505	197,079
EQUITY		
Retained earnings	318,505	197,079
Total equity	318,505	197,079

**Balance Sheet of Sewerage Business Activity
as at 30 June 2007**

	Actual 2007 \$'000	Actual 2006 \$'000
ASSETS		
Current Assets		
Investments	31,153	46,190
Receivables	2,104	1,989
Inventories	17	15
Total current assets	33,274	48,194
Non Current Assets		
Receivables	310	273
Infrastructure, property, plant and equipment	172,152	112,118
Total non-current assets	172,462	112,391
Total assets	205,736	160,585
LIABILITIES		
Current liabilities		
Payables	546	194
Interest bearing liabilities	520	607
Provisions	1,063	903
Total current liabilities	2,129	1,704
Non-current liabilities		
Payables	3,337	3,337
Interest bearing liabilities	2,077	2,597
Provisions	16	18
Total non-current liabilities	5,430	5,952
Total liabilities	7,559	7,656
Net assets	198,177	152,929
EQUITY		
Retained earnings	198,177	152,929
Total equity	198,177	152,929

Balance Sheet of Waste Management Business Activity as at 30 June 2007

	Actual 2007 \$'000	Actual 2006 \$'000
ASSETS		
Current Assets		
Cash and cash equivalents		
Investments	579	103
Receivables	473	392
Total current assets	1,052	495
Non Current Assets		
Receivables	255	211
Infrastructure, property, plant and equipment	7,564	7,638
Total non-current assets	7,819	7,849
Total assets	8,871	8,344
LIABILITIES		
Current liabilities		
Payables	588	647
Interest bearing liabilities	516	510
Provisions	671	606
Total current liabilities	1,775	1,763
Non-current liabilities		
Interest bearing liabilities	1,658	2,174
Provisions	286	261
Total non-current liabilities	1,944	2,435
Total liabilities	3,719	4,198
Net assets	5,152	4,146
EQUITY		
Retained earnings	5,152	4,146
Total equity	5,152	4,146

Summary of Rates and Charges Written off During 2006/2007

General Fund Rates	Abandoned Pensioners	1,327,586.15
Water Supply Annual Charges	Abandoned Pensioners	377,078.25
Sewerage Services Annual Charges	Abandoned Pensioners	559,974.28
Domestic Waste Annual Charges	Abandoned Pensioners	498,337.94
Other Waste Annual Charges	Abandoned Pensioners	475.77
Water Supply Usage Charges	Abandoned Pensioners	209,530.81
General Fund Rates	Abandoned Other	40,158.62
Sanctuary Springs Special Rate	Abandoned Other	47,124.84
Water Supply Annual Charges	Abandoned Other	- 13,063.55
Sewerage Services Annual Charges	Abandoned Other	7,684.57
Domestic Waste Annual Charges	Abandoned Other	1,835.51
Other Waste Annual Charges	Abandoned Other	32,590.02
Water Supply Usage Charges	Abandoned Other	- 7,041.66
Sewerage Services Usage Charges	Abandoned Other	3,778.23
Septic Tank Annual Charges	Abandoned Other	217.97
General Fund Extra Charges	Abandoned Interest	619.61
Water Supply Extra Charges	Abandoned Interest	- 359.03
Sewerage Services Extra Charges	Abandoned Interest	0.41
Domestic Waste Management Extra Charges	Abandoned Interest	0.27
Total		3,086,529.01

Contract Details – 2006/07 S.428(2)(h)

Following are the details for each contract awarded by Council during the year other than employment contracts and contracts for less than \$150,000.

Supplier	Project	Cost \$ (excl GST)
Maunsell Australia Pty Ltd	Stingray Creek Bridge	143,510
G H D Pty Ltd	Dunbogan Flood Access Design	158,400
Commercial Project Constructions Pty Ltd	Grant Street Building Fitout – Suites 1 & 4	191,800
Paveline International Pty Ltd	Purchase of Road Patching Machine	208,829
Mid Coast Telemetry Pty Ltd	Supply & Installation of 415V Main Switchboard, Main Distribution Board and UPS	298,292
BDM Constructions & Developments	Upgrade Works to Lank Bain Sports Field – Wauchope	300,000
Haire Civil Constructions	Construction of Carparks & Drainage – Wayne Richards Park	414,194
Connell Wagner	Design of New Works Depot and Industrial Subdivision	533,470
Soul Converged Communications	Telecommunications	570,000
Deklax Pty Ltd	Construction of Playing Field, Carpark, Batter Protection etc	802,352
Timberline Cabins	Installation of Cabins at Council's Caravan Parks	905,760
Birdon Group Pty Ltd	Construction of Vehicular Ferry for Settlement Point	2,174,685
Lahey Constructions Pty Ltd	Port Macquarie Reclaimed Water Treatment Plant Building & Associated Civil Works	5,639,966
Hansen Yuncken	Construction of Glasshouse	26,669,570

Cross Subsidies - Water

The current cross-subsidy of \$9 per assessment is principally due to Council's decision to levy developer charges in some areas [i.e., Village Water Supply Schemes at Comboyne, Long Flat & Telegraph Point] that are lower than the maximum calculated amounts, which could have been charged by Council in accordance with guidelines issued by the NSW Department of Energy, Utilities & Sustainability.

Council has recognised that application of the maximum charge amount would have a detrimental impact upon development and growth in these village areas.

Special Variations of Rating Income

Since 1999/2000 Port Macquarie-Hastings Council has received the following special rating variations. Each year after a special rating variation approval Council has added the approved rate pegging limit to the special variation amount to give a total amount received from each special variation. The table below outlines how the total amount of the rating increases have been expended to 30 June 2007.

	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	Total
Rating pegging limit		2.8%	3.3%	3.6%	3.5%	3.5%	3.6%	
2000/01	755,000	776,140	801,055	828,235	854,660	881,085	908,265	5,804,440
2004/05					3,902,058	4,038,630	4,184,021	12,124,709
2005/06						1,034,823	1,072,077	2,106,900

2000/01 Approval	Total
K&G & Footpaths	1,740,540
Increase in Road Maintenance	4,090,867
Total expended 2000/01 to 2006/07	5,831,407
2004/05 Approval	
Maintenance Items	
Increase in road maintenance	1,651,200
Increase in parks maintenance	1,561,500
Increase in library operations	335,700
Increase in Community Services Funding	1,807,603
Works Programme Items	
Acid Sulphate Soil Remediation	58,546
Riverbank Protection Works	86,437
Regional Stadium - Covered Grandstand	237,400
Upgrade Aquatic Facilities	69,229
Urban Bushland Reserve Projects	87,437
Upgrade regional indoor stadium	69,510
Provide Athletics Facilities	18,885
Provide new major regional facilities	374,715
Ring road construction - Revenue	2,595,329
Provide for Social and Cultural Infrastructure	6,763
Loan Repayments	
Provide new major regional facilities (Wayne Richards Park) - Loan Repayments - \$414,890	117,984
Regional Stadium - Covered Grandstand - Loan Repayments - \$904,675	394,695
Ring road construction - Loan Repayments - \$5,656,400	450,487
Performing Arts Facility (The Glasshouse) - Loan Repayments	2,203,542
Total expended 2004/05 to 2006/07	12,126,961

2005/06 Approval	
Maintenance Items	
Increase in road maintenance	690,400
Increase in parks maintenance	542,600
Increase in library operations	236,800
Increase in lifeguard funding	168,800
Commencement of operational budget for Performing Arts Centre (The Glasshouse)	318,771
Works Programme Items	
Acid Sulphate Soil Remediation	3,873
Riverbank Protection Works	9,548
Upgrade Aquatic Facilities	52,783
Urban Bushland Reserve Projects	54,750
Provide new major regional facilities	27,789
Total expended 2005/06 to 2006/07	2,106,114

Outcomes

The following projects and outcomes have been achieved or will be achieved in the future using funding from the special rating increases in addition to other applicable funding.

Estuary Management

Council produced estuary education resources in the form of community posters and postcards that highlight important environmental aspects of the estuaries in the LGA. These resources were provided to residents in mail outs as well as being used as educational aids at community events and during presentations to school groups.

Henry Kendall Reserve - Riverbank Protection

Council carried out river bank restoration works at Henry Kendall Reserve to manage extensive erosion in Stingray Creek. The project involved the reshaping and rock armouring of around 300m of riverbank. The project has prevented further erosion and secured an important community asset in the Camden Haven.

Acid Sulphate Soils

Funding has been used to implement acid sulphate soil remediation works in the Hastings and Camden Haven River floodplains. Works included the installation of weirs within artificial drainage systems to prevent exposure of acid sulphate soils and contain acid groundwater and the recreation of significant areas of wet pasture/wetland. Additional information on this work can be found in Council's State of the Environment Report.

Urban Bushland Projects

Council has worked in cooperation with local Landcare Groups to implement a number of urban bushland restoration projects. Specific examples include Blair Reserve, Lighthouse Beach dunes and Middle Rock littoral rainforest. Restoration works include removal of noxious and environmental weeds, replanting with native local species and formalising access to prevent damage to vegetation.

Lifeguard Funding

The additional funding has been used to adequately train and implement the current lifeguard service.

Parks Maintenance

The funding allocated to parks maintenance has been and will continue to be allocated to the following items:

- Improved plant & equipment
- We have elevated the standard of CBD and roundabout landscaping
- We have assumed additional areas of open space in new development areas
- Maintenance of our new parks assets, for example Wayne Richards Park
- Replacement of playgrounds
- An additional tree inspection officer due to the number of tree requests
- Elevation of standard of Council's sports grounds by an increased watering/fertilising regime

Wayne Richards Park

Planning for a new Port Macquarie sporting complex began in 1996 when Council identified five areas as potential recreational sites. The Koala Street Playing Fields were selected as the preferred site for the future development of a new Port Macquarie sporting complex.

The project is made up of the following stages:

Stage 1: Two soccer fields & cricket pitch, carpark and amenities and road upgrade

Stage 2: Additional parking and combined AFL oval, cricket oval and grassed athletics track with an additional soccer field

Stage 3: Two additional soccer fields and cricket pitch

Stage 4: Permanent athletics track and car parking

Stage 5: Hockey field

Stage 1 of Wayne Richards Park is totally complete. Additional parking, the construction of one additional soccer field and the basic sub-grade infrastructure for the AFL oval has been completed from stage 2.

Regional Sports Stadium/Grandstand

The Port Macquarie Regional Sports Stadium is the premier sports facility in the Hastings. Constructed in 1992 with funding assistance from NSW Sport & Recreation, NSW Country Rugby League and Council, it became the home of rugby league in Port Macquarie.

The playing surface is considered by many to be the number one rugby league facility on the NSW North Coast. It boasts a newly constructed 1,000 seat grandstand which has transformed the area from a playing field to a genuine high-quality sports stadium.

Underground irrigation and drainage make the site available on a year round basis and has been used for NRL pre-season matches as well as representative fixtures.

Rugby league is the predominant sport played at this location, however, rugby union and soccer fixtures, at the elite level, have also been played there.

The principal users of the facility are the Port Macquarie Sharks Rugby League Football Club playing in the Country Rugby League Group 2 competition and the Port Macquarie City Breakers Rugby League Football Club associated with the Country Rugby League Group 3 competition.

A second field has been constructed on the western side of the main field. Carparking adjacent to Boundary Street has been completed as part of stage 2 works. A future carpark on the western extremities of the site is proposed in the future.

Aquatic Facilities

Hastings Council's Aquatic Facilities Working Party have been developing strategies for the construction of an aquatic facility in the Hastings. Options to locate the proposed facility are currently on public exhibition with the preferred site being selected by June 2008.

It is proposed that the aquatic facility will cater for local, district and regional requirements and facilities included in the proposed complex include:

- outdoor 10 lane 50 metre pool
- diving pool
- indoor heated 25 metre pool
- program pool (hydrotherapy)
- recreation pool/children's play area
- water slide & water features
- professional consulting rooms
- gymnasium
- aerobics room
- foyer/reception area
- retail space
- creche
- food outlet/coffee shop
- car parking

Performing Arts Facility - The Glasshouse

The Glasshouse is a highly integrated multi-purpose facility. It has a high level of technical specifications delivered in a functional design after extensive research and direct community input.

It will be used for an extraordinary wide range of functions including events, performances, conferences, exhibitions, shows etc. The centre will host arts, sports, entertainment, family events, leisure and civic functions. Projections indicate that more people, both local and visiting, will use this facility than any other Council provided facility in the LGA.

Ring Road (Link Road)

The 1.65 kilometres of road will extend between the junction of Lochinvar Place (south) and Ocean Drive (north) to connect to Hindman Street at its junction with Kooloonbung Close, Port Macquarie, NSW.

The Link Road is to be constructed as a dual carriageway with two travel lanes and footpaths in each direction within a new road reserve.

The northern end of the Link Road is to be provided with a four-way roundabout to replace the existing three-way intersection of Hindman Street and Kooloonbung Close. Some work must be carried out north of the intersection to tie in with the existing road.

Dual bridges, each of overall length of 31 metres, will cross Kooloonbung Creek on the Link Road. There will also be a road bridge over Kooloonbung Creek on Lake Road east of its intersection with the Link Road.

Koala Street is to be extended from its junction with the existing route of Ocean Drive to intersect with the Link Road in a three-way roundabout at the southern side of Kooloonbung Creek.

At Lake Road, traffic signals are to be provided and the Lake Road approaches upgraded to meet traffic capacity requirements

Library Operations

The special rate funding was used to employ an additional librarian. The role was originally responsible for running Port Macquarie Library, which included rostering staff, organising displays and exhibitions and actively promoting our services. This position was changed in April this year to a Branch Coordinator. The responsibilities have increased to include the other two branch libraries and will also be responsible for the staff at the proposed new library in Sovereign Hills.

Road Maintenance

The additional road maintenance funding has been used on a number of maintenance activities including:

- Additional resealing and gravel resheeting of Council's roads. This increase was based on a strategy to reduce the frequency of resealing and resheeting to once very ten years. Prior to these funds being applied the resealing and resheeting cycle was much longer.
- Increases in heavy patching, jetpatching, rural roadside slashing of sealed roads, maintenance grading and gravel resheeting of unsealed roads.
- The appointment of an inspection officer to allow the conditional assessment of defects to be made so that maintenance works can be appropriately prioritised.



Areas of Strategic Focus Report

Governance

OUTCOME: To provide leadership and effective decision making, sound financial and resource management. To undertake the role of advocacy and promote communication and consultation.

The following programmes are contained within the Governance Focus Area:

- Leadership
- Organisational Development;
- Information Management; and
- Financial Planning and Services.

Underlying these Programmes are Activities that produce the outcomes required within each Programme via services, projects and Key Strategies. A summary of these items is provided within this document.

The Council has the following charter as set out in the Local Government Act 1993:

- to provide directly or on behalf of other levels of government, after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively.
- to exercise community leadership.
- to exercise its functions in a manner that is consistent with and actively promotes the principles of multiculturalism.
- to promote and to provide and plan for the needs of children.
- to properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development.
- to have regard to the long term and cumulative effects of its decisions.
- to bear in mind that it is the custodian and trustee of public assets and to effectively account for and manage the assets for which it is responsible.
- to facilitate the involvement of councillors, members of the public, users of facilities and services and council staff in the development, improvement and co-ordination of local government.
- to raise funds for local purposes by the fair imposition of rates, charges and fees, by income earned from investments and, when appropriate, by borrowings and grants.
- to keep the local community and the State government (and through it, the wider community) informed about its activities.
- to ensure that, in the exercise of its regulatory functions, it acts consistently and without bias, particularly where an activity of the council is affected.
- to be a responsible employer.

Responsibility for the implementation of this Charter lies within the Governance Focus Area.

Governance

PURPOSE: To provide leadership and effective decision making, ensuring an accountable and open organisation.

The following services are provided within this programme:

- General Manager's Office;
- Mayoral Office;
- Insurance;
- Customer Service;
- Governance; and
- Audit.

These services areas are measured on a monthly basis via the use of Key Performance Indicators.

Strategy	Outcomes	Performance Measure	Date Achieved
Provide leadership & direction in managing the organization.	Staff throughout Council understand the direction of the organisation and the culture reflects the stated values.	Staff satisfaction ratings for leadership, corporate leadership and management effectiveness.	Staff Survey Results reflect improvements in this area.
Identify, manage, and control risk through audit and policy/ procedural development and education.	Reduced organisational exposure to risk.	Risk audit rating.	Improved results in latest audit. Dividend to be received by Council.
Undertake a regular community survey to obtain community views on Council direction and services.	Decision making reflects Community views.	Council overall satisfaction rating.	Survey to be carried out at year end.

Organisational Development

PURPOSE: To provide development programmes for staff, systems and planning processes for the betterment of the organisation.

The following services are provided within this programme:

- Corporate Development Activities;
- Corporate Planning;
- Business Planning;
- Performance Reporting;
- Staff Development and Training;
- Staff Recruitment; and
- Human Resources Planning and Management.

These services areas are measured on a monthly basis via the use of Key Performance Indicators.

Strategy	Outcomes	Performance Measure	Date Achieved
Continually improve Council's overall performance and business processes.	Improvement in organizational efficiency.	Number of cross divisional process & systems improvements implemented. Formal improvement program implemented across Council.	Review and refinement of the Executive Dashboard to allow for Executive monitoring and reporting of operational performance is ongoing. Council formally adopted the Australian Business Excellence Framework as the over arching methodology to achieve sustainable operational excellence.
Human Resource Strategy.	Impact business results through best practice people management. Build a great place to	Individual Manager/Director Performance Management Process results. Achievement of	Completed 2005-06 PMP for all Directors and Managers. 96% completion of 2006-07 goals setting and individual

Strategy	Outcomes	Performance Measure	Date Achieved
	work. Operate with excellence. Lead the development of talent. Industrial relations.	identified HR KPI's:- ■ Absence management targets. ■ Goal achievement. ■ Training achievement. ■ Employee turnover. Results of Employee Opinion Survey. Employer of choice status. Coaching and mentoring program. Graduate program. Industrial dispute records.	development plans for Directors and Manager. Sick leave this quarter is greater than that of the same quarter last year, with sick leave being 2.27% of the total work hours available for the period. Which is an average of 10 hours per employee for the period. Same quarter last year was 9.75 hours per employee. Training & Development offered during the reporting period includes; ▪ Staff induction ▪ Initial Confined Spaces ▪ Chemical User ▪ Telstra Cable Location ▪ Armed Hold Up ▪ Safety Testing and inspection of electrical equipment ▪ CPR With the implementation of the Performance Management Process and the development of individual training programs, the focus of training will shift from the current legislative basis. A total of 11 separations for the

Strategy	Outcomes	Performance Measure	Date Achieved
			reporting period, which included 9 resignations, 1 retirements and 1 redundancy. The separations where in the following Divisions; Community Development = 2 Executive = 0 Finance & Corporate Services = 1 Infrastructure = 1 Water & Natural Resources = 4 A total of 12 permanent commencements for the period, in the following Divisions; Community Development = 3 Development & Environment = 1 Finance & Corporate Services = 3 Infrastructure = 3 Water & Natural Resources = 2
Occupational Health and Safety Strategy.	Provide a safe and harmonious working environment by:- ■ Ensuring compliance with all relevant legislation. ■ Increasing awareness of wellness. ■ Appropriate management of workplace injuries.	Accident and Injury statistics. WorkCover statistics.	OH&S Management System due for Completion Feb 07 Ongoing injury & accident statistical recording. \$58,677 refund on 05/06 Workers Comp Premium. Early stages of Health & Well being program development, with some initiatives already rolled out.

Information Management

PURPOSE: To provide and maintain effective information management systems to meet customer requirements.

The following services are provided within this programme:

- Records Management;
- Information Technology Services;
- Archival Services;
- Privacy Management; and
- Freedom of Information.

These services areas are measured on a monthly basis via the use of Key Performance Indicators.

Strategy	Outcomes	Performance Measure	Date Achieved
Provide and develop an IT system that provides corporate information in an accessible and useable format.	A standard environment/desktop that allows users to work effectively. Enhanced Computer Services.	User satisfaction. On-Time/within-Budget. Completion of Enhancement projects.	Calls completed within service standard, have risen from 25% to 75% in the 2006 to 2007 period. Current work programming is on time and within budget.
Protect the integrity and security of all data and systems.	Security of Council data and information.	System downtime. External audits.	System down time has been less than 1%. With an average of 99.4% availability. External security audit carried out and audit changes put in place.
Maintain a high level of understanding of new technologies.	Higher skilled staff and less dependence on external organisations for support.	Core skills set developed and maintained.	IT staff have complete the following courses. ▪ Managing & Maintaining a Microsoft Windows Server 2003

Strategy	Outcomes	Performance Measure	Date Achieved
			Environment ▪ HP Data Protector ▪ Virtualisation Seminar ▪ Citrix ▪ ITIL ▪ Authority Register ▪ E-services Skills audit completed January 2007.

Corporate Financial Planning and Services

PURPOSE: To provide financial management services to Council, including strategic financial planning, revenue administration and best value purchasing programmes, to ensure maximum use of scarce resources.

The following services are provided within this programme:

Financial Management;

- Strategic Financial Planning;
- Budget Administration;
- Revenue generation and collection; and
- Best Value Procurement Functions.

These services areas are measured on a monthly basis via the use of Key Performance Indicators.

Strategy	Outcomes	Performance Measure	Date Achieved
Strategic financial and organisational planning which supports Council's Strategic Plan.	Financial sustainability. Organisational capability.	Current ratio. Unrestricted current ratio. Debt service ratio. Overall investments levels. Operating result before capital amounts. Performance Measures Report.	Financial Ratios monitored over 20 year financial model. Investments levels constantly monitored. System being set up to monitor operating result before capital. KPI's for all areas completed.

Economic

OUTCOME: To facilitate economic growth through the provision of quality services, strategies and infrastructure for the betterment of the community.

The following programmes are contained within the Economic Focus Area:

- Economic Development;
- Tourism Services; and
- Facilities Management; and
- Business Units

Economic Development

PURPOSE: To encourage and facilitate business development and quality employment opportunities that provide for the needs of the Hastings community.

The following services are provided within this programme:

- Industry Development; and
- Investment attraction.

These services areas are measured on a monthly basis via the use of Key Performance Indicators.

Strategy	Outcomes	Performance Measure	Date Achieved
Develop and promote local industry.	Increased production, employment and economic growth.	Positive growth in industry value from previous census report.	Census data available Oct/Nov 2007. All industry projects proceeding according to schedule except SUKI (investigating alternative locations) and commercial wharf (report remains with Minister).
Assist growth in local business through business development plans.	Business Development Plans adopted by local businesses.	Number of firms implementing. Business Development plans.	Key Business Development Program on schedule. 12 businesses participating with

Strategy	Outcomes	Performance Measure	Date Achieved
			100% retention and encouraging results.
Improve access to tertiary education in the Hastings.	Greater access & participation.	Change in participation by Hastings in tertiary education against target in plan.	HHECG reviewed. '08 intakes currently being advertised by NU.
To facilitate the availability of industrial land to meet the demands for expansion of targeted industries.	Availability of serviced industrial land for industry expansion.	Land available compared to forecast requirements.	Industrial Land Strategy adopted by Council through DDE.
Promotion of the Region to prospective investors.	Increased awareness of Investment potential in the Hastings.	Increasing number of significant enquiries.	Number of enquiries marginally down (6% or one enquiry) on previous quarter.

Tourism Development

PURPOSE: To strategically plan and grow the tourism industry and to create sustainable employment and tourism infrastructure.

The following services are provided within this programme:

- Tourism Planning;
- Visitor Information Centres; and
- Events.

These services areas are measured on a monthly basis via the use of Key Performance Indicators.

KEY STRATEGIES

The following information sets out the Key Strategies of this programme for the coming three years.

Strategy	Outcomes	Performance Measure	Date Achieved
Identify, pursue and facilitate Event/Conference opportunities.	Local economy expanded through increased visitation to area.	% annual increase in number of people attending events/conferences.	Draft MOU for the Establishment of an Events Bureau submitted to GPM Tourism Association. Delivery of project may be delayed until July 2007. Sporting Events continued to develop well.
Increase market share of NSW tourism market.	Economic growth fuelled by tourism growth. Increased awareness of GPM as a tourism destination.	% annual increase of domestic (NSW) tourism market.	Overnight visitor numbers for year ended Dec 06 are at their highest levels in the past 10 years, reflecting a 28% increase over Dec y/e Dec 05.

Facilities Management

PURPOSE: To effectively manage facilities to meet a range of community requirements.

The following services are provided within this programme:

- Airport Management;
- Caravan Parks Management;
- Crematorium and Cemeteries Management;
- Sporting Facilities Management; and
- Swimming Pools Management.

These services areas are measured on a monthly basis via the use of Key Performance Indicators.

Strategy	Outcomes	Performance Measure	Date Achieved
Implement the findings of the feasibility study on the long-term viability of the Airport.	Airport providing travelers with a variety of traveling options at a reasonable cost.	Milestones identified within the feasibility study implemented. New traveling options available. Cost of travel.	Options analysis and concept design progressing for proposed infrastructure upgrade (including runway, taxiway, apron, terminal and car parking). Economic Impact Assessment and cost-benefit analysis study commenced. Airport Master Plan review / update commenced. Tenders requested for provision of project management services. Tenders requested for preparation of Environmental Impact Statement.

Strategy	Outcomes	Performance Measure	Date Achieved
			GM presented current upgrade proposals to Port Macquarie Chamber of Commerce and Greater Port Macquarie Tourism Association.
The Caravan Park Master Plan is implemented.	Council operated Caravan Parks, which cater for a variety of consumer accommodation needs.	Master Plan implemented. Profit targets reached. Customer satisfaction levels.	Stage 1 implementation of Master Plan has completed. A review of the operation of the caravan parks is continuing to maximize returns to Council and improve customer satisfaction.
Development of a long-term master plan for the provision of Crematorium and Cemetery Services.	Sustainable Crematorium and Cemetery Services.	Master Plan implemented. Implementation of Action Plan completed. Staging Plan completed.	Master Plan implementation Stage 1 has commenced.

Business Units

PURPOSE: To manage key assets for the commercial benefit of Council.

The following services are provided within this programme:

- Property Portfolio Management;
- Commercial Leasing Management; and
- Investment Identification.

These services areas are measured on a monthly basis via the use of Key Performance Indicators.

KEY STRATEGIES

The following information sets out the Key Strategies of this programme for the coming three years.

Strategy	Outcomes	Performance Measure	Date Achieved
To be active in the property development and sales market.	Provision of additional revenue stream to Council.	Return on investment meets or exceeds benchmark of 7%. Dividend paid to Council annually.	Portfolio currently under review to achieve return.

Social

OUTCOME: To facilitate access to a range of services and facilities, recognising the importance of social well-being and ensuring a safe, inclusive and equitable community.

The following programmes are contained within the Social Focus Area:

- Social Development;
- Cultural Development;
- Library Services;
- Transport;
- Parks And Recreational Services;
- Infrastructure Planning & Design;
- Asset Management; and
- Emergency Management.

Social Development

PURPOSE: A community where people have good access to facilities and services, feel secure, involved and can work together to deal with local issues.

The following services are provided within this programme:

- Community Development;
- Aged & Disability Planning;
- Youth Services Planning;
- Crime Prevention Planning;
- Community Facilities Planning;
- Social Planning; and
- Aboriginal & Torres Strait Islander Community Development.

These services areas are measured on a monthly basis via the use of Key Performance Indicators.

Strategy	Outcomes	Performance Measure	Date Achieved
Disability Discrimination Act Action Plan (DDA)	People have good access to facilities and services.	Complaints regarding inability to access facilities.	Complaints are notified to relevant section and

Strategy	Outcomes	Performance Measure	Date Achieved
Action Plan).			addressed through CRMS
Crime Prevention Plan. Drug Action Plan.	People feel safe.	Comparison of community perception of safety in the Council area to industry benchmark. Trend crime rates in Port Macquarie-Hastings Council area.	Crime Prevention Plan being implemented, progressing to plan.
Act as an advocate for people with a disability within Port Macquarie-Hastings Council.	Disability issues are comprehensively managed and access is improved for the disabled.	Completion of disabled access programs compared to schedule.	The following Council plans advocate and address access issues for people with a disability: Port Macquarie-Hastings Social Plan 2005- 2010; Pedestrian Access Mobility Plan (PAMP); and Disability Discrimination Act Action Plan (DDA Action Plan). The DDA Action Plan is currently under review. The strategies in the Social Plan and PAMP are currently on target. Access Awards celebrating excellence in access to businesses and services held September 07.
Promote a sense of community through sponsorship of community events.	People have a greater sense of community.	Community satisfaction ratings with Council sponsored community events.	Council provided sponsorship to the following community events during the last quarter: NAIDOC family day of celebration. Celebrate Living in the Hastings. Intergenerational Activities.

Strategy	Outcomes	Performance Measure	Date Achieved
Affordable housing strategy.	A greater availability of affordable housing in Port Macquarie-Hastings Council.	% lowest 40% income group who spend more than 30% of their income on mortgage or rental payments. Strategy milestones achieved according to plan.	Draft Affordable Housing Strategy currently being re-drafted. Expected to be finalised Dec 07.

Cultural Development

PURPOSE: A culturally diverse and vibrant area, which supports creativity and innovation, and celebrates its rich social history.

The following services are provided within this programme:

- Cultural Planning;
- Heritage;
- Art Gallery;
- Public Programmes;
- Museums; and
- Cultural Facilities Planning.

These services areas are measured on a monthly basis via the use of Key Performance Indicators.

Strategy	Outcomes	Performance Measure	Date Achieved
Cultural Plan Community Art Strategy. Heritage & Museum Strategy.	A culturally diverse community. A creative and innovative society and a community with a greater understanding of its history.	Community satisfaction with Council sponsored art and cultural programs and activities. Number of Heritage and Museum Strategies Implemented – progress against plan.	Cultural Planning continues. Heritage Festival Program held March 2007. Regional Museum planning continuing.

Library Services

PURPOSE: To provide quality information and recreational services.

The following services are provided within this programme:

- Library Operations;
- Special Needs Library Operations;
- Public Internet Access; and
- Targeted Learning Programmes.

These services areas are measured on a monthly basis via the use of Key Performance Indicators.

Strategy	Outcomes	Performance Measure	Date Achieved
Implement libraries' policies.	Access to a diverse range of information and recreational resources, which reflect and stimulate the needs and interests of the whole community.	Demonstrated community support for library services in terms of circulation, visitation, technology usage and information requests as measured by State Library Benchmarked Figures.	By 30.06.07 757,156 items had been borrowed. We have broken the ¾ million mark for the first time. 379,609 visits, an increase of 9%. 25,282 hours of computer usage.

Transport

PURPOSE: To provide and maintain a safe network suited to community requirements.

The following services are provided within this programme:

- Transport Network Management;
- Footpaths and Cycleways;
- Traffic Management and Safety;
- Street Lighting;
- Capital Works Programme;
- Road and Bridge Maintenance Services;
- Road Resealing; and
- Unsealed Roads.

These services areas are measured on a monthly basis via the use of Key Performance Indicators.

Strategy	Outcomes	Performance Measure	Date Achieved
Major roads strategy.	Improved road safety, capacity and traffic flow.	Community satisfaction with standard of road safety, capacity and traffic flow. Satisfaction improving on previous year. Benchmark against Hunter Valley Community Research Survey. Reduction in number accidents (includes between motor vehicles, between motor vehicle & pedestrian or cyclist). Reduction in number of congested intersections on previous year.	Not commenced, monitoring & surveys delayed due inability to recruit appropriate traffic staff. No budgets available to advance this initiative.

Strategy	Outcomes	Performance Measure	Date Achieved
Road safety action plan.	Reduced traffic speeds. Reduced accidents. Improved neighbourhood amenity.	Implement actions per agreed schedules and agreements with the Roads & Traffic Authority.	Completed.
Street lighting strategy.	Improved night-time visibility. Improved energy efficiency. Improved pedestrian and vehicle safety. Improved neighbourhood amenity & perceived safety.	Increase in the level of satisfaction with street lighting.	Not commenced, monitoring & surveys delayed due inability to recruit appropriate traffic staff. No budgets available to advance this initiative. Completed Energy Savings Action Plan that examines street lighting energy efficiency. Initial consultation with Country Energy held.
Unsealed rural roads strategy.	Improved road safety and traffic flow.	Increase in the level of satisfaction with gravel roads.	Additional grading & resheeting undertaken with additional funds provided in 2006/07. Time between maintenance grading is also decreasing. Implementation of improved maintenance practices to reduce erosion from gravel roads and improve run-off quality.

Parks and Recreational Services

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

The following services are provided within this programme:

- Management Parks, Gardens and Reserves;
- Sport Field Management;
- Lifeguard and Beach Management;
- Playgrounds; and
- Recreational Planning.

These services areas are measured on a monthly basis via the use of Key Performance Indicators.

Strategy	Outcomes	Performance Measure	Date Achieved
Open Space Recreational Strategy Plan.	Access & availability of recreational facilities.	Community satisfaction with standard of aquatic facilities, sporting fields, passive recreational areas. (Satisfaction improving on previous year.)	Customers generally satisfied and heartened with the provision of Parks and Recreation Services, in particular the focus on providing additional sporting fields. Some concern is expressed as to our ability to deliver maintenance services to meet community expectation during the growing season.

Emergency Management

PURPOSE: To ensure natural disaster risks are minimised through sound planning for the benefit of the community.

The following services are provided within this programme:

- State Emergency Services; and
- Bushfire Management.

These services areas are measured on a monthly basis via the use of Key Performance Indicators.

Strategy	Outcomes	Performance Measure	Date Achieved
Emergency Disaster (DIS) Plan.	Roles & relationships of emergency service personnel in a disaster clear.	Number of serious issues identified by District Emergency Management Officer (DEMO) at annual Desk Top Review.	No issues identified.
Emergency Risk Management (ERM) Plan (due for release in 2007).	Plans in place for each agency to address identified risks.	Major & minor risks have plans in place.	Hazards identified. Risk analysis in progress.

Infrastructure Planning and Design

PURPOSE: To ensure community infrastructure requirements are identified and programmed to meet future demands.

The following services are provided within this programme:

- Infrastructure Planning;
- Works Programme Management;
- Technical Advice and Investigation; and
- Survey and Design.

These services areas are measured on a monthly basis via the use of Key Performance Indicators.

KEY STRATEGIES

The following information sets out the Key Strategies of this programme for the coming three years.

Strategy	Outcomes	Performance Measure	Date Achieved
Major Infrastructure Development/ Replacement Strategy's – Roads & Bridges, Open Space, Subdivision Code DCP.	Concise Rolling Works Program linked to Strategic Direction. Infrastructure Projects delivered on a timely basis. Community Satisfaction with Infrastructure.	Community Satisfaction with Infrastructure (appearance of public areas, roads, and footpaths, traffic management and parking facilities etc).	Works programmes complete for inclusion in 2007/08 Corporate Plan. 2006/07 programmes currently being implemented with no significant community complaint.

Asset Management

PURPOSE: To provide strategic intelligence on asset conditions and provide rolling programmes to maintain assets at required community standards.

The following services are provided within this programme:

- Community Facilities Management;
- Asset Management and Reporting; and
- Asset Management Planning.

These services areas are measured on a monthly basis via the use of Key Performance Indicators.

KEY STRATEGIES

The following information sets out the Key Strategies of this programme for the coming three years.

Strategy	Outcomes	Performance Measure	Date Achieved
Develop Asset Management Plans for all asset categories.	Asset condition intelligence provided as a key driver of the budget process.	Development of Asset Categories with detailed and up to date asset management plans.	A Buildings Asset Management Plan has been developed and programs are being implemented. A Transport Asset Management Plan is complete, identified actions to be implemented as part of future works programmes.
Implement Authority Asset Management System across all Asset categories.		Asset condition rating trend.	Buildings condition reports have been completed and ratings have been applied. Asset Hierarchy has been created for Sewer, Water, Stormwater, Roads and Bridges assets in AIM. Associated financial records have been created in Authority. Capitalisation of assets in Authority for 06/07 Financial Year is complete.

Environment

OUTCOME: To protect and enhance environmental values and provide for sustainable growth and development.

The following programmes are contained within the Environment Focus Area:

- Strategic Planning;
- Regulatory Control;
- Environmental Management;
- Human Health Management;
- Water Cycle Management; and
- Waste Management.

Strategic Planning

PURPOSE: To create sustainable living for the current and future residents of the Hastings.

The following services are provided within this programme:

- Strategic Landuse Planning;
- Environmental and Natural Resource Strategic Planning; and
- Development Contribution Plan development and administration.

These services areas are measured on a monthly basis via the use of Key Performance Indicators.

Strategy	Outcomes	Performance Measure	Date Achieved
Hastings Urban Growth Strategy. Wauchope Urban Growth Strategy. Camden Haven Urban Growth Strategy. Rural Residential Strategy.	Implementation of planning frameworks for priority areas identified in up to date planning strategies.	Key milestones for preparation of strategies and planning for priority growth areas met.	Draft Standard LEP for LGA anticipated late 2007. Area 13 draft LEP to LEP Review Panel. Draft DCP & contribution plans and voluntary planning agreements nearing completion for public exhibition. Draft CBD DCP exhibited.

Strategy	Outcomes	Performance Measure	Date Achieved
Retail Strategy.			Retail Strategy review (Settlement City) completed and reported to Council.
Industrial Strategy.			Stage 2 Draft Industrial Strategy completed and reported to Council. LES Studies for Area 15 being completed.

Regulatory Control

PURPOSE: To provide a development and building control system which provides for “ownership” of applications and where legislative requirements and council policies are applied in a consistent and efficient manner.

The following services are provided within this programme:

- Development Application Assessment;
- Building Certification and Inspections Services;
- Development and Building Compliance;
- Ranger and Law Enforcement Services; and
- Development Engineering.

These services areas are measured on a monthly basis via the use of Key Performance Indicators.

Strategy	Outcomes	Performance Measure	Date Achieved
Council's development and building control system is clearly expressed and implemented in accordance with Council policies.	All developments involving water, sewerage or stormwater meet current health environmental standards. The development and building control system is effective and is in accordance with the law.	Percentage of substandard installations. Council's performance in application processing is in the Top quartile of benchmark statistics maintained by the NSW Department of Local Government.	Ongoing. Department of Local Government reporting due first quarter review 07/08. Provide statistics to Department of Planning.

Environmental Management

PURPOSE: To protect and enhance environmental values and to monitor and report on environmental trends.

The following services are provided within this programme:

- Environmental & Natural Resources Services; and
- Environmental & Natural Resources Monitoring.

These services areas are measured on a monthly basis via the use of Key Performance Indicators.

Strategy	Outcomes	Performance Measure	Date Achieved
Maintain and protect the health of the natural environment.	Natural environment conserved and rehabilitated.	Progress toward achievement of Priority Issues as identified in Council's State of the Environment report.	Identify critical constraints to population growth – not commenced. Implementation of village sewerage schemes – planning continuing, funding strategy adopted. Increase monitoring of onsite sewage systems – not commenced. Proactive community awareness on barking dog noise – not commenced. Increase renewable fuel use in council fleet – biodiesel trials commenced. Strategically plan for public transport systems – not commenced. Increased enforcement of erosion and sediment controls on construction site – not commenced. Investigate holistic riverine health assessments –

Strategy	Outcomes	Performance Measure	Date Achieved
			commenced through partnership with SCU for biological monitoring of Hastings & Camden Haven River estuaries. Focus on riparian restoration works – Planned works for 2006/2007 complete targeting 11 kms of riparian zone. Increase funding for terrestrial ecosystem rehabilitation work – \$87,000 grant funds received and works implemented. Develop biodiversity strategy – mapping obtained, funding for ground truthing required. Monitor compliance with Koala Plans of Management – commenced. Increase feral animal control activity – partially implemented through Thrumster and Kingfisher Rd Control Programs and Indian Myna Control (in partnership with Hastings Landcare and volunteers).

Human Health Management

PURPOSE: To maintain acceptable levels of human health and safety within the community and to monitor trends.

The following services are provided within this programme:

- Public Health Services;
- Public Safety Monitoring; and
- Public Health Monitoring.

These services areas are measured on a monthly basis via the use of Key Performance Indicators.

Strategy	Outcomes	Performance Measure	Date Achieved
Protect public health through food premises and public health premises inspections.	Public health protected.	Percentage of public health premises inspected - pass/fail.	Full-time EHO employed for food inspections and Pre-purchase inspections. 437 inspections completed. Part-time EHO continues to undertake proactive public health inspections. 56 inspections completed. Ongoing.

Water Cycle Management

PURPOSE: To ensure the sustainability of water resources to protect the natural environment.

The following services are provided within this programme:

- Sewerage Services;
- Water Supply Services;
- Foreshore, Estuary and Floodplain Management;
- Stormwater Drainage; and
- Water Cycle Planning.

These services areas are measured on a monthly basis via the use of Key Performance Indicators.

Strategy	Outcomes	Performance Measure	Date Achieved
IWCM	Efficient and effective use of water resources.	Water standards meet code. Sewer discharges comply with statutory pollution licences. Compliance with State Government Best Practices guidelines.	IWCM Scoping Study for LGA wide Strategy complete. Area 14 IWCM Plan adopted. Area 13 IWCM Plan for Area 13 complete. Council continues to pursue implementation of Water Sensitive Urban Design as part of urban development.

Waste Management

PURPOSE: To provide an environmentally sustainable waste management service to the community.

The following services are provided within this programme:

- Waste Collection;
- Waste Disposal;
- Waste Minimisation; and
- Waste Management Forward Planning.

These services areas are measured on a monthly basis via the use of Key Performance Indicators.

Strategy	Outcomes	Performance Measure	Date Achieved
Waste Avoidance and Resource Recovery Strategy.	Reduction of waste to landfill. Increase in beneficial reuse of waste stream.	Achievement of Waste Management Strategy outcomes. Tonnes of waste to landfill. Tonnes of waste diverted to reuse programs.	Trend lines show resource recovery increasing and landfilling decreasing. Strategy outcomes being met.